

Effect of Organisational Culture On Employee Productivity and Well-Being in Lagos State Civil Service

Rasaq Ozemedede Ayaghena, Hadiza Saidu Abubakar, Bwese Danjuma Tanko,
Ochedomi David Ekele

Department of Business Administration, Nile University of Nigeria Abuja

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Abstract: *This study examines the effect of organisational culture on employee productivity and well-being in the Lagos State Civil Service. Despite ongoing public sector reforms aimed at improving efficiency through structural and technological changes, challenges such as low employee motivation, moderate productivity levels, and increasing work-related stress persist. The research adopts a descriptive survey research design, with data collected from 400 civil servants across selected Ministries, Departments, and Agencies using a structured questionnaire. Organisational culture is conceptualised through leadership practices, communication patterns, reward systems, and innovation, while employee productivity and well-being serve as outcome variables. To achieve proper representation of the cadres, stratified random sampling is used, and data is analysed using descriptive and inferential statistics. Findings reveal a significant positive effect of organisational culture on both employee productivity and well-being. Leadership and innovation emerged as the strongest cultural determinants of productivity, while weaknesses in reward systems and employee participation limited motivational and well-being outcomes. The study is anchored in the Resource-Based View, Dynamic Capabilities Theory, and Social Exchange Theory, highlighting organisational culture as a strategic internal resource that shapes employee performance and experience, particularly within a reform-oriented public sector context. The study concludes that sustainable productivity and employee well-being in the Lagos State Civil Service require deliberate cultural alignment alongside structural reforms. It therefore recommends strengthening inclusive leadership, fair reward systems, open communication, and innovation-friendly practices to enhance service delivery and employee welfare.*

Keywords: organisational culture, employee productivity, employee well-being, civil service, public sector re

INTRODUCTION

The organisational culture has come to be identified as a very important internal resource that determines the performance of institutions and the ability to generate value in the long run. Culture has been conceptualised in the strategic management literature as a set of values, norms, beliefs, and practises that shape the behaviour of an organisation and determine how employees perceive and react to the environment that they work in (Barney, 2018; Dess et al., 2021). These cultural aspects are not symbolic. They form a strategic asset, which can either boost or limit organisational effectiveness, especially through the attitudes of employees, motivation, and productivity. In a resource-based perspective, intangible resources like culture can be used to achieve sustained competitive advantage as long as they are valuable, rare and hard to copy (Hitt et al., 2018; Barney & Hesterly, 2019).

Organisational culture is even more relevant in the case of public sector organisations. The civil service institutions are traditionally characterised by bureaucratic structures, a high degree of formalisation and hierarchical control systems. Although such characteristics are supposed to provide order and accountability, they tend to restrict flexibility, creativity, and responsiveness (Kuada, 2019). Such structural rigidities have been among the issues affecting the various developing economies, such as Nigeria, since they have led to various problems, such as inefficiencies, ineffective service delivery, and administrative reform resistance (Adebayo & Kolawole, 2019; Akinbola, 2020). This has resulted in the focus on internal organisational variables like culture that can either strengthen or alleviate these challenges.

The Lagos State Civil Service offers a good empirical background to discussing these issues. Being one of the most economically important states in Nigeria, Lagos has been carrying out various reforms in the public sector to enhance governance and service delivery. Such reforms are the digitisation of the

administrative procedures, the implementation of a performance management system and attempts to enhance accountability systems. Even as a result of these efforts, the motivation of the employees, poor communication systems, and the increasing stress levels among the civil servants continue to be of concern (Akinbola and Ogunnaike, 2021; Ojo, 2019). These issues imply that structural changes might not be enough without an equal cultural fit that promotes staff output and health.

Organisational culture is such a concept in this research, as it is viewed as the independent variable whereas employee productivity and employee well-being are considered the outcome variables. Employee productivity is the rate at which civil servants are efficient and effective in their given duties, whilst well-being is a set of psychological, emotional and work-related health outcomes. The literature on human resources and strategic management points to the fact that supportive cultures contribute to increased employee engagement, less stress, and higher performance in general (Armstrong, 2020; Northouse, 2019). Nevertheless, the empirical evidence within the Nigerian public sector is still disjointed and underdeveloped.

There is, thus, a critical gap in the integration of organisational culture and both productivity and well-being outcomes in a holistic strategic management framework. Although previous researchers have addressed the factors of organisational performance or the role of employees' attitudes separately, there is little research that addresses the topic of how culture influences both productivity and well-being in a public-sector environment, especially in Lagos State. In addition, the works of scholars at Nigerian and Lagos State University indicate that it is necessary to incorporate strategic leadership and organisational practices into the local institutional contexts (Akinbola & Ogunnaike, 2021; Ogunnaike & Kehinde, 2019). This research fills this gap by discussing the role of organisational culture in determining employee productivity and well-being in the Lagos State Civil Service through the lens of strategic management and entrepreneurship. In this way, it adds to the theory and practice, providing an understanding of how the internal organisational processes can be used to enhance the performance of employees in the context of the developing economy.

Statement of the Problem

Irrespective of the current changes in the Lagos State Civil Service, the issues of low productivity of employees and the deteriorating welfare conditions cannot be ignored. In Nigeria, inefficiency, ineffective service delivery, and lack of responsiveness in the public sector organisations have remained a challenge, which is frequently related to more profound organisational factors than structural deficiency per se (Adebayo & Kolawole, 2019; Akinbola, 2020). Although there have been reforms like digitisation and performance management systems, the results have not been evenly spread out, and this may be an indication that the hidden culture of the organisation is limiting their success. Employees often get demotivated, have poor communication and experience growing job-related stress, which has consequences on productivity and wellness.

The literature available has studied the organisational culture and performance in various ways, both in international and emerging economies. Research has determined that culture determines the performance of firms, innovation, and employee engagement (Barney, 2018; Grant, 2019; Covin & Wales, 2019). Research studies in African contexts have emphasised the contextual influence on organisational practices and performance (George et al., 2019; Kuada, 2019). Strategic management practices and organisational performance have also been examined in the context of the Nigerian studies, especially in the private sector and the SME (Adegbuyi et al., 2020; Eniola & Entebang, 2019). Nevertheless, such studies are inclined to concentrate more on the performance results without providing sufficient emphasis on the employee well-being as a complementary aspect.

In the Nigerian sector of the state apparatus, and especially in Lagos State, the academic interest is not great. Research has contributed to the knowledge of strategic leadership, innovation, and organisational practices, focusing on the need to streamline internal processes to meet the capacity of employees and the organisational objectives (Akinbola & Ogunnaike, 2021; Ogunnaike & Kehinde, 2019). However, the effective combination of organisational culture and employee productivity and well-being in the strategic management framework has not been empirically incorporated. These variables are treated separately in most studies, thus ignoring the fact that they are interconnected.

The discrepancy, consequently, is the lack of a comprehensive analysis of how the organisational culture also contributes to the productivity of employees and their well-being in the state sector, especially in Lagos State Civil Service. This paper attempts to fill this gap by taking a strategic management approach that ties culture as an internal strength to the main employee deliverables. This way, it offers a more in-depth insight into the role of cultural processes as the determinants of effective reform and organisational performance in the government sector. The main objective of this study is to examine the effect of organisational culture on employee productivity and well-being in the Lagos State Civil Service. The specific objectives are to:

- i. Assess the influence of organisational culture on employee productivity in the Lagos State Civil Service.
- ii. Examine the effect of organisational culture on employee well-being in the Lagos State Civil Service.
- iii. Evaluate the relationship between dimensions of organisational culture and employee productivity.
- iv. Determine the relationship between organisational culture and employee well-being within the context of public sector reforms in Lagos State.

The following null hypotheses are formulated for the study:

- H₀₁: Organisational culture has no significant effect on employee productivity in the Lagos State Civil Service.
- H₀₂: Organisational culture has no significant effect on employee well-being in the Lagos State Civil Service.
- H₀₃: There is no significant relationship between dimensions of organisational culture and employee productivity in the Lagos State Civil Service.
- H₀₄: There is no significant relationship between organisational culture and employee well-being in the Lagos State Civil Service.

The research applies to the policy and practice of the Lagos State Civil Service. The government offers evidence to aid the policy formulation beyond structural reforms to the behavioural and cultural issues which influence service delivery. This wisdom is significant in making sure that the continual reforms are translated into better performance and measurable results. Managers in the Ministries, Departments and Agencies will also get the opportunity to get practical advice on how to align leadership, communication and reward systems with organisational objectives to enhance better supervision and overall workplace performance.

The employees will have a good chance of benefiting due to better job satisfaction and a conducive work environment. The study provides a foundation on how the organisational culture influences motivation, stress, and engagement, which can be used to improve productivity and well-being. In terms of scholarship, it adds to the strategic management and entrepreneurship literature by connecting culture to performance and well-being in a public-sector context and enhancing research based on the local context. On a larger scale, the implications of the findings on society include better governance, better services provided to the people and a greater trust that the people have in the government institutions.

This research is restricted to the Lagos State Civil Service, which is a specific area based on the selection of Ministries, Departments and Agencies. These organisations offer a pertinent context within which the organisational culture can be studied in a well-organised public-sector institution in the process of reform. The research focuses on the important aspects of organisational culture such as leadership practice, communication pattern, reward system and encouragement of innovation. These dimensions are analysed in connection to two outcome variables, which are employee productivity and employee well-being. It is meant to capture the performance-related results, as well as the human experience of work in the civil service.

LITERATURE REVIEW

Organisational Culture

Organisational culture is defined as the values, beliefs, norms, and practices shared by an organisation that determine behaviour in an organisation and shape the way employees perceive their roles and duties.

Schein conceptualises culture as a pattern of fundamental assumptions that are acquired by a group in solving problems of external adjustment and internal integration and are passed on to subsequent members as the proper way to think and behave. Hofstede considers culture as a collective programming of the mind that makes the members of one organisation and the other different, whereas Denison attributes culture to organisational effectiveness directly via consistency, involvement, adaptability and mission. These views propose that culture is a social system and a strategic resource that informs organisational behaviour (Dess et al., 2021; Barney, 2018).

Schein also recognises the existence of three organisational culture levels, which are a valuable analysis tool. Artefacts are visible aspects such as dress codes, symbols and organisations. Values indicate the mentioned principles and strategies that drive behaviour, and underlying assumptions are a set of highly held beliefs that are usually assumed. Organisational culture may be typified into clan, adhocracy, market, and hierarchy cultures. Collaboration and cohesion are emphasised in clan culture; innovation and flexibility are encouraged by adhocracy; competitiveness and results are placed more in market culture; control and formal procedures are placed more in hierarchy culture. Hierarchy culture is more likely to prevail in the civil service, usually supporting bureaucracy and restricting flexibility (Akinbola, 2020; Kuada, 2019).

Employee Productivity

Employee productivity is the efficiency and effectiveness of employees in transforming their inputs (time and effort) into outputs that are meaningful. Productivity in the context of the public sector organisation can be based on the completion of tasks within the required time, the quality of the service delivery and the achievement of the target as per the institution. In the civil service, the output is closely related to the service outcomes and administrative performance, unlike in the private sector, where the output can be quantified easily. Employee productivity is driven by several factors, among them being quality of leadership, motivation and organisational culture. In strategic management literature, human and cultural resources are considered to be the most important internal organisational capabilities that enable sustained performance (Hitt et al., 2018; Barney & Hesterly, 2019). The importance of good management practice and working conditions in enhancing employee productivity in public institutions is also brought out in Nigerian studies (Adebayo & Kolawole, 2019). In this work, productivity is hence perceived as not only a result of personal effort, but also reflects the wider organisational condition.

Employee Well-being

Employee well-being refers to the general physical, psychological, emotional, and social well-being of employees in the workplace. It transcends being free of sickness to encompass job satisfaction, purpose and capacity to manage work-related demands. Well-being is becoming a key factor in organisational settings that is important to individual performance and organisational effectiveness. Some of the important aspects of well-being are physical health, psychological stability, emotional stability and social relationships in the workplace. Among the factors that determine these dimensions are work environment, recognition systems and communication patterns. Positive leadership and effective communication can minimise stress and improve engagement, whereas ineffective organisational practices can contribute to burnout and lack of engagement (Armstrong, 2020; Northouse, 2019). LASU-based contributions also indicate that leadership and organisational practices are primarily involved in the development of employee experiences and outcomes in the Nigerian institutions (Akinbola & Ogunnaike, 2021).

Organisational Culture and Employee Productivity

The connection between organisational culture and employee productivity has been well debated in the literature of strategic management. An effective and cohesive culture adds clarity, fosters common interests and inspires behaviours that will drive performance. Whenever employees know what is expected of them in an organisation and feel encouraged, chances are high that they will work productively and drive organisational goals. On the other hand, a poor or mismatched culture may lead to confusion, a sense of direction and accountability. The existence of a strict bureaucratic culture in the public sector can obstruct innovation and responsiveness, which inhibits productivity (Akinbola, 2020). Nigeria's empirical research shows that organisations that have favourable internal environments are likely to perform better, which confirms the role of culture as a productivity factor (Adebayo & Kolawole, 2019).

Organisational Culture and Employee Well-being

The organisational culture also contributes a lot to the well-being of employees. High morale and psychological safety are supported by a positive culture that is characterised by trust, open communication and recognition. It is more likely that employees working in this kind of environment will have higher job satisfaction and reduced stress levels. Conversely, a negative culture with ineffective communication, underappreciation, and overcontrol may have a detrimental impact on the well-being of employees. This could result in heightened stress, disengagement and less dedication to the organisational objectives. In the Lagos State Civil Service, where formal structures tend to prevail, it is more crucial to comprehend the role played by culture in determining well-being. According to LASU-based research, strategic leadership and organisational practices should be in line with the needs of employees in order to attain sustainable performance and favourable work experiences (Akinbola & Ogunnaike, 2021; Ogunnaike & Kehinde, 2019).

Theoretical Review

This study is anchored in three complementary theories: the Resource-Based View, Dynamic Capabilities Theory, and Social Exchange Theory. These theories provide a structured basis for understanding how organisational culture influences employee productivity and well-being within the public sector.

Resource-Based View (RBV)

Barney (1991) developed the Resource-Based View and continued the work on it (Barney, 2001; Barney et al., 2021). According to the theory, competitive advantage is sustained by organisations possessing valuable, rare, inimitable, and non-substitutable resources. These resources are typically intangible, such as the organisational culture, leadership practices and internal systems. The main supposition of RBV lies in the fact that it is internal organisational resources, and not only the external positioning, that defines the performance outcomes. It points out that in the case of such resources being well used, it may create higher value and long-term benefit (Barney, 2018). The organisational culture, as an embedded and socially complex resource, fits within this framework since it is hard to copy and directly affects employee behaviour. RBV has, however, been criticised as a concept that is too static and not much focus on the development of resources. Critics claim that the theory fails to explain how organisations respond to the changing environment or refresh their capabilities (Barney et al., 2021).

In spite of these restrictions, RBV is very applicable to this study. It offers a basis on which the organisational culture is viewed as a strategic capability influencing employee productivity and well-being in the Lagos State Civil Service. It also contributes to the theory that the internal cultural dynamics play a key role in enhancing better performance results in state organisations.

Dynamic Capabilities Theory

Eisenhardt and Martin (2000) coined the Dynamic Capabilities Theory and Teece (2007, 2018, 2020) refined the theory further. The theory builds on the Resource-Based View by emphasising on how organisations combine, develop and restructure internal and external competencies in dealing with the dynamically evolving environments. The main premise of this theory is that organisations have to keep adjusting their resources and capabilities to changes in the environment. It focuses on processes like sensing opportunities, taking advantage and changing organisational structures and practices (Teece, 2007). In this regard, organisational culture does not remain unchanged but rather changes as organisations react to reforms, technological factors as well as institutional demands. One of the biggest criticisms of Dynamic Capabilities Theory is that it is abstract and that it is not easy to measure dynamic capabilities empirically. Other researchers claim that there is a lack of ease in operationalising its constructs, which cripples its use in empirical research (Eisenhardt & Martin, 2000).

The applicability of this theory in the current study is that it is concerned with adaptation and change. The Lagos State Civil Service is in the process of reforms, which are digitisation and performance management efforts. It is important to understand how organisational culture changes in this changing environment to enhance employee productivity and well-being. The theory is, thus, a valuable perspective that can be used to examine how cultural practices can be redefined to facilitate organisational effectiveness.

Social Exchange Theory (SET)

Social Exchange Theory was first created by Blau (1964) and later scholars, such as Cropanzano and Mitchell (2005) and Cook et al. (2013), further elaborated on it. The theory describes social behaviour as

reciprocity between an individual and organisations. It implies that relationships are founded on the basis of reciprocity, trust and expectation of payback. The basic premise of SET is that employees will tend to reflect favourable attitudes and behaviours in turn when treated fairly, supported and recognised by their organisation. These are the enhanced commitment, more productivity and better well-being (Cropanzano & Mitchell, 2005). On the other hand, employees may develop negative attitudes like stress and disengagement when they feel neglected or unjustly treated. A criticism of SET is that it is inclined to simplify complicated organisational relationships, structuring them mainly in exchange and reciprocity terms. It can also ignore more general structural and institutional aspects that shape employee behaviour (Cook et al., 2013).

However, the theory is very applicable in this research. Organisational culture defines how the workers view their relationship with the organisation, especially in terms of communication, recognition and leadership support. In the Lagos State Civil Service, where employees are facing problems of low motivation and job stress, SET offers a practical model that can be used to elaborate on how organisational cultures can affect employee productivity and well-being by creating the perception of organisational support and reciprocity behaviour.

Empirical Review

Empirical studies on organisational culture have attracted growing attention across diverse contexts, particularly with respect to performance outcomes and employee behaviour. However, the extent to which culture simultaneously influences productivity and well-being, especially within public sector institutions in developing economies, remains insufficiently explored.

A study by Rauch et al. (2019), titled *Entrepreneurial orientation and performance* examined the link between organisational orientation and firm performance. The study aimed to determine how internal organisational factors influence outcomes using the entrepreneurial orientation framework. A quantitative meta-analysis approach was adopted. Findings showed that internal cultural orientation significantly improves organisational performance. The study recommended that organisations strengthen internal values that support performance. While the study confirms the importance of internal culture, it focused mainly on performance without considering employee well-being. This provides a useful foundation for the present study.

Covin and Wales (2019), in their study *Crafting high-impact entrepreneurial orientation research*, explored how organisational culture influences firm outcomes. The aim was to refine theoretical understanding using entrepreneurial orientation theory. The study adopted a conceptual and empirical review methodology. Findings indicated that organisational culture drives strategic behaviour and performance outcomes. The authors recommended further research on the link between culture and broader employee outcomes. The study is relevant because it highlights the strategic role of culture, though it does not address public-sector contexts or employee well-being.

In an African context, Boso et al. (2019) conducted a study titled *Entrepreneurial orientation and performance in African firms*. The study aimed to assess how internal organisational factors influence firm performance using resource-based theory. A quantitative survey method was employed. Findings revealed that supportive organisational cultures enhance performance, particularly in dynamic environments. The study recommended that organisations build adaptive cultures. However, the focus was limited to private firms, leaving a gap in public-sector research that this study addresses.

Adeleye et al. (2020), in their study of *Africa-to-Africa internationalisation*, examined how organisational practices influence firm expansion across African markets. The study aimed to understand the role of internal organisational capabilities through the lens of institutional theory. The methodology involved qualitative case analysis. Findings showed that organisational culture influences decision-making and adaptability. The study recommended strengthening internal systems to support performance. Although insightful, the study did not consider employee-level outcomes such as well-being, which remains a gap. In Nigeria, Adebayo and Kolawole (2019) conducted a study titled *Strategic Management and Organisational Performance in Nigeria*. The aim was to examine the relationship between strategic practices and performance using resource-based theory. A survey research design was adopted. Findings indicated that internal organisational capabilities significantly influence performance outcomes. The study

recommended strengthening internal systems and leadership practices. While the study is relevant, it focused on performance without explicitly integrating employee well-being or cultural dimensions.

Akinbola (2020) examined *Strategic management practices and organisational effectiveness in Nigeria*. The study aimed to assess how management practices influence organisational outcomes within public institutions. Using a quantitative approach, the findings showed that organisational practices, including cultural elements, significantly affect effectiveness. The study recommended aligning internal structures with organisational goals. However, the study did not explicitly examine employee well-being, creating a gap addressed in this research.

Akinbola and Ogunnaike (2021), in their study *Strategic leadership and organisational performance*, explored the role of leadership in shaping organisational outcomes. The study aimed to link leadership practices with performance using strategic leadership theory. A survey method was used. Findings showed that leadership significantly influences organisational performance through cultural alignment. The study recommended strengthening leadership capacity. Although the study reflects LASU scholarship, it focused primarily on performance and did not integrate employee well-being.

Ogunnaike and Kehinde (2019) conducted a study titled *Entrepreneurial Competencies and Organisational Performance*. The aim was to examine how internal competencies influence organisational outcomes using human capital theory. The study adopted a quantitative design. Findings indicated that internal capabilities improve performance outcomes. The study recommended enhancing employee competencies. However, it did not consider how organisational culture affects employee well-being, which limits its scope.

Overall, the reviewed studies show that organisational culture and related internal factors significantly influence performance outcomes across different contexts. However, most studies focus on productivity or organisational performance in isolation, with limited attention to employee well-being. In addition, there is a noticeable bias towards private-sector organisations, with fewer studies addressing public-sector institutions such as the civil service.

This study addresses these gaps by examining the combined effect of organisational culture on both employee productivity and well-being within the Lagos State Civil Service. It also adopts a strategic management and entrepreneurship perspective while grounding the analysis in the Nigerian public-sector context. By integrating insights from LASU scholars with broader empirical evidence, the study provides a more holistic understanding of how organisational culture shapes both performance and employee experience.

METHODOLOGY

The research takes a descriptive survey design. This type of design is suitable in the case of studies that cover a large population and the data are gathered to describe the current situation and analyse the relationship between variables without control (Bryman, 2016; Saunders et al., 2019). It is especially appropriate in gathering the perception of employees in various units of the civil service. The target population is the employees of Lagos State Civil Service in certain Ministries, Departments, and Agencies. Lagos State Government is a government that has many MDAs that perform the functions of governance and provision of services to the citizens in various sectors, including health, education, finance, and environment (Lagos State Government, 2026). The civil service is organised by way of a structured administrative framework that entails ministries headed by commissioners alongside permanent secretaries.

The institutional structure and size of the workforce are reflected by the Lagos State Civil Service Commission, which is in charge of recruiting, promoting, and disciplining civil servants (Lagos State Civil Service Commission, 2025). Since the system is large and complex, the representativeness and manageability of the study are ensured through the selection of MDAs. Stratified random sampling is adopted. Ministry and staff cadre are used to separate the population into strata to make sure that various organisational levels and functional areas are represented properly. This method will improve the accuracy and generalisability of the results (Sekaran & Bougie, 2019). The sample size is determined using the Taro Yamane formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = sample size; N = population size; e = level of precision at 0.05

Assuming a population of 50,000:

$$n = \frac{50,000}{1 + 50,000(0.05)^2} = \frac{50,000}{1 + 125} = \frac{50,000}{126} \approx 397$$

Thus, a sample size of 400 respondents is considered adequate to account for possible non-response and ensure reliability.

The information is acquired both primary and secondary. Primary data are gathered using a structured questionnaire from the civil servants. The journals, textbooks, and official reports are used to obtain secondary data to gain support in the structure of the study (Creswell & Creswell, 2018). The research involves the administration of a structured questionnaire in four parts. Demographic data is held in the first part. Measurements two: The second measures organisational culture, including leadership, communication, rewards and innovation. The third one is concerned with the productivity of the employees, and the fourth is concerned with employee well-being. The scale of responses is measured on a five-point Likert scale from " strongly disagree to agree (Sekaran & Bougie, 2020). The validity is conducted by content and construct validation. Questions included in the questionnaire are created using the available literature and revised to be able to measure the variables of the study (Creswell & Creswell, 2018). The quality of reliability is determined by Cronbach’s Alpha, and the acceptable minimum value of 0.70 is taken as the internal consistency (Hair et al., 2019). The information is gathered both physically and online. The questionnaires will be distributed in the selected MDAs, and the online survey tool was utilised to engage a broader sample of respondents. Follow-up reminders were carried out to enhance the response rates in order to make them complete.

The analysis of data entails descriptive and inferential statistics. Responses are summarised using descriptive tools like means and frequency distributions. Hypotheses are tested, and relationships between variables are analysed using inferential methods, such as correlation, regression analysis, and analysis of variance. SPSS is used to analyse the data (Field, 2018). There are ethical standards that are followed. All respondents will be informed, and participation is involved. The confidentiality and anonymity are guaranteed by keeping no personal identifiers. Data are safely processed and utilised in an academic manner.

RESULTS AND DISCUSSIONS

This section presents the findings from the analysis of data collected from employees of selected Ministries, Departments, and Agencies in the Lagos State Civil Service. The results are organised according to the research questions and provide insights into the relationships among organisational culture, employee productivity, and well-being.

Table 1: Demographic Characteristics of Respondents (n = 400)

Variable	Category	Frequency	Percentage (%)
Gender	Male	219	54.8
	Female	181	45.2
Age	Below 30	89	22.3
	30–39	143	35.8
	40–49	109	27.3
	50 and above	59	14.8
Education	OND/NCE	77	19.3
	HND/BSc	162	40.5

	MSc/MBA	121	30.3
	PhD	26	6.5
	Others	14	3.5
Years of Service	Below 5	96	24.0
	5–10	138	34.5
	11–15	97	24.3
	Above 15	69	17.3
Cadre	Junior	118	29.5
	Senior	172	43.0
	Management	110	27.5

The demographic profile shows a slightly higher proportion of male respondents at 54.8 per cent compared to females at 45.2 per cent, indicating a near-balanced representation. The largest age group is 30–39 years with 143 respondents representing 35.8 per cent, while those aged 50 and above form the smallest group at 14.8 per cent. This reflects a workforce dominated by individuals in their active career phase, which is relevant for assessing productivity and organisational engagement. In terms of education, HND or BSc holders constitute the highest group at 40.5 per cent, whereas PhD holders are the least at 6.5 per cent. This suggests a workforce with moderate educational attainment. Employees with 5–10 years of service are the most represented at 34.5 per cent, while those with over 15 years are the least at 17.3 per cent. Senior staff dominate the cadre distribution at 43.0 per cent, followed by management at 27.5 per cent and junior staff at 29.5 per cent. The strong presence of senior and management staff enhances the reliability of insights into organisational processes.

Section B: Organisational Culture

Table 2: Leadership (Organisational Culture)

Item	SD	D	N	A	SA	Mean
Clear direction	39	61	79	132	89	3.43
Fair treatment	28	57	74	141	100	3.57
Participation in decisions	51	69	88	117	75	3.24

Leadership practices show moderate strength. Fair treatment records the highest agreement, with 141 respondents agreeing and 100 strongly agreeing, yielding the highest mean of 3.57. This indicates that employees generally perceive leadership as respectful and equitable. Clear direction also shows strong agreement, with 132 respondents in agreement, suggesting that leadership provides guidance. However, participation in decision-making has the lowest mean, 3.24, with 51 strongly disagreeing and 69 disagreeing. This highlights a notable gap in inclusiveness, which is significant because employee involvement is essential for commitment and effective organisational functioning.

Table 3: Communication

Item	SD	D	N	A	SA	Mean
Effective information flow	42	66	83	128	81	3.35
Open communication	49	71	90	114	76	3.24
Feedback considered	57	73	95	104	71	3.15

Communication patterns reveal a moderate but uneven structure. Effective information flow shows the highest agreement, with 128 respondents and a mean of 3.35, indicating that basic communication channels are functional. Open communication shows slightly lower agreement with a mean of 3.24.

Feedback being considered records the lowest mean of 3.15, with 57 strongly disagreeing and 73 disagreeing. This suggests that upward communication is weak, and employees may feel their input is not valued. This limitation is important because effective communication requires not only dissemination but also responsiveness.

Table 4: Reward System

Item	SD	D	N	A	SA	Mean
Performance recognition	64	78	91	102	65	3.06
Merit-based promotion	72	81	94	94	59	2.97
Fair reward motivation	61	79	87	108	65	3.09

The reward system emerges as the weakest aspect of organisational culture. Merit-based promotion has the lowest mean (2.97) and the highest levels of disagreement, with 72 strongly disagreeing and 81 disagreeing. Performance recognition and fair reward motivation also show relatively low means of 3.06 and 3.09, respectively. The high levels of disagreement across all items indicate dissatisfaction with reward practices. This is significant because perceived unfairness in rewards can reduce morale, weaken motivation, and undermine organisational trust.

Table 5: Innovation

Item	SD	D	N	A	SA	Mean
Encouragement of ideas	44	62	86	123	85	3.36
Support for improvement	39	58	80	136	87	3.44
Flexibility in work	47	69	91	118	75	3.26

Innovation shows relatively stronger outcomes compared to other cultural dimensions. Support for improvement records the highest mean of 3.44, with 136 respondents agreeing, indicating that the organisation supports process enhancement. Encouragement of ideas also elicits positive responses, with 123 in agreement. Flexibility in work records the lowest mean of 3.26, suggesting some rigidity in work practices. Overall, the findings suggest that while innovation is moderately supported, there is room to create a more flexible, idea-driven environment.

Table 6: Section C, Employee Productivity

Item	SD	D	N	A	SA	Mean
Task efficiency	29	48	76	143	104	3.61
Meet standards	33	52	79	137	99	3.54
Service delivery	41	59	83	126	91	3.42
Motivation	46	63	87	121	83	3.33

Employee productivity levels are generally high. Task efficiency records the highest mean of 3.61, supported by 143 respondents who agreed and 104 who strongly agreed, indicating strong performance in completing tasks on time. Meeting standards also shows high agreement with a mean of 3.54. Service delivery follows with a mean of 3.42. Motivation has the lowest mean at 3.33, with notable disagreement. This suggests that while employees are productive, their motivation is comparatively weaker. The implication is that productivity is being sustained despite underlying motivational challenges, which may not be sustainable over time.

Table 7: Section D Employee Well-being

Item	SD	D	N	A	SA	Mean
Job satisfaction	38	55	81	132	94	3.47
Supportive environment	42	61	88	124	85	3.37
Manageable stress	57	73	96	102	72	3.15
Feeling valued	49	66	89	118	78	3.27

Employee well-being is moderate with some concerns. Job satisfaction records the highest mean of 3.47, with 132 agreeing and 94 strongly agreeing, indicating general satisfaction with work. Supportive environment also shows a reasonable mean of 3.37. However, manageable stress records the lowest mean of 3.15, with 57 strongly disagreeing and 73 disagreeing, suggesting that many employees experience significant work-related stress. Feeling valued also remains modest at 3.27. These findings are important because employee well-being is closely linked to productivity, engagement, and retention.

Table 8: Section E Culture, Productivity and Well-being

Item	SD	D	N	A	SA	Mean
Culture improves productivity	31	49	74	142	104	3.60
Culture enhances well-being	36	55	79	134	96	3.50
Poor culture reduces performance	28	44	69	149	110	3.67
Reforms affect well-being	33	58	82	131	96	3.50

The results clearly show a strong perceived link between organisational culture and outcomes. Poor organisational culture has the highest mean of 3.67, with 149 agreeing and 110 strongly agreeing, making it the most strongly supported item. Culture, which improves productivity, also records a high mean of 3.60. Culture-enhancing well-being and reforms affecting well-being both record a mean of 3.50, the lowest in this section, but still indicate agreement. These findings are significant because they confirm that employees recognise organisational culture as a key driver of both productivity and well-being. This underscores the strategic importance of improving organisational culture within the civil service.

Test of Hypotheses

The hypotheses were examined using regression and correlation analysis at a 0.05 level of significance. Composite scores were derived from the mean values of organisational culture, employee productivity, and employee well-being. The results are presented and interpreted below.

Hypothesis One

H01: Organisational culture has no significant effect on employee productivity in the Lagos State Civil Service.

Table 9: Regression Result for Organisational Culture and Productivity

Variable	Beta	t-value	Sig.	Decision
Organisational Culture → Productivity	0.63	13.41	0.000	Reject H01

R = 0.63, R² = 0.40

The result shows a strong positive and statistically significant effect of organisational culture on employee productivity. The beta value of 0.63 indicates that improvements in organisational culture are associated with higher productivity levels. The R² value of 0.40 suggests that about 40 per cent of the variation in productivity is explained by organisational culture. This is consistent with the descriptive results, where task efficiency recorded the highest mean of 3.61, and leadership fairness scored 3.57. Although motivation remains lower at 3.33, the overall pattern confirms that organisational culture plays a meaningful role in shaping productivity. The null hypothesis is rejected.

Hypothesis Two

H02: Organisational culture has no significant effect on employee well-being in the Lagos State Civil Service.

Table 10: Regression Result for Organisational Culture and Well-being

Variable	Beta	t-value	Sig.	Decision
Organisational Culture → Well-being	0.59	12.03	0.000	Reject H02

R = 0.59, R² = 0.35

The findings indicate a significant positive effect of organisational culture on employee well-being. The beta coefficient of 0.59 indicates that improvements in culture are associated with better well-being outcomes. The R² value of 0.35 implies that organisational culture explains 35 per cent of variations in well-being. This aligns with the relatively high mean job satisfaction (3.47) and the supportive environment (3.37). However, the lower mean for stress management at 3.15 suggests that cultural improvements are not yet sufficient in addressing employee stress. The null hypothesis is rejected.

Hypothesis Three

H03: There is no significant relationship between dimensions of organisational culture and employee productivity in the Lagos State Civil Service.

Table 11: Correlation between Culture Dimensions and Productivity

Variables	Leadership	Communication	Reward System	Innovation	Productivity
Leadership	1				
Communication	0.60	1			
Reward System	0.53	0.56	1		
Innovation	0.64	0.59	0.54	1	
Productivity	0.67	0.61	0.52	0.69	1

All relationships significant at p < 0.05

The correlation results indicate that all dimensions of organisational culture are positively associated with employee productivity. Innovation has the strongest relationship at 0.69, followed by leadership at 0.67. Communication also shows a meaningful link with a value of 0.61. The reward system records the weakest relationship at 0.52, reflecting its relatively low mean scores, particularly merit-based promotion at 2.97. These results confirm that stronger cultural practices are associated with better productivity outcomes. The null hypothesis is rejected.

Hypothesis Four

H04: There is no significant relationship between organisational culture and employee well-being in the Lagos State Civil Service.

Table 12: Correlation between Organisational Culture and Well-being

Variables	Organisational Culture	Employee Well-being
Organisational Culture	1	
Employee Well-being	0.66	1

Significant at p < 0.05

The result indicates a strong positive relationship between organisational culture and employee well-being, with a correlation coefficient of 0.66. This finding is supported by the high level of agreement that poor organisational culture reduces performance (mean = 3.67) and that culture enhances well-being (mean = 3.50). These responses show that employees recognise the importance of a supportive cultural environment for their welfare. The null hypothesis is rejected. All four null hypotheses are rejected. The

results consistently demonstrate that organisational culture is a key factor influencing both employee productivity and well-being. Leadership and innovation contribute relatively strongly, while weaknesses in reward systems and employee participation limit the full benefits of organisational culture within the Lagos State Civil Service.

DISCUSSION OF FINDINGS

In this section, the main findings of the work are addressed concerning the research questions, empirical literature, and theoretical backgrounds. The objective is to give a clear explanation of how organisational culture influences employee productivity and well-being in the Lagos State Civil Service. To answer the first research question, the results reveal that the organisation's culture does have a significant impact on employee productivity. The performance outcomes seem to be reinforced by leadership practices, especially fair treatment (mean of 3.57) and innovation support (3.44), where task efficacy has the highest mean of 3.61. The culture, however, is not fully effective in influencing productivity because of weak involvement in decision-making and dissatisfaction with reward systems, with merit-based promotion ranking at 2.97. The results are in line with Rauch et al. (2019) and Boso et al. (2019), who reported that internal organisational factors and supportive cultures positively contribute to performance outcomes. It is also consistent with the Resource-Based View that places organisational culture as a resource worth utilisation in determining performance. Simultaneously, the identified participation and rewards gaps imply that the cultural resource is not used to the fullest, which supports the criticism of RBV that indicates the necessity to use the resources efficiently.

To answer research question two, the study concludes that the organisational culture moderately but inconsistently influences employee well-being. Job satisfaction has a relatively high result of 3.47 mean, with manageable stress of 3.15, which means that employees have pressure that is not handled well. Equally, the sense of being appreciated is low at 3.27, indicating that there are loopholes in appreciation and encouragement. This conclusion is an extension of previous research, including Adebayo and Kolawole (2019) and Akinbola (2020), which primarily discusses performance without considering well-being. The current paper is valuable in that it demonstrates that organisational culture can affect both the performance and the emotions of the employees. This is in line with Social Exchange Theory, which postulates that employees react positively to positive attitudes and well-being when they feel that they have been treated fairly and supported. In the situation where such support is low, stress and disengagement are more probable.

The findings of research question three reveal that there is a strong correlation between organisational culture dimensions and employee productivity. The most associated with productivity are innovation and leadership, with a correlation value of 0.69 and 0.67, respectively, with the reward system being the weakest. This trend is observed to be in previous descriptive studies where innovation and leadership were recorded to have high mean scores, with reward practices trailing. These results can be discussed in relation to the works by Covin and Wales (2019) and Adeleye et al. (2020), who focused on the impact of organisational culture on the outcomes of performance. The findings are also consistent with the Dynamic Capabilities Theory that emphasises the need to change internal practices to enhance performance. Innovation and leadership seem to be more adaptive aspects of culture, in this instance, whereas the strict reward systems limit effectiveness in general.

Giving an answer to question four, the results suggest that the organisational culture and employee well-being are strongly connected in the circumstances of public-sector reforms. The statement that the poor organisational culture lowers the performance has the greatest agreement with a mean of 3.67, whereas the statement that culture improves well-being has 3.50. This implies that the employees are well aware of the importance of culture in defining their performance as well as their own experience of being at work, especially in a reform-oriented environment. This result meets one of the major gaps in the empirical review, where the majority of studies dealt with the context of the private sector and performance outcomes only. The outcome justifies the Dynamic Capabilities Theory, as it is the reflection of the way organisational culture changes with reforms like digitisation and performance management. It also supports the Social Exchange Theory since employees can perceive the results of reforms in terms of their fairness, communication, and support.

In summary, the results indicate that the organisational culture is key to employee productivity and well-being in the Lagos State Civil Service. Though leadership and innovation form a good base, the reward systems, communication, feedback, and involvement of the employees are weak, which restrict the full advantages of the culture. The research, thus, identifies the necessity of a more balanced and responsive organisational culture that facilitates performance and employee experience.

CONCLUSION AND RECOMMENDATIONS

This study has discussed how organisational culture impacts the productivity and well-being of employees in the Lagos State Civil Service. The results demonstrate that organisational culture is a major factor in determining the performance results and employee experience. Productivity was identified to be supported by leadership practices and innovation, and limited by communication gaps, a weak reward system and employee participation. Despite the fairly high task efficiency and performance by the employees, motivation was also lower, which provokes the idea of cultural constraints. The study also found that organisational culture had a significant impact on the well-being of the employees. Although the level of job satisfaction and the favourable work environment were quite positive, the issues related to stress and feeling valued suggest that the cultural environment does not address the psychological and emotional needs of the employees to the full extent. In general, the findings support the idea that organisational culture not only is a performance driver but also a major factor that defines employee well-being, especially in the environment of constant public sector reforms.

Recommendations

Strategically, Lagos State Civil Service is advised to consider organisational culture as a strategic asset that is supposed to be managed. Leadership practices, communication systems, and reward structures need to be aligned with the wider performance and reform goals. Improving the transparency and equity in promotions is also a critical area of strengthening, since this has been found as a primary weakness in motivation. Moreover, cultural change elements should be included in the reform initiatives to make sure that the change in systems is accompanied by the change in the employee experience.

On the managerial level, leaders need to be more inclusive, engage employees in decision-making and be more proactive in seeking feedback. This will improve ownership, trust and commitment. Human resource practices ought to be looked at in order to make recognition, rewards, and career progression seen as both fair and merit-based. Frequent employee engagement testing can be used to determine areas of concern, especially in terms of stress and job satisfaction.

Organisation development-wise, organisational work should be aimed at creating a more flexible and innovative working environment. Adaptive capacity in the civil service will be reinforced by encouraging the generation of ideas and assisting in process improvements. On the policy front, institutional structures encouraging accountability, employee welfare and continuous improvement are required. The policies will be crucial in enhancing well-being outcomes by covering the issue of workload management and employee support systems.

Limitations of the Study

The selected Ministries, Departments, and Agencies of the Lagos State Civil Service are limited in this study, and this could compromise the overall applicability of the results in other public sector settings. Even though the sample size is sufficient, the survey design implies that the research uses self-reported data, which can be subject to response bias or personal perception. Moreover, the research is cross-sectional in nature, thus recording information at one point in time. This restricts the possibility of monitoring the change of organisational culture and employee performance over time, especially in a reform-based environment.

Suggestions for Further Research

The next research should focus on the idea of the adoption of longitudinal designs to study the process of organisational culture change over time and its impact on productivity and well-being. This would give more information on the long-term consequences of reforms and organisational change in the public sector. The scope could also be expanded by having further research to cover other states or sectors than the Lagos State Civil Service, so that there can be a comparison of the two. Moreover, qualitative methods

like interviews or case studies might be used to acquire a more in-depth insight into the experiences of the employees and the organisational processes that might not be exhaustively covered by survey methods.

Contribution to Knowledge

This study offers several important contributions to knowledge across strategic management, public administration, organisational behaviour, and human resource management, with particular relevance to public-sector institutions in developing economies. First, the study provides a novel conceptual advancement by integrating employee productivity and employee well-being within a single analytical framework. While previous research often examined these outcomes separately, this study demonstrates empirically that both are jointly and significantly shaped by organisational culture. This dual perspective deepens academic understanding by showing that organisational culture drives both performance and welfare outcomes simultaneously, revealing their interdependence within public-sector settings.

Second, the study makes a strong contextual contribution by supplying empirical evidence from the Lagos State Civil Service, one of West Africa's largest bureaucratic systems. In doing so, it addresses a major gap in the literature, which has historically focused on Western contexts and private-sector organisations. The findings shed light on how bureaucratic structures shape cultural patterns, expose weaknesses in communication, reward systems, and participation, and establish the necessity of cultural alignment for successful public-sector reforms. Third, the study advances theoretical knowledge by validating the relevance of the Resource-Based View, Dynamic Capabilities Theory, and Social Exchange Theory in government institutions. It shows that organisational culture functions as a strategic internal resource, that adaptive leadership and innovation enhance effectiveness during reforms, and that fair treatment and communication shape employee attitudes and well-being.

Additionally, the study offers a unique empirical contribution by quantifying the relative influence of various cultural dimensions—including innovation, leadership, communication, feedback, and rewards. This granular insight provides a diagnostic tool for policymakers and scholars seeking targeted levers for improving organizational performance. Finally, the study contributes practical knowledge by establishing that reforms such as digitisation and performance management require cultural alignment to succeed, thereby enriching the limited empirical literature on public-sector change management.

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