

## Workplace Cultural Trait and Performance of Globacom, South East, Nigeria

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doi: <https://doi.org/10.37745/gjhrm.2013/vol11n24363>

Published My 30, 2023

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**Citation:** Ujebe N., Chukwu-Etu O. and Nwafor M. E. (2023) Workplace Cultural Trait and Performance of Globacom, South East, Nigeria, *Global Journal of Human Resource Management*, Vol.11, No.2, pp.43-63

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**ABSTRACT:** *The main objective of this study is to examine the impact of workplace cultural trait on employees' performance in Globacom, an international organisation in Nigeria. Primary data was utilised, while data was collected from 197 respondents being the sample size. The study adopted the survey research design, while the Ordinary Least Square statistical tool was used in testing of posited hypotheses. The findings revealed that, workplace cultural traits have significant impact on employees' productivity and service delivery, being proxies for employees' performance in Globacom Nigeria. The study therefore recommends that, Globacom Nigeria should carry out periodic audits of its workplace culture to ascertain continued relevance of the existing culture in the firm and to what extent the corporate values are shared among members of the organization. Globacom should introduce workplace culture profile like performance appraisal. This will constantly provide an in-depth analysis of the extent the various traits of culture (involvement, consistency, adaptability and mission) being practiced in the organization influence employee's behaviour and productivity. This implies that the culture of teamwork, information and resource sharing, continuous building of technical and professional capacities of employees should be prioritised, to improve and sustain quality service delivery.*

**KEY WORDS:** workplace cultural traits, performance, Globacom

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### INTRODUCTION

Culture is a universal phenomenon as there is no society in history without a culture. But culture varies from one society to another. Studies of formal organisations in both Western and other societies have shown the implications of varying cultures for organisational operations and

performance. Multinational organisations operating in different cultural contexts have become increasingly sensitive to the potential impact of the culture of a host country on employee and organisational performance.

Over the last two decades, there have been phenomenal changes in the nature of service delivery institutions in Africa, as a result of the entry of new aggressive competitors in the marketplace alongside the growing financial sophistication of customers and the greater and more efficient use of information technology (Rhine & Christen, 2008).

In order to sustain or gain competitive edge alongside superior performance, many organisations have restructured, merged, benchmarked, re-engineered, implemented total quality management programmes and introduced competitive staff benefits. Despite these attempts, organisations are yet to experience high performance (Davidson 2003). Peters and Waterman (1982) analysis of sustained superior financial performance of certain organisations have attributed their success to the specific culture of each of the respective organisations.

However, the ability to identify the culture traits of an organisation provides a platform for better understanding of the operations of the organisation for a better performance. Unfortunately, most often organisational cultural issues are overlooked, while attention is directed towards activities that may have little or no positive effect on performance (Davidson 2003). This study seeks to investigate the effect of cultural traits on employee work performance in the Nigerian telecommunication industry, with focus on Globacom, Operational in South East Nigeria.

### **Statement of the Problem**

In telecommunication service organisations across the globe, more especially in Nigeria, practitioners are constantly faced with dynamic challenges with their roots embedded in the societal cultures and those that impede progress toward achieving high performance. Recently, there is a growing concern about management strategic goals and employee commitment in the work place, intertwined in Workplace Culture quagmire; raising concerns about cultural trait influences on employee behaviour and productivity owing to dwindling performances in the face of the turbulence in the Nigerian business environment.

Despite the plethora of studies on Workplace Culture in the last few decades, there is no widely accepted causal relationship between workplace cultural traits and employee workplace performance. The empirical evidences emerging from various studies about the effect of Workplace Culture on performance have so far yielded mixed results that are inconclusive and contradictory, owing to the diverse cultural traits applied in such studies. Because of these contradictory results, the question of whether workplace cultural traits improve or worsen employee's commitment, productivity and organisational performance is still worthy of further research.

The postulation that strong cultural traits enhance firm performance is premised on the instinctively powerful idea that organisations benefit from highly motivated employees committed to common or shared organisational goals. Sorensen (2012) asserts that the relationship between cultural strength and performance reliability is dependent on how strong firms learn from and respond to their own experiences and changes in their internal organisational mechanisms (processes, policies, values and norms) and the volatile environments. However, over the past decade, the telecommunication industry in Nigeria has witnessed challenges ranging from dropped calls, network fluctuations, occasional loss of connectivity at base stations, increasing customer complaints and dissatisfaction and increasing government and other regulatory agencies' sanctions for various offences, due to internal lapses. This situation has impact on the performance of the industry.

### **Objectives of the Study.**

The main objective of this study is to examine the impact of workplace cultural traits on employees' performance of Globacom in South East Nigeria. Specific objectives are to:

- i. determine the impact of involvement trait on employees commitment in Globacom South East Nigeria;
- ii. assess the impact of consistency trait on employees' productivity in Globacom Nigeria;
- iii. examine the impact of adaptability traits on employees' workplace service delivery in Globacom South East Nigeria

### **Statement of Hypotheses**

To achieve the specific objectives of this study, the following hypotheses are formulated:

**H<sub>01</sub>:** Workplace involvement traits have no significant impact on employees' commitment in Globacom South East Nigeria

**H<sub>02</sub>:** Workplace consistency traits have no significant impact on employees' productivity in Globacom South East Nigeria

**H<sub>03</sub>:** Workplace adaptability traits have no significant impact on employees' service delivery in Globacom South East Nigeria

## **LITERATURE REVIEW**

This section presents a review of literature under the following headings:

Conceptual Review, Empirical Review and Theoretical Framework.

### **Workplace culture**

There is no fixed, universal definition or understanding for culture, and neither for workplace culture, there is no single definition for it. In general, as indicated by Knapp (2006) the workplace concept of culture is an adaptation of the anthropological concept. Researchers in

academic sector have given various ways of defining Workplace Culture. The word culture has many meanings and connotations. When we combine it with the word organisation, we are almost certain to have semantic and conceptual confusion.

Schein (1990) indicates that the problem of defining Workplace Culture derives from the fact that the concept of the organisation itself is ambiguous. One cannot use the existence of cultural phenomena as evidence for the existence of a group. It is important that a given set of people have had enough stability and common history to have allowed a culture to form. He further postulates that culture is what a group learns over a period of time as the group solves its problems of survival in an external environment and its problems of internal integration. Such learning is simultaneously a behavioural, cognitive and emotional process. Any definable group with a shared history can thus have a culture and there can therefore be many subcultures within an organisation. There will likely be a tendency for integration and consistency of cultures, but the subcultures could be independent and may even conflict with one another.

Although the relationships between Workplace Culture and employee performance have been widely accepted, some researchers (Willmott, 1993; Legge, 1994; and Ogbonna, 1993) raise concerns about the relations. Thus Gordon and DiTomaso (1992) and Denison (1990) argue that culture characteristics might affect performance but restricted or conditioned to the specific context. They further argue that culture may lead to higher performance if it fits with changes of environmental factors within the context. Recently, researchers argue that cultural traits cannot be copied and therefore it could be source of organisational sustainability.

In this study Workplace Culture is conceptualized as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way they perceive, think, and feel in relation to those problems. Workplace Culture is generally considered to be, at its deepest level, a cognitive phenomenon, "the collective programming of the mind and "the basic assumptions and beliefs that are shared by members of an organisation, that operate unconsciously. However, though Workplace Culture may reside in the collective minds of organisational members, it is manifested in tangible ways, such as behaviours, throughout the organisation.

### **Denison's Culture and Effectiveness Model**

Denison's (1990) model of culture and effectiveness presents the interrelations of an organisation's culture, its management practices, its performance and its effectiveness. The model highlights the importance of linking management practices with underlying assumptions and beliefs when studying Workplace Culture and effectiveness. The values and beliefs of an organisation give rise to a set of management practices, which are concrete activities usually

rooted in the values of the organisation. These activities stem from and reinforce the dominant values and beliefs of the organisation. There are four key cultural traits

### **Involvement Trait**

This is the extent of commitment to work by having a sense of ownership. As noted by Fey and Denison (2003), effective organisations empower their employees using teamwork and develop capacity of employees.

### **Consistency Trait**

Consistency refers to the degree of cohesion, integration or agreement around values and norms. Behaviour is based on set of core values; individuals are able to reach agreement. There is coordination and integration. It is powerful source of stability and internal integration. Organisations are more effective when they are consistent and well integrated (Calori and Sarnin (1991).

### **Adaptability Trait**

Adaptability is organisation's capacity for internal change in response to external conditions (Denison and Mishra 1995).

### **Employee Workplace Performance**

Performance refers to the degree of achievement of the mission at work place that builds up an employee job (Cascio, 2006). Different researchers have different thoughts about performance. Mostly researchers used the term performance to express the range of measurements of transactional efficiency and input & output efficiency (Stannack, 1996). According to Barney (1991) performance is a continuous process to controversial issue between organisational researchers. Organisational performance does not only mean to define problem but it also for solution of problem (Hefferman and Flood 2000). Daft (2000), said that organisational performance is the organisation's capability to accomplish its goals effectively and efficiently using resources. As similar to Daft (2000), Richardo (2001) said that achieving organisational goals and objectives is known as organisational performance. Richardo (2001) suggested that organisations success shows high return on equity and this become possible due to establishment of good employees performance management system.

### **Employee Workplace Commitment**

The concept of organisational commitment has been defined in many ways. Commitment according to Jaw and Liu (2004) is not only a human relation concept but also involves generating human energy and activating human mind. According to Akintayo (2010), employee commitment is the degree to which the employee feels devoted to their organisation. Ongori (2007) described employee commitment as an effective response to the whole organisation and the degree of attachment or loyalty employees feel towards the organisation. Zheng et al., (2010)

describes employee commitment as simply employees' attitude to organisation. Without commitment, the implementation of new ideas and initiatives will be compromised (Ramus and Steger (2000) cited in Jaw and Liu (2004). Rewards system can therefore stimulate the development of organisational competencies for enhancing and sustaining productivity through eliciting employees' commitment to the firm, as committed employees' align and mobilise themselves in actions directed at attaining organisational objectives and they also share organisational values (Tende & Elikwu, 2015). Thus, organisations that operate robust rewards system and fit business strategy will perform better.

### **Employees' Workplace Productivity**

Armstrong (2006) defines employee performance as the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organisation. In addition, Armstrong argues that employee performance is not just a matter of only what a group of employees (teams) or an individual employee achieves in regard to the set goals and targets but it also has to do with how the employees or an individual employee is willing and motivated to uphold and promote the values of the organisation. Top managers and directors are assigned with the duty of evaluating the employee performance of each staff member on an annual or quarterly basis and identify gaps for improvement and they come up with strategies in collaboration with the employees on how they can work on the gaps.

### **Quality Service Delivery**

Customer service is the provision of service to customers before, during and after a purchase. According to Turban (2002), "customer service is a series of activities designed to enhance the level of customer satisfaction- that is, the feeling that a product or service has met the customer expectation." Customer service may be provided by a person (e.g., sales and service representative), or by automated means called self-service. Customer service is normally an integral part of a company's customer value proposition. From the point of view of an overall sales process engineering effort, customer service plays an important role in an organisation's ability to generate income and revenue. From that perspective, customer service should be included as part of an overall approach to systematic improvement. A customer service experience can change the entire perception a customer has of the organisation.

According to Osuagwu (2002), Customer service is concerned with establishing, maintaining and enhancing relationships between and/or among relevant business parties in order to achieve the objective of the relevant parties. Such parties are usually, but not necessarily always, long-term oriented. He explains customer service as a situation where every customer is considered as an individual, activities of the organisation or institution directed towards existing customers based on interaction and dialogue with relevant parties achieving set organisational goals and objective. Lucas (2005), describes customer service as the ability of knowledgeable, capable and enthusiastic employees to deliver products and services to their internal and external customers



in a manner that satisfies identified and unidentified needs and ultimately result in positive word-of-mouth publicity.

### **Empirical Review**

All organisations are concerned about factors that affect their performance. Empirical studies establish that a major element which affects organisational performance is employee performance (Dasgupta and Gupta, 2019; Boteiho, 2020). Literature has proven the effect of culture on employee performance, Hijry and Haleem, 2017; Alshamman, 2016;

#### **Workplace involvement traits and Employees' Commitment**

Fadnavis et al (2020) focused on establishing extent of relationship between organisational culture and capability of team members to engage in structured problem-solving practices. A survey was administered to gather data necessary to evaluate hypotheses. Results indicate that there is positive correlation between organisational cultural traits and the ability of team members to engage in structured problem-solving practices for continuous improvement. Six hypotheses were formulated based on potential relationships between steps required for structured problem-solving and critical organizational culture traits that influence organizations' problem-solving capabilities. A survey was administered to gather data necessary for evaluation of the hypotheses. Results indicate there is a positive correlation between organizational culture traits and the ability of team members to engage in structured problem-solving practices for continuous improvement

Anuj, Rakesh and Sengupta (2017) investigated the impact of organisation's culture on employees' commitment; evidence from five homogeneous units under a group of Company operating in different States in India. The study employed a sample size of 159 respondents, while multiple statistical tools were employed to test the postulated hypotheses. The findings of the study showed reasonable significance on the determination of the attributes of various dimensions of corporate culture. The results revealed that, workplace Culture has a very significant impact over personnel attitudes towards their commitment in the organisations. The Five units of this Group of company yield test shows that employees' perceptions of four Workplace Culture dimensions are positively related to their commitment, and employees who are perceiving a greater awareness over these dimensions displaying more positive feeling and satisfactory reaction towards the organisational commitment.

Agwu (2013) examined Workplace Culture and employees' commitment in Bayelsa State civil service. It defines Workplace Culture as the set of values, beliefs and behaviour patterns that shapes employee's behaviour and forms the core identity of the organisation. The research question addressed the extent of the relationship between Workplace Culture and employees' commitment in Bayelsa State civil service. The population of study consisted of the entire 20,000

civil servants in the 20 ministries and parastatals in Bayelsa State. A sample size of 200 was judgmentally determined from 10% of the population. A descriptive research design was used in executing the study using 200 randomly selected respondents from the population of study for questionnaire administration. A pilot test-re-test study was conducted on 30 randomly selected respondents who are not involved in the study, to ensure the validity of the questionnaire, using the data obtained; a reliability coefficient of 0.83 was calculated using Pearson product moment correlation analysis indicating a high degree of reliability of the research instrument. Data collected were analyzed using descriptive and inferential statistics. The descriptive statistics used in the study include frequency counts and percentages. Hypothesis were tested using the Pearson product moment correlation coefficient, while hypothesis 2 was tested using the independent statistical t-test while hypotheses 3 and 4 were tested using ANOVA. All the hypotheses were tested at 0.05 level of significance, for sampling error. Results from the data analysis indicated that significant relationship exists between Workplace Culture and employees' commitment while significant differences were observed in the commitment of employees of different sex, ages and length of service in the Bayelsa State civil service.

### **Workplace consistency Traits and Employees' Productivity**

Distefano et al(2019) investigated the impact of organisational culture on deviant behaviour in workplace. Survey research was undertaken with 954 employees of 30 enterprises in the public and private fields, using a hierarchical model approach to test the effects of four types of organisational culture. The results partially supported hypothesis showing that organisational culture had significant effect on workers deviant behaviour.

Fakhar, Zahid and Muhammad (2013) in their study analysed the overall impact of Workplace Culture directly or indirectly on employee's job productivity within software houses working in Pakistan. The researchers employed a survey based research study, utilising both primary and secondary data, a sample size of (n=110) was adopted, while descriptive statistics, correlation and regression analysis were employed in analysing the data and test of posited hypotheses. The overall results support that culture of organisations has the significant positive impact on employee's job productivity at selected software houses in Pakistan.

Alharbi and Alyahya (2013) investigated the relationship between Workplace Culture and performance with a view to establishing a clear link between them. The study reviewed relevant and related literatures (content analysis) as methodology, and assessed how the culture of an organisation impacts upon process, employees and systems. The findings revealed that, certain dimensions of culture have been identified so far and research shows that value and norms of an organisation were based upon employee relationship. The goal of an organisation is to increase level of productivity by designing strategies. The performance management system has been measured by balance scorecard and by understanding nature and ability of system culture of an organisation have been identified.



### **Workplace adaptability Traits and Employees' Service Delivery**

Amah (2014) in a study examined the effect of Corporate Culture and Organisational Effectiveness, a focus on effective service delivery of deposit money banks in Nigeria. A total of 388 managers were randomly drawn from a population of 13,339 managers of all the 24 banks in Nigeria. The instruments used for data collection were questionnaires and oral interview. A total of 320 copies of the questionnaire were retrieved and analyzed. Spearman's Rank Correlation Statistical tool was used to test the hypotheses. The findings indicate that adaptability positively influences organisational profitability and market share. There is no significant relationship between adaptability and organisational productivity. Shared mission, employee involvement, and shared values (consistency) are positively related to profitability, productivity and market share. Based on these findings we concluded that corporate culture has significant influence on organisational effectiveness, as it implies that service delivery is optimally influenced by corporate culture.

Omoniyi, Salau and Fadugba, (2014) in a study examined the perceived influence of Workplace Culture and management style on employees' service delivery performance in Nigerian Banking Sectors. The review of numerous literatures proved that management of human resource in organisation has become indispensable in attaining the mission and vision statement. The survey descriptive research design was adopted for the study and empirical data for the study were collected through a well-structured questionnaire, which was prepared and distributed among the staff and management in Abeokuta Metropolis, Ogun State, South-West Nigeria. 97 questionnaires were duly filled and returned. Stratified and simple random sampling methods were adopted in selecting the participants for the study. The inferential statistics was adopted through SPSS. The findings revealed that it is evident that strong relationship exists between Workplace Culture and employee service delivery performance, suggesting organisation material such as equipment handling; social behaviour and symbolic elements have positive and large influences the performance of employees.

It was also evident that there was a significant relationship between employees' attitudinal behaviours and management style; while relative relationship exists between learning new culture and cooperation among employees. An organisation with a culture that encourages employee participation, commitment, team work, which is characterized by team work and harmony, and which give room for employee self-development and improvement will highly attract, retain and motivate highly skilful individuals. No doubt, this will result in a high performing organisation evident in its profitability and turnover rate. Consequently the challenge of incompatibility in values, beliefs and norms that could arise between employee and the organisation will be avoided.

**Theoretical framework**

The theoretical framework which underpins this study involves the entire variables indicated and evident in the Resource –Based theory. This theory argues that the continuous competitive advantage is based on the distinguished set of resources at the core of the organization. The main focus of the theory is to activate an organization to attain superior performance over other organizations.( Alvarez & Barney, 2007). The core message behind the resource based theory is that the sustainable competitive advantage is achieved through the use of intangible and tangible resources and assets by the organization executive (Barney, 1991). Intangible resources and assets by the organization involve the interrelated resources difficult to separate from each other such as cultural traits (Wojciechowska (2016), which include involvement, consistency and adaptability traits.

**METHOD OF DATA ANALYSIS**

The research design employed in this study is the descriptive research which is useful for solving problems only when the process is guided by one or more specific research problems. The choice of descriptive study is to discover and describe the characteristics of the variables of interest in a certain situation. Furthermore, the survey was adopted, because it involves sampling of elements selected from the population of interest that are measured at a single point in time. Hence, the main instrument used is the questionnaire on workplace cultural traits and employees’ performance in Globacom, Nigeria.

Therefore, from the above, the model for the independent variable is stated as follows:

$$Y = f(x_1 + x_2 + x_3 + x_4)$$

$$WKPCT = f(CUINT + CUCOT + CUADT + CUMST) \dots\dots\dots (1)$$

Therefore, the specific model for the independent variable that is being adopted is:

$$WKPCT = f(CUINT_1 + CUCOT_2 + CUADT_3 + CUMST_4) \dots\dots\dots (2)$$

Where:

- WKPCT = Workplace Cultural Traits
- CUINT = Cultural Involvement Trait
- CUCOT = Cultural Consistency Trait
- CUADT = Cultural Adaptability Trait

Employee performance in Globacom (*EMPPF*) as an organisation for the purpose of this study is proxied by Employee Commitment (*EMCOM*), Employment Productivity (*EMPRO*) and Quality Service Delivery (*QUASD*). Therefore, the model for the dependent variable is stated as follows:

$$EMPPF = f(EMCOM_1 + EMPRO_2 + QUASD_3) \dots\dots\dots (3)$$

Where:

EMPPF = Employees' Performance

EMCOM = Employees Commitment

EMPRO = Employees' Productivity

QUASD = Quality Service Delivery

The coefficient of the variables measures the impact of the proxies of the independent variable (WKPCT) on the dependent variable (EMPPF). Therefore, the general form for the model in this research is given as:

$$EMPPF = f(X_1 + X_2 + X_n)$$

$$EMPPF = f(WKPCT) \dots\dots\dots (4)$$

Where:  $EMPPF$  = dependent variable of Employees' Performance in Globacom

$f$  = a function to be specified

$X$  = independent variable of Workplace Cultural Traits

**MODEL SPECIFICATION**

The model specification used in this research is premised on the posited hypotheses of this research. This statistical model is presented below to examine the extent to which Workplace cultural traits has impacted on employees' performance in Globacom Nigeria. From hypotheses 1 to 4, the proxies of the dependent variable  $EMPPF$ , being  $EMCOM$ ,  $EMPRO$  and  $QUASD$  are tested against the proxies of Workplace cultural traits.

**Model Specification for Hypothesis 1**

**H<sub>01</sub>:** Workplace Cultural Traits have no significant impact on employees' commitment in Globacom Nigeria

$$EMCOM = f(CUINT_1 + CUCOT_2 + CUADT_3 + CUMST_4) \dots\dots\dots (5)$$

The econometric equation for the model is specified as

$$EMCOM = \beta_0 + \beta_1 CUINT_1 + \beta_2 CUCOT_2 + \beta_3 CUADT_3 + \beta_4 CUMST_4 + u_1 \dots\dots\dots (6)$$

**Model Specification for Hypothesis 2**

**H<sub>02</sub>:** Workplace cultural traits have no significant impact on employees' productivity in Globacom Nigeria

$$EMPRO = f(CUINT_1 + CUCOT_2 + CUADT_3 + CUMST_4) \dots\dots\dots (7)$$

The econometric equation for the model is specified as

$$EMPRO = \beta_0 + \beta_1 CUINT_1 + \beta_2 CUCOT_2 + \beta_3 CUADT_3 + \beta_4 CUMST_4 + u_1 \dots\dots\dots (8)$$

**Model Specification for Hypothesis 3**

**H<sub>03</sub>:** Workplace cultural traits have no significant impact on employees' service delivery in Globacom Nigeria

$$QUASD = f(CUINT_1 + CUCOT_2 + CUADT_3 + CUMST_4) \dots\dots\dots (9)$$

The econometric equation for the model is specified as

$$\text{QUASD} = \beta_0 + \beta_1 \text{CUINT}_1 + \beta_2 \text{CUCOT}_2 + \beta_3 \text{CUADT}_3 + \beta_4 \text{CUMST}_4 + u_i \dots\dots\dots (10)$$

Where:

$\beta_0$  = Unknown constant to be estimated

$\beta_1$  = Unknown coefficients to be estimated

$U_i$  = Error Term

$\beta_1 > 0$

### Descriptive Statistics

#### Basic Descriptive Statistics Relating to EMCOM and WKPCT, EMPROD and WKPCT; QSD and WKPCT

	EMCOM & WKPCT	EMPROD & WKPCT	QSD & WKPCT
<b>Mean</b>	11.12421	13.97652	23.18378
<b>Median</b>	11.02114	13.60000	22.45918
<b>Maximum</b>	12.44828	28.00000	34.09100
<b>Minimum</b>	8.136323	6.150000	15.80000
<b>Std. Dev.</b>	0.621124	4.901000	4.243530
<b>Skewness</b>	-0.130485	0.714508	1.323232
<b>Kurtosis</b>	1.628979	4.477108	4.385387
<b>Jarque-Bera</b>	0.912811	5.373349	9.672922
<b>Probability</b>	0.561554	0.064395	0.008793
<b>Sum</b>	158.6292	406.4030	686.1706
<b>Sum Sq. Dev.</b>	10.56485	484.2404	540.8282
<b>Observations</b>	213	213	213

*Source: Authors Computation, 2023*

The descriptive statistics indicates employees' commitment and workplace cultural traits have minimum and maximum values of 8.13% and 12.44% respectively. The average value of employee commitment and workplace cultural traits gave 11.02% with standard deviation of 0.62%, implying that the data deviate from the both sides of mean by 9.12%. This suggests that the data for the employee commitment and workplace cultural traits is not widely dispersed during the sample period as the standard deviation was found to be less than the mean value. The coefficient of skewness of -0.13 suggests that the data is negatively skewed and complied with the symmetrical distribution assumption. The probability value of Jaque-bera of 0.56 also implies that the Gaussian distribution assumption of normal data was not met. This indicates that the data did not follow the normal curve, since the null hypothesis of not normally distributed is accepted at 10% level of significance.

More so, Table 4.5 shows that the employees' productivity and workplace cultural traits during the period had minimum and maximum values of 6.15% and 28% respectively. The average value of employees' productivity and workplace cultural traits gave 13.95% (which is quite high) with standard deviation of 4.9%, implying that the data deviate from the both sides of the mean by 8.7%. This suggests that the data from the employees' productivity and workplace cultural traits variable are not widely dispersed from the mean during the sample period, as the standard deviation was found to be low. The coefficient of skewness of 0.71 suggests that the data is also positively skewed and did not also comply with the symmetrical distribution assumption. However, the p-value of 0.06 for Jarque-Bera implies that the Gaussian distribution assumption of normal data was met at 10%

Furthermore, quality service delivery and workplace cultural traits have minimum and maximum values of 15.6% and 34.09% respectively. The average value quality service delivery and workplace cultural traits during the period gave 22.45% with standard deviation of 4.24%, implying that the data deviate from the both sides of mean by 18.21%. This suggests that the data on quality service delivery and workplace cultural traits are quite widely dispersed from the mean during the sample period, as the standard deviation was also found to be relatively high. The coefficient of skewness of 1.32 suggests that the data is positively skewed and did not further comply with the symmetrical distribution assumption. However, the p-value of 0.008 for Jarque-Bera on the other hand implies that the Gaussian distribution assumption of normal data as met.

### Test of Hypotheses

The three hypotheses formulated in this study were tested using the regression t-statistics. The level of significance for the study is 5%, for a two tailed test. The decision rule is that we shall accept the null hypothesis if the critical/t-value ( $\pm 1.96$ ) is greater than the calculated value, otherwise reject the null hypothesis. That is, using the student *t*-test (*t*-statistic), we say that a variable is statistically significant if  $t^*$  (*t*-calculated) is greater than the tabulated value of  $\pm 1.96$  under 95% (or 5%) confidence levels and it is statistically insignificant if the  $t^*$  is less than the tabulated value of  $\pm 1.96$  under 95 % (or 5%) confidence levels.

### Hypothesis One

***H<sub>01</sub>***: Workplace involvement Traits have no significant impact on employees' commitment in Globacom Nigeria

**Model One:**  $EMCOM = \beta_0 + \beta_1 WKPCT_1 + u_1 \dots \dots \dots (1)$

### Regression result on Workplace involvement Traits and employees' commitment

Dependent Variable: LOG(EMCOM)

Method: Least Squares

Date: 00/08/19 Time: 17:52

Sample: 213

Included observations: 213

Variable	Coefficient	Std. Error	t-Statistic	Prob.
<i>WKPCT</i>	0.037514	0.006054	5.498142	0.0000
C	14.81259	0.362546	41.70657	0.0000
R-squared	0.686925	Mean dependent var	16.53878	
Adjusted R-squared	0.668721	S.D. dependent var	1.050353	
S.E. of regression	0.601397	Akaike info criterion	1.931007	
Sum squared resid	5.425171	Schwarz criterion	2.029032	
Log likelihood	-14.41356	Hannan-Quinn criter.	1.940751	
F-statistic	33.54809	Durbin-Watson stat	1.628845	
Prob(F-statistic)	0.000037			

$$EMCOM = 14.81 + 0.03 WKPCT \text{ ----- (2)}$$

$$SEE = 0.36 \quad 0.006$$

$$t^* = 41.7 \quad 5.49$$

$$F^* = 33.80; \text{ Prob (F-statistic)} = 0.000037$$

$$R^2 = 0.6869; \text{ Adj } R^2 = 0.6687$$

$$DW = 1.62$$

From the regression result in table 4.6, the calculated t-value for *Workplace Cultural Traits* 5.49 and the tabulated value is  $\pm 1.96$ . It thus falls in the rejection region and hence, we may reject the first null hypothesis ( $H_{01}$ ). *The conclusion here is that Workplace involvement Traits have a significant impact on employees' commitment in Globacom Nigeria.*

The F-statistics which is used to examine the overall significance of regression model equally showed that the result is insignificant, as indicated by a very low value of the F-statistic, 33.54 and it is significant at the 5.0 per cent level. That is, P-Value (rho value) of 0.00001 being less than 0.05 probability levels implies that there is a 0.000037 chance that the equation as a whole is not significant.

The  $R^2$  (R-square) value of 0.6869 shows that *Workplace Cultural Traits* has a very good impact. It indicates that about 68.69 per cent of the variation in *employees' commitment* is explained by *Workplace Cultural Traits*, while the remaining 36.25 percent is captured by the error term. The model also indicates that there is no autocorrelation among the variables as



indicated by Durbin Watson (DW) statistic of 1.62. This shows that the estimates are unbiased and can be relied upon for policy decisions.

**Hypothesis Two:**

**H<sub>02</sub> Workplace consistency Traits have no significant impact on employees’ productivity in Globacom Nigeria**

**Model Two:**  $EMPRO = \beta_0 + \beta_1 WKPCT_1 + u_1 \dots\dots\dots (3)$

**Regression result on Workplace consistency traits and Employees’ Productivity**

Dependent Variable: EMPRO

Method: Least Squares

Date: 06/08/19 Time: 18:47

Sample: 213

Included observations: 213

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.977549	1.559040	2.934698	0.0324
WKPCT	0.086075	0.051411	2.593018	0.0043
R-squared	0.592452	Mean dependent var	4.363636	
Adjusted R-squared	0.584036	S.D. dependent var	0.460071	
S.E. of regression	0.483374	Akaike info criterion	1.546912	
Sum squared resid	2.102850	Schwarz criterion	1.619256	
Log likelihood	-6.508014	Hannan-Quinn criter.	1.501308	
F-statistic	12.590408	Durbin-Watson stat	2.725827	
Prob(F-statistic)	0.003399			

$EMPRO = 14.81 + 0.03 WKPCT \dots\dots\dots (4)$

$SEE = 1.55 \quad 0.05$

$t^* = 2.93 \quad 2.35$

$F^* = 12.59; \text{Prob (F-statistic)} = 0.0043$

$R^2 = 0.5345; \text{Adj } R^2 = 0.5840$

$DW = 2.72$

From table 4.7, the calculated t-value for WKPCT is 2.59 (employees’ productivity model) and the tabulated value is given as ±1.96, under 95% confidence levels. Since the calculated t-value is greater than the tabulated value (2.59 > 1.96), we therefore, reject the null hypothesis (H<sub>02</sub>). **We conclude that Workplace consistency Traits have significant impact on employees’ productivity in Globacom Nigeria.**

Also, by examining the overall fit and significance of the employees’ productivity model (FS) model, it can be observed that the model does have a good fit, as indicated by the relatively high value of the *F*-statistic, 12.59 and it is insignificant at the 5.0 per cent level; that is, the P Value (rho value) of 0.003 being less than 0.05 probability levels implies that there is a 0.003 chance that the equation as a whole is not significant. More so, the *R*<sup>2</sup> (R-square) value of 0.592452 shows that the model does has a good fit too. It indicates that about 59.24 per cent of the variation in employees’ productivity is explained by Workplace Culture, while the remaining 40.76 percent is captured by the error term.

**Hypothesis Three**

**H<sub>03</sub> Workplace Adaptability Traits have no significant impact on employees’ service delivery in Globacom Nigeria**

**Model Three:**  $QUASD = \beta_0 + \beta_1 WKPCT_1 + u_1 \dots\dots\dots (5)$

**Table 4.8: Regression result on Workplace adaptability traits and Employees’ Service Delivery**

Dependent Variable: QUASD  
 Method: Least Squares  
 Date: 04/08/19 Time: 19:32  
 Sample: 213  
 Included observations: 213

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	6.741806	0.865835	8.310700	0.0000
<i>WKPCT</i>	0.723372	0.291035	3.926513	0.0064
R-squared	0.569909	Mean dependent var	3.970000	
Adjusted R-squared	0.525121	S.D. dependent var	0.482721	
S.E. of regression	0.323023	Akaike info criterion	0.740779	
Sum squared resid	0.939094	Schwarz criterion	0.813123	
Log likelihood	-2.074284	Hannan-Quinn criter.	0.695176	
F-statistic	13.94313	Durbin-Watson stat	2.275979	
Prob(F-statistic)	0.005307			

$QUASD = 6.74 + 0.72 WKPCT \dots\dots\dots (6)$   
 $SEE = 0.86 \quad 0.29$

$$t^* = 8.31 \quad 3.9$$

$$F^* = 13.94; \text{ Prob (F-statistic)} = 0.006$$

$$R^2 = 0.57; \text{ Adj. } R^2 = 0.53$$

The calculated t-value for *Workplace Cultural Traits* was found to be 3.9 and also by rule of thumb, the tabulated value is  $\pm 1.96$  under 95% confidence interval levels. The calculated *Workplace Culture* value was found to be greater than the tabulated value (that is;  $3.9 > 1.96$ ), we thus, reject the third null hypothesis ( $H_{03}$ ). ***In conclusion, Workplace adaptability Traits have significant impact on quality service delivery of Globacom Nigeria.***

Also, by examining the overall fit and significance of the employees' *service delivery* model, it was found to have a good fit, as indicated by the high F-statistic value of 13.94 and it is significant at the 5.0 per cent level. That is, P Value (rho value) of 0.006 being less than 0.05 probability levels implies that there is a 0.006 chance that the equation as a whole is not significant.

More so, the  $R^2$  (R-square) value of 0.57 shows that the model has a good fit also. It showed that about 57 per cent of the variation in employees' *service delivery* is explained by *Workplace Cultural Traits*, while the remaining huge 43 percentage unaccounted variation is captured by the error term.

## DISCUSSION OF FINDINGS

The test of hypothesis one revealed from the regression result that, the calculated t-value for *Workplace Cultural Traits* is 5.49 and the tabulated value is  $\pm 1.96$ , which falls in the rejection region and hence, the first null hypothesis ( $H_{01}$ ) was rejected. This implies that, workplace cultural traits have significant impact on employees' commitment in Globacom Nigeria. Also, the  $R^2$  (R-square) value of 0.6869 shows that Workplace Cultural traits have very good impact, indicating that 68.69 per cent of the variation in ***employees' commitment*** is explained by ***workplace cultural traits***. This is in agreement with the works of Anuj, Rakesh and Sengupta (2017) study which investigated the impact of organisation's culture on employees' commitment; evidence from five homogeneous units under a group of Company operating in different States in India. The findings of their study showed that, organisational culture has a very significant impact over personnel attitudes towards their commitment in the organisations. Also, the finding is in alignment with the study carried out by Agwu (2013) on Organisational Culture and employees' commitment in Bayelsa State civil service. The findings indicated that significant relationship exists between Organisational Culture and employees' commitment at different levels among genders.

The test of hypothesis two revealed that, the calculated t-value for workplace cultural traits is 2.59 and the tabulated value is given as  $\pm 1.96$ , under 95% confidence levels, which indicates that, the calculated t-value is greater than the tabulated value ( $2.59 > 1.96$ ), thus, the null hypothesis ( $H_0_2$ ) is rejected. This implies that, workplace cultural traits have significant impact on employees' productivity in Globacom. Also, the  $R^2$  (R-square) value of 0.592452 shows that the model does has a good fit too. It indicates that about 59.24 per cent of the variation in employees' productivity is explained by workplace cultural traits. This finding is in agreement with the findings of Fakhar, Zahid and Muhammad (2013) study on overall impact of Organisational Culture directly or indirectly on employee's job productivity within software houses working in Pakistan. Their study revealed that, culture of organisations has significant positive impact on employee's job productivity/performance at the selected software houses in Pakistan. Also, the finding is in alignment with the findings of Alharbi and Alyahya (2013), who investigated the relationship between Organisational Culture and performance with a view to establishing a clear link between them. Their findings revealed that, value and norms of an organisation were based upon employee relationship with the goal of increasing level of productivity by designing strategies.

Finally, the test of hypothesis three revealed that, workplace cultural traits have significant impact on employees' service delivery in Globacom Nigeria. This is based on the result which showed the calculated t-value for **Workplace Cultural Traits** to be 3.9 and the tabulated value as  $\pm 1.96$ , under 95% confidence interval levels. Thus, since the calculated **Workplace Cultural Traits** value was found to be greater than the tabulated value (that is;  $3.9 > 1.96$ ), the third null hypothesis ( $H_0_3$ ) was rejected. This implies that, Workplace Cultural Traits have significant impact on employees' service delivery in Globacom Nigeria. Also, the  $R^2$  (R-square) value of 0.57 shows that the model has a good fit also. It showed that about 57 per cent of the variation in **employees' service delivery** is explained by **Workplace Cultural Traits**. This is in agreement with the findings of Amah (2014), who examined the effect of Corporate Culture and Organisational Effectiveness, a focus on effective service delivery of deposit money banks in Nigeria. The findings indicate that adaptability positively influences organisational profitability and market share, shared mission, employee involvement and shared values (consistency) are positively related to profitability, productivity and market share; which implies that corporate culture has significant influence on organisational effectiveness, thus, it implies that service delivery is optimally influenced by corporate culture.

Also, the finding aligned with that of Omoniyi, Salau and Fadugba (2014), who examined the perceived influence of organisational culture and management style on employees' service delivery performance in Nigerian Banking Sectors. Their findings revealed that, it is evident that strong relationship exists between Workplace Culture and employee service delivery performance, anchored on an organisation with a culture that encourages employee participation, commitment, characterized by team work and harmony, and which gives room for employee

self-development and improvement will highly attract, retain and motivate highly skilful individuals.

## **CONCLUSION**

The cultural traits of the multinational ICT organizations operating in Nigeria appear overlooked, hence this study. From the findings, high level of employee commitment is explained by workplace involvement traits. Again, workplace consistency trait has weak positive impact on employee productivity. Also, adaptability cultural trait scarcely influenced service delivery. There are phenomenal changes in the nature of service delivery especially in the telecommunications industry due to the entry of new aggressive competitors working in different cultural environments. In order to create competitive advantage, these organizations have restructured, merged, increased staff benefits among other strategic initiatives, all to no avail. The cultural traits of the multinational ICT firms appear overlooked.

From the findings it is safe to conclude that management has not focused on their capacity for internal change in response to external conditions for adaptability to the new environment. Lack of strong cohesion and integration is responsible for low consistency cultural trait obtainable. However, management has done well in improving involvement cultural trait through team work practice. The study has not covered any mediating factor between the cultural traits and employee productivity and this can be subject for further investigation.

## **Recommendations**

The following recommendations have been offered for greater effectiveness:

1. Management should keep up their good efforts in promoting involvement traits since it correlates with employee commitment. Use of teamwork can enhance and sustain involvement cultural trait in the organization.
2. Also, there is urgent need to raise the consistency cultural trait and adaptability trait in order to gain competitive advantage through enhanced productivity and service delivery, respectively. Presently, there appears to be lack of cohesion and integration among the workforce, perhaps due to cultural differences.
3. . There is also, urgent need for management to permit internal change from external cultural environment to ensure alignment with adaptability trait for greater effectiveness in meeting changing customer need.

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