

**SOCIO-CULTURAL FACTORS AND EMPLOYEES' PRODUCTIVITY IN
THE UNIVERSITY OF BENIN**

BY

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CERTIFICATION

This is to certify that this proposal *Socio-Cultural Factors and Employees' Productivity in the University Of Benin* by DANIEL OSIMEN is ready to be presented before the Post Graduate Board in the Department of Sociology and Anthropology, Faculty of Social Sciences, University of Benin, Benin City.

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SECTION ONE

INTRODUCTION

1.1 Background of the Study

Following the global financial collapse more than a decade ago, of both public and commercial sectors implemented external and internal changes to make certain that it did not happen again. It is unclear whether these measures were successful. Nevertheless, there were some common messages with regard to socio-cultural factors that many companies integrated into their ethics and compliance programs in light of the 2008 collapse (Sandford & Darcy, 2018). Organisational values, a set of defined ideals, stresses the organization's dedication to compliance with laws and regulations honesty, and corporate ethics, among other things. To increase performance, all businesses require efficient administration and the use of all available resources. Globalization and the ongoing social, political and economic upheaval require the corporate sector to experiment by searching for innovation in the organization and work management, with the objective of attaining greater productivity, profitability and improving competitiveness (Jurado-Caraballo & Rodríguez-Fernande, 2021).

Because of improved economic and political systems, as well as most nations' acknowledgment of human rights, greater mobility and networking of people from varied backgrounds has put most enterprises under pressure to embrace diversity in the workplace. This diversity inherently produces heterogeneity, which must be developed, nurtured, and acknowledged in order to improve organisational performance. Workforce diversity as ways that people differ which can affect a task or relationship within an organization such as age, gender, race, education and ethnicity (Odhiambo, Gachoka, & Rambo, 2018). The idea of diversity was developed primarily to promote the accessibility of equitable chances at work, with the goal of ensuring that firms

capitalise on workforce variety rather than lose talent that could help the organisation become more successful and efficient.

Prior to recent times, socio-cultural diversity was primarily seen as a legal concern because discriminating against anyone was illegal. Now organizations are beginning to realize that diversity is not just something to deal with, but instead a reality to build on, to make a stronger, more competitive enterprise (Mutegi, 2016). The ideas of acceptance and respect are included in the sociocultural diversity notion. It entails realising our distinct differences and accepting the fact that we are all unique. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, educational background, geographical location, income, marital status, parental status, work experiences or other ideologies (Mutegi, 2016). It is the exploration of these differences in a safe, positive, and nurturing environment (Owen, 2010).

Despite all of the conflicts between socio-cultural values and corporate culture, workers nonetheless strongly hold onto the socio-cultural values that a society upholds. Anywhere people go, including the job, these socio-cultural factors are still a part of who they are. Generally, culture has been identified to influence various organizational outcomes directly or indirectly (Mensah, 2019). This makes it crucial to research in order to assist management in maximising the favourable and minimising the deleterious consequences of cultural beliefs on workers' job satisfaction. Therefore, this study looks at investigating the impact that socio-cultural factors could have on the productivity of staff of the University of Benin, City.

1.2 Statement of the Problem

The behavior of employees in the workplace is strongly influenced by a number of factors, such as family values, religion, level of education, gender, culture, nationality, and also the community/society (Zahid, 2017). All of these constitute the socio-cultural factors that affect employees' productivity. The foundation of socio-cultural factors is culture; this could be the culture at the local, state, or national level. An outstanding characteristic of culture is its dynamism. Hence, socio-cultural factors and their interplay in the work place, require constant researching.

Religion is a phenomenon that frequently regulates people's preferences and behaviours. As productivity can be expected to be related to the everyday performance of the workforce, cultural and religion-related differences may prove quite useful in explaining differences in productivity levels between countries or regions (Kaasa, 2016). Against this background it is pertinent to ascertain the influence that religious faith of the staff of the University of Benin could have on their productivity.

The changing demographics of the workforce, the fact that virtually every employee is from and affiliated to families, and the increase in the number of married persons who work as employees have pushed the conflict between work and family life to the work place. Daily strains, such as childcare breakdown, emergency caused by illness, and marital related emotional issues could lead to increased employee absence and job motivation (Riekert & Taute, 2009). Impromptu leave or absenteeism could have bearing on the productivity of the employee, as well as having adverse effect on the financial bottom line of virtually any organization.

Ethno-cultural differences and ethno-cultural identities are experienced as essential, natural and social attributes of every human and staff alike. Ethno-cultural diversity among a people and

among members of staff in a place of work is inescapable. No management can, therefore, afford to disregard it in the workplace. Organizations always work to find and keep the best human talent. Individuals enter in the organization with unique ethno-cultural characteristics and they perceive the world through these diverse cultural attributes (Ahmad & Rahman, 2019). In this wise, it is germane to investigate the possible influence that the ethnic background of staff of the University of Benin could have on their job productivity.

Over the last three decades, women have increasingly joined the professional labor market in significantly high number, partially closing the gender variations in professional participation (International Labor Organization 2012). Between 1980 and 2009, the international level of women participation in the professional market rose by a factor of over 50 percent, while that of men fell from 83 percent to 77 percent over the same period of time (ILO 2012). But the boost in women's productivity and real earning capacity has not kept pace with their greater participation in the workforce. Even with their significantly high entry rate into the professional market, women are still seen to be productively inferior as compared to men in similar positions and roles (Al Katheri, 2015). But according to *Hive*, women work 10 percent harder than men in today's offices (Berman, 2018). Whether these findings remain true after 10 years based ILO's (2012) finding, after seven years based on Al Katheri's (2015) finding, or after four years based on Berman's (2018) report, needs to be checked. Hence, this study seeks to confirm or disprove the influence of gender on productivity.

The world is evolving at a fast rate and the pattern of organizational behaviours and ideas by default are bound to tag along. Organizational cultures develop over time to cope with such dynamic shifts, satisfy fluctuating consumer demand, and increase productivity. Research has been carried out on various issues of organizational culture relating to organizational culture

types and organizational psychology (Schein, 1990; Tharp, 2009). These two issues of organizational culture set up equilibrium where an organization can achieve its maximum level of effectiveness and efficiency that shows the link between organizational culture and employee performance (Uddin, Luva & Hossian, 2013). There has been no empirical research on the effects of organisational cultures on employees' productivity among staff members of tertiary institutions, despite the fact that organisational cultures and employees' productivity have been studied over the past decades and are thought to be integral resources for achieving organisational excellences. A research gap thus exists on the influence that organizational culture has on employees' productivity among staff of universities.

1.3 Research Questions

1. How does faith/ religion affect employees' productivity?
2. How does family structure affect employees' productivity?
3. How does ethnicity affect employees' productivity?
4. How does gender affect employees' productivity?
5. How does organizational culture affect employees' productivity?

1.4 Objectives of the Study

The main objective of the study is to prove or disprove the influence of socio-cultural factors on the productivity of staff of the University of Benin, Benin City. The specific objectives are to:

1. Investigate the effect of faith/ religion on employees' productivity.
2. Determine the influence of family structure on employees' productivity.
3. Ascertain the impact of ethnicity on employees' productivity.
4. Evaluate the influence of gender on employees' productivity.

5. Determine the influence of organizational culture on employees' productivity.

1.5 Significance of the Study

The significance of this study could be reflected in its usefulness to researchers and academics alike, to human resources managers, to policy makers, and to theorists in the field of industrial sociology. To researchers and academics, the findings of the study will provide baseline data and information that for further research on the varying ways socio-cultural factors such as gender, religion, age, organizational culture, and ethnic affiliation could impact on the productivity of employees in tertiary institutions.

For human resources managers who have the natural interest to eke out the best job performances from their members of staff, the findings of this study will serve as a veritable guide to accomplish this task. Also, results from this study's empirical efforts will offer to human resources managers how to blend socio-cultural mix in organizational settings to ensure that the inevitable socio-cultural diversity in the modern workplace is harnessed and taken advantage of. Furthermore, there is a chance that the findings of the study will serve as ingredients in the production of a body of knowledge that will verify or serve to tweak the existing theories in the field of industrial sociology, and particularly those related to employees' job productivity.

1.6 Area of the Study

In 1970, the University of Benin was established. It began as "an Institute of Technology and was granted full university status" by the National Universities Commission (NUC) on July 1, 1971. The "then Military Governor of Mid-Western State, Col. S. O. Ogbemudia (then also Visitor to the University)," publicly "announced the change" of the Institute of Technology's name to the University of Benin in his Budget Speech in April 1972. The University was taken

over by the Federal Government on April 1, 1975, at the request of the State Government, and became a Federal University.

With a multitude of Faculties, Departments, Institutes, and Units, the University has grown from strength to strength. In 1991/92 and 1992/93, the University experimented with the Collegiate System in response to NUC guidelines. The Mission of the University of Benin is “to develop the human mind to be creative, innovative, competent in areas of specialization, knowledgeable in entrepreneurship and Dedicated Service.” Its vision is “to establish a model institution of higher learning which ranks among the best in the world and responsive to the creative and innovative abilities of the Nigerian people.”

The faculties in the University of Benin are:

1. Faculty of Arts
2. Faculty of Education
3. Faculty of Engineering
4. Faculty of Environmental Sciences
5. Faculty of Law
6. Faculty of Management sciences
7. Faculty of Life Sciences
8. Faculty of Pharmacy
9. Faculty of Physical Sciences
10. Faculty of Sch. of Basic Med. Science
11. Faculty of Sch. of Dentistry

12. Faculty of Sch. of Medicine

13. Faculty of Social Sciences

The Federal Government sanctioned the “launch of the University of Benin's College of Petroleum and Gas Engineering at Effurun, near Warri, Delta State, in January 2006, with an initial population of 100 students in two departments: Petroleum Engineering and Gas Engineering.” The University “provides courses at several levels, including postgraduate, undergraduate, diploma, and certificate. Currently, the total student population is about 40,000, made up of both full-time and part-time students spread among the many Faculties.”

Grace Alele-Williams “became Nigeria's first female vice-chancellor when she was selected to lead the University of Benin in 1985.” She was “its vice-chancellor until 1991.” The university is also known for pioneering research collaborations with other universities around the world, as well as with local and international organisations such as USAID, Ford Foundation, UNCF (United Negro College Fund), RMRDC (Raw Materials Research & Development Council of Nigeria), and others in the fields of agriculture, public health, and engineering, to name a few.

1.7 Scope of the Study

The focus of the study will be on how socio-cultural factors could or could not influence the productivity of non-academic members of staff in the University of Benin who are engaged in administrative duties, and who had been members of staff of the institution for least five years.

1.8 Operational Definition of Terms

- 1. Socio-cultural factors:** These are attributes that emanate from the social organization of humans

2. **Employees' productivity:** This is the outcome of the job output of staff which matches optimum expectations
3. **Family structure:** This relates to all what that are obtainable in a home and family such rancor, peace, harmony, type of marriage, number of children, employment status of spouse, neighbourhood etc.
4. **Ethnicity:** This refers to the ethnic group of a staff and whether he/she is an indigene or settler in the place where she or he works.
5. **Faith:** This is the sum total of the religious practices of a staff.
6. **Gender:** The maleness or femaleness of a staff
7. **Organizational culture:** This has to do with the unwritten way members of staff are expected to do things and behave within the work place.

SECTION TWO

LITERATURE REVIEW

Contained in this section are the review of relevant literature, and the theoretical framework.

2.1 Employees' Productivity

An employee's productivity is dependent on the "combination of ability, effort, and opportunity." It is measured in terms of consequences or delivered results. Productivity is referred to as the record of output on a given job function at a particular time period. (Bernardin & Russel, in Nwachukwu, Osuji & Uzoma, 2020). This might be calculated for a company, an industry, a complete 'industrial sector,' or the entire economy. It gauges the effectiveness with which limited resources are being used. It is a quantitative relationship between output and input as the least controversial definition (Iyaniwura & Osoba cited in Nwachukwu, Osuji & Uzoma, 2020). To create a quantifiable tracking index is the goal. Productivity improvement, which entails a mix of higher effectiveness and better utilisation of available resources, is the aim of productivity measurement. It translates into effective interaction and service delivery, which has an impact on every aspect of the organisation. It could aid the business in developing and utilising its existing human resources. A company must have policies that will inspire both male and female employees if it is to succeed in this.

Employee performance is a record of the results obtained from the specific job functions for a certain period of employee (Bernardin and Russel in Nwakoby, Okoye, and Anugwu, 2019) and the employee's performance is something that has been done and not done by employee. The purpose of the performance review moved from an 'individual-centered' approach to a job-centered approach before being finally focused on the target (objective centered). An individual-

centered approach involves assessing a person's personality or character traits. The behavioural approach is more prioritised in the job-centered approach. Last but not least, the strategy changed to output orientation, where a person's performance ratings are based on results (outputs). When performed correctly and in accordance with their purpose, employee performance reviews are advantageous to the business since they can boost output.

The scope of employees' job performance as noted by Dessler cited in Nwakoby, Okoye and Anugwu (2019) consists of five dimensions, "1) Quality of Work, is characteristic of a job that can show the level of needs and desires that are expected by a person; 2) The quantity of work, is the amount of work successfully completed by the employee in accordance with the job description in a specified period; 3) Supervision, is the attitude of giving landing a job or duty of superiors to subordinates who lack the knowledge and skills; 4) Presence, is the level of attendance of employees in the workplace; 5) Creation, is the attitude or activities to protect, maintain and allocate something." According to Bernardin and Russel cited in Nwakoby, Okoye and Anugwu (2019) the dimensions of employee performance consists of "1) Quality, which shows the level of the work process or the work that has been achieved from a job; 2) Quantity, which is the amount of product produced expressed in the currency, the number of production units, or the number of cycles of activities have been completed; 3) Timelines, namely the speed of a work that has been completed within a predetermined time; 4) Cost-Effectiveness i.e., the maximum level of use of the existing resources in doing a particular job; 5) Supervision, namely the extent to which an employee can complete the work without the need for supervision; 6) Interpersonal impact, that levels of the circumstances in which employees can create a comfortable atmosphere in work, confident, doing good, and work together with colleagues."

Employee productivity is typically described in the context of an organisation as the level to which a member of that organisation helps to achieving the organization's goals. Employee productivity as a measure of the quantity and quality of work done, considering the cost of the resources used; results are usually the final and specific outputs desired from the employee (Zayum, Aule & Teslim, 2018). Products or services for internal or external customers are common ways to express results. They may be measured in terms of monetary gains or community effect, and their outcomes are quantified in terms of price, value, quantity, or time. Employee productivity could include: quantity of output, quality of output, timelines of output, presence at work and cooperativeness (Bernardin, 2007). A worker's productivity may be simply described as the connected tasks they were expected to complete and how successfully they were carried out. According to Bond and Fox as cited in Zayum, Aule and Teslim (2018), metrics of employees performance include: the volume of work completed, the timeliness of the work, the quality of the work produced in terms of standards, the efficient use of resources, the impact and value added by customers (internal and external), self-reliance, productive work habits, alignment, and compliance. Employee productivity also takes into account how well tasks are completed, whether they adhere to specified standards, how much it costs, and how long it takes to complete them.

Being efficient at work is essential to the operation of the organisation. The personnel should generate and deliver high-quality results at the end of their shift. However, this could alter if a catastrophe strikes, such as the epidemic we are currently experiencing. Work productivity offers several insights in light of the current pandemic. However, this study was already collecting data when the epidemic broke out. As a result, it concentrated on the “context of non-pandemic ideas and perspectives throughout the examination of various literary works.” Most of the works of

literature read for the work productivity tackled academic institutions (Nwinyokpugi et al., 2020; Moore et al., 2019; Kenny, 2017) and the impacts or effects of different variables like team management, productivity measurements, performance management. On the other hand, work productivity can also be affected by different factors which include the educational attainment of the worker (Vandenberghe, 2017; Sheehan & Shi, 2019), gender (Tsuo & Yang 2019), the external environment (Lasende et al., 2020) and even age (Gabriele et al., 2018).

Productivity at work is crucial for offering dependable, high-quality services to various parties. In a related study, Giuliano et al., (2017) affirmed that corporate social responsibility (CSR) has certain benefits to productivity. However, to sustain a high impact and satisfaction guaranteed output, training is essential as revealed by Chetri et al., (2018) in their study where employer-sponsored training and workforce productivity relationship is multi-dimensional. Furthermore, some employees simply like to multitask therefore, a study by Tetteh and Attiogbe (2019) found that schooling and working at the same time results in less time for studies which affects academic performance negatively.

Furthermore, work productivity equates to different prospects that might help an economy like one study of Sheehan and Shi (2019) where enhancing education can have significant gains from low-income countries. Tsuo and Yang (2019) on the other hand tackled productivity in terms of different firms or industries. Furthermore, retirement plans (Gabriele et al., 2018) provides a negative impact on productivity. And finally, team and performance management also provides a certain degree of relationship to employee productivity (Nwinyokpugi et al., 2020; Kenny, 2017).

Employees with impairments as well as regular employees contribute to productivity. Jammaers et al., (2016) discussed and identified three types of discursive practices that affect a person with a disability. Battaglio and French, (2016) mentioned that in their study the effect of organizational factors shows higher levels of self-sacrifice. We can apply concepts of productivity in any workplace like the study of Bhatia and Mahendru, (2014) wherein they showed that the foreign sector banks have the highest average for all the productivity parameters. On the lighter side, Karl et al., (2013) suggested that "you are what you wear" because wearing an attire influences one's productivity and personality. Satisfaction with nonmaterial job attributes affects perceived job productivity (Taylor et al., 2013). This finding is quite depressing because, despite the fact that more individuals value money above all else, some people continue to live simply. Corsi and D'Ippoliti, (2013) concluded that investigating productivity in the public sector seems very useful for productive units.

Negative approaches also confront productivity like what Siltala, (2013) found, neglecting basic work affects the sense of self-efficacy of the employees. This worrisome outcome can impact on the organization in numerous forms. Pendleton and Robinson, (2010) showed that stock plans need other methods of employee participation. Employees' involvement is very decisive in the bid of an organization satisfactorily accomplish its goals. With this idea at hand, selected HRD sub-systems found selected management styles to have a significant impact on HR effectiveness (Jain & Prekumar, 2011).

2.2 Faith of Employees and their Productivity

In a flexible milieu, gaining a comparative advantage constitutes one of the major objectives for the successes of a socio-economic group. A number of organizations recognize this as their highest aspirations in order to survive in the environment changes dramatically (Zahid, 2017).

The organisation heavily relies on personnel who present as more productive, efficient, committed, are ethical, “religious values,” and are highly driven in order to accomplish its goals.

Koenig et al. (2012) defines values as religious beliefs, practices, rituals and symbols are well-organized designed (a) to facilitate the proximity of the sacred or transcendent (God, a higher power, or truth/ the highest reality), and (b) to foster an understanding of the relationships and responsibilities of a person to another person in living together in a community. Meanwhile, according to Al-Goaib in Zahid (2017) “that in Islam, religious values is a commitment to the fundamentals of Islam through practice and theoretical beliefs with compliance against the rights of God, to follow the commandments of God, protect the rights of others, avoid bad deeds, and conduct worship.” Individuals who “are characterized as religious people who are not only those who hold certain religious beliefs but also practice it in everyday life.”

Religious values reflect the extent to which the faith or belief of individuals in holding the teachings of God, making it as supervisor and supporters, as well as apply it in their life (Eaves et al., 2008; Zahid, 2017). This demonstrates that, according to religious belief, when people believe something significant about themselves will endure even when they have physically died, they are capable of defending themselves against any anxiety.

In the past two decades, the organization's plurality of religious ideals has drawn more attention. The results of the research show that values religious diversity have a positive influence on economic growth, production, ideas, skills and work experience (Alesina et al., 2016). Because individuals with differing levels of cognitive ability can apply religious ideals from different traditions to address difficulties, the diversity of personal religious beliefs can promote creativity or productivity at work.

Numerous academic studies suggest that religious beliefs, spirituality, and employees' productivity all have a big impact on people's lives. This covers how employees act, behave, and conduct themselves in daily life. Religious belief can make a significant difference in the behavior and performance of employees, and provide a frame of reference that is used to guide decision-making, especially in multicultural environments and multireligious (OsmanGani et al., 2013). Furthermore, Weaver and Stansbury (2014) noted that "religious institutions can affect organizational practices when employees bring their religious commitments and practices into the workplace." But those religious commitments function in the midst of other organizational factors that influence the working out of employees' religious commitments (Zahid, 2017). In business environments, this process can produce a range of results, from a stronger impact of religious conviction on employee behaviour to a low or zero influence of religion. Research results Zahra et al. (2016) found that religious values significant effect on the performance of employees.

Employee religious values can serve as personal resources are very important to maintain or protect themselves from the emergence of a sense of anxiety-related jobs (Zahid, 2017). When the level of the employee's religious values are high, then a sense of anxiety related job be reduced, which has positive consequences for the performance of their duties (De Clercq et al., 2017). Religious principles can help employees perform at their highest level by guiding, inspiring, and supporting them. Furthermore, religious individuals tend to have pro-social beliefs and engage in totality in the conduct of social pro-than individuals who do not have religious values (Putnam and Campbell, 2012).

Smith (2010) in the Theory of moral sentiments analyses the behaviour of religious activities from an economic standpoint; he concludes by highlighting the reputational value of human

capital in the production process. This approach considers that the religion of the group reveals moral information on its members and provides an economical reference; a member of humble origin can reinforce his/her social position; religion acts as a “club” of moral reference for its members and increases the efficiency in the assignment of human resources (Rossi and Zaalicever, 2006).

The Catholic Church includes the “Social Doctrine of The Church” in order to adapt to the positive idea of work. It did this by divulging various encyclicals by Pope Leon XIII, such as “Rerum Novarum” (1891), on labour conditions, and the appeal to social justice; and, “Quadragesimo anno” (1931), on the problems associated with businesses (Jurado-Caraballo & Rodríguez-Fernande, 2021). Pope Juan Pablo II published “Laborem Exercens” in 1981, which deals with the morality and spirituality ideal of Christian work - considered a fundamental duty for all Christians (Catechism of the Catholic Church, n. 2427), and a means of responding to God's call to participate in the transformation and domination of Creation (Jurado-Caraballo & Rodríguez-Fernande, 2021).

Blanchard, O'Connor and Ballard (1997) consider ethical, sensible and profitable as values to be shared by the employees and adopted by a company that proposes flat structures without the accumulation of power in any one level. The rise in productivity, the positive organisational atmosphere, the propensity for innovation, the alignment with social responsibility, the work-life balance, the recruitment of talent, and the value-based decision-making process are all benefits of management by values. The present-day notion of work engagement is very related to this approach of Management, as exposed by Abu Bakar (2016) when considering the huge impact of religion on shaping people's philosophy and its role in work-life interface (Sav, 2016).

In an empirical study, Zahid (2017) found that religious values had a positive significant effect on the performance of employees. Giving, sharing, and sacrificing for the greater welfare of all are virtues that are encouraged by religious ideals. The Islamic faith is likewise affected by this. The code that governs the duties, ethics, and conduct of all Muslims—individually or collectively—in all spheres of life is known as Sharia, or Islamic law. The ideals that Muslims should uphold, such as truth, honesty, obligation, and social responsibility, as well as the roles of men and women, are outlined in Sharia. The religious values of Islam focused on morality and refinement of higher value, which is contrary to the nature of individualism related to materialism as jealousy, envy, greed, and lack of generosity (Adib and El-Bassiouny, 2012). McGuire et al. (2012) also found that religious values are high can rein in managers from unethical business practices and improve the efficiency of the Organization's operational cost control. Additionally, managers who strongly adhere to religious principles choose actual earnings management over manipulating accruals. In their research, Ho et al. (2016) demonstrate that religious beliefs can help people sense connectedness, spirituality, affluence, and well-being on a holistic level. The results of this study are consistent with the findings of the Zahra et al. (2016) that found that religious values significant effect on the performance of employees. The better an employee performs, the greater their religious values are. It is also supported by research Darto et al. (2015); Inosaria (2014) that proves that religious values are a very positive and significant effect on the performance of employees.

Suib and Said (2017) noted that while addressing faith and ethics within the context of Islam, both concepts are related to one another through “seven values (care, generous, honesty, justice, loyalty, respect, and responsible).” This demonstrates that Islam has already offered a manual for people or workers to follow in their daily activities, whether they are spending time with their

families or working. This is due to the fact that spirituality will improve service quality, empower employees, and boost customer loyalty and profit levels. Moreover, spirituality facilitates positive energy, enhances performance, motivates towards good deeds, improves self-realization and increases commitment to social responsibility (Hanapiyah, Daud & Wan Abdullah, 2019). This suggests that in order to create a positive spiritual culture within the company, the employer must consider spirituality as a significant aspect.

Hence, it can be concluded that the religiosity and spirituality factor contributes to increasing the positive consensus towards the integrity of employee in the organization (Hanapiyah et al, 2019). Spirituality or spiritual life shared by the members of an organization could be a strong predictor of ethical issues and decisions at work (Gocer & Ozgan, 2018). However, spirituality must be connected to religious knowledge, awareness, and practises in order to raise employee morale.

From the perspective of the organization, spirituality not only affects the decision making, but also in matters that may affect larger scale conditions like environmental problems (Hanapiyah et al, 2019). Surely, spirituality can play efficient roles in “sustainability” and solution of new world problems, considering the new changes and fast developments in the world order. Hence, religiosity and spirituality undeniably can play important roles in the wellbeing of a person and humanity/world at larger perspective in the coming decades. A review of the existing literature reveals that the intersection between religion and organizations has not been sufficiently explored, hence the structure and the functioning of religious organizations have not been understood.

2.3 Family Structure and Employees' Productivity

One aspect of family structure in its likely impact on employees' productivity is family unity. Cohesion in the family is the positive spirit of the welfare of each of its members, which was identified, at the beginning of 1930's (Neziril and Kamberi, 2016). For the purpose of trying to comprehend how family members interact with one another, the cohesion was highlighted as a crucial factor. According to Green and Werner in Choi (2012), nurturing, compassion, spending time together, consistency, and physical intimacy should be features of families with good cohesion. Researchers as Juffer & Van Ijzendoorn (2005) and Koerner & Fitzpatrick (2006) have defined family cohesion as an important variable for the functioning of the family. The togetherness, love, values, warmth, loyalty, satisfaction, flexibility in handling conflicts or closeness of a family form the family cohesion (Uju, 2014).

Family cohesion, "is associated with many different activities all the time," so Williams (2011) pointed out that: "cohesion is manifested in the practical daily activities that families engage in such as eating meals, watching television, chatting, and expressing faith in one another. It is also demonstrated by the concerted efforts that family members make to show love, respect, kindness, be in harmony, and be satisfied with one another" (Uju, 2014). When all members of the family, make efforts to successfully implement the goals of the family, then we can say that cohesion in the family is satisfactory, it is through cohesion that families face the life events (Uju, 2014). So, the degree of family cohesion or of a particular equilibrium is established between two opposing forces identified by Olson, Sprenkle, and Russell in Neziril and Kamberi (2016), and it is based on how a family responds to the "three types of needs of the family members: emotional, social, and material." They also came to the conclusion that the performance of family activities reflects the degree of performance, and to support this, they created three indicators for these activities

that aligns with the three categories of demands. According to Olson in Neziri and Kamberi (2016) "Cohesion family is defined as the emotional bonding that family members have toward one another."

The Circumplex model of family systems was developed to overcome the gap between research, theory and practice (Olson, Russell and Sprenkle in Neziri & Kamberi, 2016). Three key factors that are significant in many different family theory models are the focus of this model. The three components of this model—family cohesion, adaptability, and communication—were drawn from the top 50 theories on family dynamics. The four levels of family cohesion which are part of this study include: disengaged, separated, connected and very connected families (Olson, in Neziri & Kamberi, 2016). Members of a disengaged family are independent, and emotional ties between them are poor. There is a lack of communication among family members. In contrast to disengaged families, members of split families demonstrate a high degree of economic independence. In a connected family, there is less economic autonomy and there are more emotional ties. Everyone in the household communicates well with one another. In very connected families, there is an economic independence and emotional bonds are very strong and communication is high in one direction of cohesion (Neziri & Kamberi 2016). Individuals who live in families with high family cohesion constitute warmth, autonomy and their members have interpersonal skills and stronger emotional bond within the family. Aside from this, building a bond with family members is a crucial experience for a person's future social engagement and people skills.

Neziri and Kamberi (2016) found a 'statistically significant positive correlation' between the scale of employees' efficacy at work and family cohesion. This correlation was intended to shed light on the relationship between employees' effectiveness in the workplace and the cohesion in

their families. Based on four types of cohesion in the family, the results showed that the difference of disengaged, separated, connected and very connected families on the employees efficacy was statistically acceptable, where employees of connected and very connected families showed more efficacy at work in better mobilization in recognition resources and handling courses required for events at work (Neziril & Kamberi, 2016).

Additionally, it was discovered in Neziril and Kamberi's (2016) study that “employees of disengaged families, which is explained” by a low level of emotional bonding between family members, displayed lower levels of efficacy at work and had significant differences in cohesion compared to all other types of families, while even the employees of separated families, whose emotional bonds included a higher level than those of separated families, reported significant differences with other families. In general, there was a positive linear association between the rise in family cohesion and the rise in work effectiveness.

Also in the study conducted by Neziril and Kamberi (2016), employees who declared they come from more cohesive families, showed a more emphasized level of efficacy at work, related to specific fields of work, the skill to manage interpersonal relationships with colleagues and the supervisor, working with colleagues, to changed and effectively implement different situations at work, the tendency to enrich new working methods (Avallone et al. 2007). The research demonstrates that people who grow up in a cohesive family environment with authoritarian parents, convenient autonomy and control, are generally competent at work, psychologically healthy, possess good interpersonal skills, and have a high sense of self-worth. Dealings between family members produce exceptional experiences on individual development and improved social relations.

Laode, Nofal, Taufik, Gusli, Rosmawaty, Kartini and Mirad (2017) elected to look at the influence family structure may have employees' productivity from the work-family conflict perspective. The productivity of employees at a company might be impacted by work-family conflict. Conflict is unequal rivalry based on emotional motivations and ambition to win, which can lead to tension, conflict, disagreements, stress, and frustration if their issues cannot be resolved. It undoubtedly will affect the business because of a decline in performance brought on by stress and disagreements at work. Conflict negatively relate to employees' performance, as well as family-work conflict is negatively related to employee performance (Laode et al, 2017). Employees whose employment does not conflict with their home life may have low levels of performance in connection to their performance in a certain position when they frequently fail to fulfil that duty. Higher levels of work-family conflict among employees were associated with lower performance because they felt more overwhelmed by their jobs, which made it difficult for them to meet their obligations to their families and diminished the quality of their family life.

In the actual study, Laode et al (2017) found that work-family conflict partially significantly had negative effect on the performance of employees. In other words, an employee's performance decreased in direct proportion to the degree of work-family conflict that they experienced. Not only does it affect workers, but it also creates a conflict for those who must balance spending time with their families and working in the office. This is because the company's time-consuming work schedules and restrictions make it challenging for employees to divide their time effectively. However, workers who have had generally strong time management can reduce work-family conflict, allowing them to focus better without being disturbed by personal matters. These findings were in line with those of Guitian (2009), who had previously noted that work-family conflict (also known as conflict of work-family) was associated with absenteeism,

decreased productivity, a lack of job satisfaction, a decrease in organisational commitment, a lack of life satisfaction, anxiety, fatigue, psychological distress, depression, physical illness, alcohol use, and tension in marriages, all of which could affect performance.

2.4 Ethnic Background of Employees and their Productivity

People who identify as members of a particular ethnic group believe they have common traits that set them apart from other groups in the public sphere, where they develop distinctive social behaviors. The term was coined in certain differentiation to race, since despite the fact that individuals from an ethnic group might be recognizable regarding racial properties, they may likewise share other social qualities, for example, religion, occupation, language or legislative issues (Neetu-Pritam & Rao, 2020). Gordon Marshall expressed that ethnic groups ought to likewise be recognized from social classes, since incorporating people who offer or are seen to sharing mutual ethnic group, since they incorporate people of various racial backgrounds (Ceylan & Aydin, 2009).

Ethnicity is the approach and mental condition of an ethnic group. Entire humankind can be partitioned into an enormous number of nationalities based on political limits which further can be separated into the degree of language, religion, social organization, endogamy and so on., that such distinctive micro scale levels, can be named populations as ethnic group (ArslanAyub, 2013). The concept of an ethnic group was connected to the natural growth of public and social norms that positioned it to the social substance. An ethnic group is defined as a population that implies natural self-sufficiency, shares important social traits, is acknowledged as thoughtful person solidarity in cultural structures, constitutes a field of correspondence and communication, and participates in a way that both it and others can identify as a class distinguishable from other classes of a similar demand.

Sayers (2012) noted that those individuals who enjoy common culture, tradition, customs, routine practice, costumes, beliefs, and values are generally known as ethnicity. Makokolo in Ahmad and Rahman (2019) defined ethnicity as “tribal grouping enjoying common history of origination and develop sense of common fate.” Timmermans, Ostergaard, & Kristinsson (2011) concluded that ethnicity may be considered as substitute or alternate for cultural background. The variations in the ethnicity can be brought into innovative and creative performance among the members. Pitts (2010) argued that institutions are becoming more divers on racial viewpoint, therefore logically it is very important to study how various ethnic groups behave at workplace. Ethnicity is two edge sword having advantages and disadvantages (Ahmad & Rahman, 2019). Kiglai in Ahmad and Rahman (2019) asserted that clashes because of traditions may affect quality, outcome and earnings of the organization. Dahlin, Weingart & Hinds in Ahmad and Rahman (2019) advocated that “conflicts, clashes and collision emerged due to ethnic diversity and social categorization.” Inequity is drawback of the ethnic diversity; moreover, management of diverse workforce is imperative to protect institutional benefits and eliminate the weakness of the ethnicity diversity that might have adverse effect of employees’ performance (Ahmad & Rahman, 2019).

Loeters (2011) study which is titled *Ethnic Diversity and Team Performance: The mediating Role of Work Value Diversity and the Moderating Role of Team Tenure*. found no link between different ethnicities and workplace diversity or between workplace diversity and team productivity. The way a worker operates within a firm is significantly influenced by their ethnicity. An HR manager must know whether workers from various ethnic groups adopt different or comparable work values in order to foster a happy work environment. Muthoni (2017) carried out a study on ethnicity diversity management and employee performance in

National Biosafety Authority, Kenya. In this study, a descriptive research design was used. 38 National Biosafety Authority workers, including senior management, middle management, and general staff, were the intended audience. A questionnaire was used by the study to gather primary data. According to the study, ethnic diversity has an impact on employee performance. Akpakip (2017) study investigated effect of workforce diversity on employee performance in Nigerian Banking Industry (A Study of Firstbank Nigeria Ltd., Ota Branch). The research design was descriptive. The respondents were sampled using a straightforward random sampling approach. Schedules for interviews were used to gather data, which was then thematically analysed. The study's findings demonstrated a substantial association between employee performance and all elements of ethnic diversity included in the study.

Ethnic diversity refers to a socio-cultural workforce diversity which is specified by the number of people who have dissimilar ethnicity in the company in relation to languages, cultures and values (Gupta, 2013). Cox in Mande, Imbambi, Aketch and Awiti (2020) added that “ethnic diversity is the differences in people’s ethnic backgrounds, applied to a work team, this means that team members belong to different ethnic groups. This manifest itself in the differences in people’s inner self, stemming from their ethnic background.” Bell, Villado, Lukasik, Belau, and Briggs (2010) argue that someone’s work style is often linked to someone’s ethnic background and that ethnic diversity within a team brings about its effects in the way team members work together and in how they perform. This could explain why managers and researchers are paying more attention to group diversity research and how it relates to performance. Organizational performance appears to depend more and more on diverse workers working together. The concept of ethnic diversity should therefore be seen as a collection of a broad range of different

diversity dimensions, because every single diversity dimension could affect team performance differently (Bell et al. 2010).

2.5 Employees' Gender and their Job Productivity

Powell (2011) described gender as the physiological inference that a person is either male or female, as well as expectations and views about what types of attitudes, behaviours, values, knowledge, abilities, and interest areas are more appropriate for or characteristic of one sex than the other. The focus of gender diversity research is on how people perceive differences between men and women. The way that people respond to other people's conduct in the workplace or any other group alliance is affected by these gender variances. Prejudice, stereotyping, and discrimination all display gender diversity.

Organizational research has been increasingly important in recent years as it relates to the organisational barriers that prevent women from reaching the highest levels of their careers. According to Singh and Vinnicombe's research in Odhiambo, Gachoka, and Rambo (2018), women are nearly entirely underrepresented in leadership positions inside companies. Despite making strides into middle management, relatively few women are able to break past the glass ceiling into this elite group because male directors frequently establish an exclusive club at the top of the corporate world. This point out that gender in the board of directors in some big organization is a barrier for career advancement; that this is a matter of concern, because the talents of women are not being fully utilized (Odhiambo, Gachoka, & Rambo, 2018).

The phrase "glass ceiling" has become one of the most frequently used metaphors to illustrate how few women hold high organisational roles. Using Mavin (2016) as a source, Odhiambo, Gachoka, and Rambo (2018) claimed that the term "glass ceiling" was invented in the 1960s. This term is used to describe a subtle barrier that can prevent women from advancing up the

managerial ladder while being so obvious and strong. The term "glass ceiling" was created to characterise organisational procedures and procedures that make it challenging and limited for women to hold the highest positions in a given sector. Even though they can see the top of the management hierarchy in this situation, women might not be able to advance there.

A study carried out in 2009 reveals that women on average have a lower annual productivity than men in similar positions in majority of the professional industries (Wozniak 2012). According to the study, "the industry that has the highest level of disparity with regards to the level of employee productivity is construction services provision, with a difference of 92.2 percent that recorded within the same period. Financial services registered the least amount of productivity differential between men and women during this test period, with women having 70.5 percent productivity of that which was registered by men in a similar field."

Berman (2018) reported that according to *Hive*, women work 10 percent harder than men in today's offices. This result is the result of two more statistics. First, both men and women really finish roughly 66% of the work that is given to them. Today, however, women are given 10% more work than males; the fact that they do it at the same rate suggests that they are working harder. Why are women given extra responsibilities? *Hive* cites research that finds it has to do with the *kind* of work allotted them, noting that, "women are assigned and spend more time on *non-promotable* tasks than men (Berman, 2018) These non-promotable tasks are any activity that is beneficial to the organization, but does not contribute to career advancement." So essentially, things men do not want to do are being given to women.

Nwachukwu, Osuji and Uzoma (2020) in their study on "effects of domestic responsibility on female employees' productivity in Nigeria banking labour force" in selected banks in Owerri

reported that despite the heavy demands of domestic responsibilities on female employees in Union and Access Banks, Owerri, it does not prevent them from being productive in their job, like other bankers (singles and males). This is mainly due to their hard work, dedication and determination. Thus, female employees were finding it difficult in combining their domestic responsibilities with their jobs, even though some are doing well in both. They also found that female employees mostly have average productivity of 60% and above, and in most cases get awards of excellence which is awarded based on merit and good performance. In this study too, it was found out that married female employees in Union and Access Banks, Owerri, were performing well like other bankers (singles and males) even though they were combining banking jobs and domestic responsibilities together. It also found out that female employees be it married or single in these banks, have an average performance of 54.55%.

A study on gender and work-productivity of academic staff in selected private universities in Kampala City, Uganda was conducted by Anumaka and Ssemugenyi (2013). The goal of the study was to show a significant difference between male and female academic personnel in terms of job productivity. The researcher's hypothesis was that there are no appreciable differences between male and female academic employees in terms of their degree of job productivity. The computed mean indices were compared to establish this goal and test the null hypothesis. The underlying presumption was that there are no appreciable differences between men and women's levels of work productivity. A t-test was used in response to this assumption to support or refute the hypothesis. It was found that “the level of work productivity did not significantly differ apart from punctuality as a sub element of work productivity.” It was established that there is a slight difference in work productivity between male and female (Anumaka & Ssemugenyi, 2013). It was observed that “male (mean 3.18) are more punctual than female (mean 3.00) ($t=2.579$) (Sig =

0.010) however this difference is too insignificant to pose a significant difference between the two categories (male and female). It was also revealed that the level of work productivity in general was so much dominant among male (3.04).”

Rožman, Sternad Zabukovšek, Bobek and Tominc (2021) in their study on Gender Differences in Work Satisfaction, Work Engagement and Work Efficiency of Employees during the COVID-19 Pandemic in Slovenia found that “on average, the work engagement characteristics among female employees during the COVID-19 pandemic are perceived lower than work engagement among male employees.” The mean values show that for female employees, on average, the highest agreement was with the statement that they feel that their work and job are important. Still, on the other hand, on average, they had the lowest agreement with the statement that they do their work with passion during the COVID-19 pandemic. In contrast to women, on average, male employees had the highest agreement with the statement that they engage in the quality of their work during the COVID-19 pandemic. The results of the Mann–Whitney U test showed that “there are statistically significant gender differences in work engagement characteristics among employees,” except for three items. These items were: “I feel the connection with the company in which I worked,” “I trust in my colleagues and the manager,” and “I feel that my work and job are important.” (Rožman et (2021). Again, women perceive lower levels of engagement, which holds for every characteristic of the work engagement.

2.6 Organizational Culture and Employees’ Productivity

According to Moore (2020) organizational or corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. International trade, economic trends, national cultures and traditions, company size, and goods all have an impact on corporate culture. Corporate cultures, whether

they are created on purpose or develop naturally, go right to the heart of a company's philosophy and way of doing business. For Mohammed (2017), organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done. Values are things that one regards as crucial in terms of how individuals and organisations act. The unwritten laws of behaviour are known as norms (Armstrong, 2011). According to the definition, organisational culture refers to the subjective nature of business operations. It alludes to abstract concepts like ideals and conventions that permeate all or a portion of a business but may not be explicitly stated, openly discussed, or even observed.

Furthermore, Mohammed (2017) submitted that “organizational culture refers to a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behaviour. These values have a strong influence on employee’s behaviour as well as organizational performance.” In fact, the term organizational culture was made popular in the 1980s when Peters and Waterman’s best-selling book — “In Search of Excellence” made the argument that company success could be attributed to an organizational culture that was decisive, customer-oriented, empowering, and people-oriented (Mohammed, 2017). Organizational culture has since been the focus of a large number of study projects, publications, and articles. The idea of organisational culture is still very new. Organizational culture is a new but rapidly expanding field within management, unlike a subject like leadership, which has a history spanning several centuries. The two essential factors that lead to effective culture management include structural stability and integration of superior standard of organization culture (Mohammed, 2017).

Baker and Power (2018) analyse the role and impact of beliefs, values and worldviews in the business and work-based environment, and how they are translated in non-religious spaces. The

authors construct an emerging framework defining the various variables influencing the interaction between beliefs, values, and public working environments based on pilot research with English Roman Catholic employees and supervisors (also known as spiritual capital). These factors range from the overlap between religious and non-religious ideas and values to the tight connections between beliefs, values, and agency in the business and workplace environment.

Organizational culture is one of the most popular topics in the domain of organizational behavior (Uddin, Luva, & Hossian, 2013). It refers to a particular pool of shared beliefs, values and norms among people and groups in an organization that differentiates the organization from others (Ahiabor, 2014). Organization's solidity mainly depends on organizational culture and success of any organization deeply depends on its culture (Kelepile, 2015; Mohammadi & Zarei, 2016). Organizational culture not only helps to shape the employees' behavior patterns, but it also influences the way in which an organization manufactures its products and gives services to its customers (Mahdiyeh, Nakhaei & Kebriaei, 2016). In addition, by understanding its organization culture, management can overcome the probable cultural defects of the organization (Mohammadi & Shekarchizadeh, 2014).

It is supposed that each organization has its own unique culture which cannot be easily wiped out (Wong and Ahmad, 2012). All people "who are involved in the organization strongly were affected by organizational norms." These norms are invisible but if management wishes to improve employees' performance and productivity, norms take place in the first (Mahdiyeh, Nakhaei & Kebriaei, 2016). Scholars have identified direct influence of organizational culture on some business performance related issues, including staff satisfaction and commitment, employee motivation, customer retention and revenue growth, and productivity (Mahdiyeh, Nakhaei & Kebriaei, 2016). Productivity on the other hand refers to the ratio of output to input in

the production process (Ahiabor, 2014). Productivity is one of the crucial elements for communities to achieve progress and ultimately comprehensive development (Ziapour, Khatony, Kianipour & Jafary, 2015).

Several studies have evaluated association between organizational culture and productivity. For example, Akbari et al. (13), and Uddin, Luva, and Hossian (2013) found a significant positive correlation between organizational culture and productivity. In another studies, it was revealed that organizational culture did impact on productivity (Ahiabor, 2014; Mahdiyeh, Nakhaei & Kebriaei, 2016). Nevertheless, despite the large number of international studies, the cultural, social, and economic diversity of Iran prevents the conclusions of other nations from being used in Iranian organisations, and there is little research in Iran on the relationship between these two variables. Thus, conducting study on these topics in Iranian public institutions seems to still be worthwhile. This study aims to investigate how organisational culture affects productivity at the Iranian Ministry of Youth and Sports.

Organizational culture, is a less tangible factor that determines the source of competition outside quality, cost, technology, and consumer service brand (Nwakoby, Okoye & Anugwu, 2019). Organizational culture is introduced to all employees once they are recruited; this helps them to be acquainted with the organization and the happenings in the system (Fakhar, Zahid & Muhammad 2012). According to Alvesson in Nwakoby, Okoye and Anugwu, (2019), “organizational culture is behavioural regularities, that guide policies on how to best workers and customers are to be treated. That is, the organizational climate gives an overall feeling, and this is portrayed in the physical layout, interaction process, and the ways employees conduct themselves.” Organizational culture is the values, principles, traditions, and attitudes that affect

the way members of an organization behave (Robbins, Odendaal, & Roodt cited in Nwakoby, Okoye & Anugwu, 2019).

The dimensions of organizational culture according to Schein (2014) consists of three dimensions, namely: a) External adaptation tasks, consisting of the mission, goals, basic facilities, and the measurement of success; b) Internal integration tasks consist of restrictions in the group, the placement status / power, and the relationships within the group; and c) Basic underlying assumptions consist of a relationship with the environment, the nature of the activities of employees, the nature of time, and the nature of the relationship between employees. According to Greenberg cited in Nwakoby, Okoye and Anugwu, (2019), components of organisational culture, namely: a) the originator of the business. The company's founding can be connected, at least in part, to cultural organisations at work. b) Previous exposure to the environment. Cultural groups frequently grow independent of their interactions with external environments; c) interpersonal interactions. Organizational culture is developing independently of the interactions between a group of people who came together to interpret events and activities within the organisation.

Furthermore, Robbins cited in Nwakoby, Okoye and Anugwu, (2019) mentions the seven dimensions of organizational culture, namely: “a) Innovation and risk-taking, namely the extent to which employees are encouraged to be innovative and take risks; b) Attention to details, namely the extent to which employees are expected to exhibit precision, analysis, and attention to detail; c) Orientation results, namely the extent to which the management focus on results rather than on the techniques and processes used to achieve those results; d) Orientation of people, namely the extent to which management decisions take into account the impact of the

results of the employee; e) Orientation teams, namely the extent to which work activities are organized based on the team; f) Aggressiveness, namely the extent to which employees are aggressive and competitive; and g) Stability, namely the extent to which the organization's activities emphasize the maintenance of the status quo.”

2.7 Theoretical Framework

To situate this study in the proper theoretical framework, two theories are adopted and applied. They are the social identity theory, and the social role theory.

2.7.1 Social Identity Theory

This study was guided by Social Identity Theory (SIT) as advocated by Tajfel (1978). Beginning with the assumption that people define their own identities in relation to social groupings, and that these identifications serve to support and safeguard self-identity. According to the hypothesis, a person's sense of self is influenced in part by the groups to which they belong. An individual has several selves and identities connected to their linked groups in addition to their own personal selfhood. In different social situations, a person may behave differently depending on the groups they are a part of. Social identity theory posits that a portion of one's self-concept is dependent on the importance and relevance placed on the group membership(s) to which an individual belongs (Turner & Oakes, 1986). According to the hypothesis, people's need for a positive identity and self-esteem affects the social comparisons they draw. Comparisons between groups or categories that emphasise group distinctiveness in favour of one's in group over a pertinent outgroup are given preference. According to Hogg and Terry (2000) social identity and intergroup behavior are guided by the pursuit of evaluative positive social identity; through positive intergroup distinctiveness, which in turn, is motivated by the need for positive self-esteem. Social identification processes are driven by a need to lessen subjective confusion

about one's perceptions, attitudes, feelings, and behaviours and, ultimately, one's self-concept and place in the social world. This motivation is in addition to self-enhancement. According to Al Jishi (2009), the level of performance depends on the level of motivation that stimulates someone to work and carry out the necessary tasks to achieve the goals. According to this hypothesis, people have a tendency to organise themselves and other people based on traits that are important to them personally. These dimensions frequently comprise demographic traits like age, gender, or ethnicity.

2.7.2 Social Role Theory

Social role theory recognizes the historical division in labour between women, who often assumed responsibilities at home, and men, who often assumed responsibilities outside the home (Eagly, 1987). The 1920s and 1930s are the earliest known use of the phrase. Through the theoretical contributions of George Herbert Mead, Jacob L. Moreno, Talcott Parsons, and Ralph Linton, it gained increasing prominence in sociological debate.

Hoobler *et al.*, (2009), collected some data that vindicate this argument. In other words, managers assessed the degree to which their staff members encounter this conflict between their personal and professional life. Common phrases were "The time she spends on family duties frequently interferes with her job duties." They also evaluated how well these people fit in with the organization's ideals (called person-organization fit), have acquired the necessary skills (called person-job fit), and are likely to be nominated for a promotion in the near future. The perceived tension between their work and family lives served as a mediator in this relationship, and women were not more likely to be nominated for a promotion than males.

Additionally, fit with the company and position played a role in mediating the relationship between this conflict and promotions. Interestingly, these correlations persisted even after controlling for dependents and kid count. Several research findings have discovered that multiple roles often have benefits and do not always have detrimental effects on the role bearer (Barnett & Baruch, 1985; Greenhaus & Powell, 2006). However, previous research have shown that positive mood spills over from family to work, and negative mood (e.g., fatigue and distress) spills over in both directions (Williams & Alliger, 1994).

In applying the two theories, it could be seen that the social identity theory lends itself to the explanation that employees use the social and biological groups they belong to regulate the extent to which they exert energy to churn out productivity. Thus, an employee from a religious sect where honesty and integrity is held in high esteem would because of these honesty and integrity give his or her best in performing work tasks. Therefore, an employee might act differently in varying social contexts according to the values of the groups they belong to. For the social role theory, it provides a clear picture of the impact the recognition of the historical division in labour between men and women, the young and the old who, and single and married. Accordingly, productivity of employees could be regulated by societal expectations of the employees' gender, age, and marital status.

SECTION THREE

RESEARCH METHODOLOGY

This section of this study contains the techniques and methods that will be used in carrying out the present study. This chapter includes research design, population of study, sample size, sampling technique, instruments of data collection, method of data collection, method of data analysis, and validity and reliability of research instruments.

3.1 Research Design

The exploratory design, within the scope of the one-shot or cross-sectional design, was found to be appropriate for this investigation. The one-shot or cross-sectional research design requires collecting data from respondents just once. Because exploratory research is typically conducted with a small sample size, survey design has become increasingly important. A survey design allows data to be collected from a subset (sample) of a population. As a result, one of the reasons it was used in this study was to guarantee that essential and relevant data were obtained from the sampled group, whose analysis benefited in generalising findings to the wider population.

However, the use of both quantitative and qualitative approaches will be required for the execution of the exploratory and survey research designs, which are fundamentally designed for the identification of a sample of the study population. The quantitative approach will be used to administer surveys, while the qualitative technique will be used to conduct in-depth interviews.

3.2 Population of the Study

This research's target group will include all male and female administrative non-teaching personnel at the University of Benin in Benin City who have been with the school for at least five years prior to their involvement in this study. According to the University of Benin Records and Statistics Office, the university has 4000 administrative non-teaching workers as of January 2022. It was not possible to acquire a breakdown of the administrative non-teaching personnel numbers by faculties.

3.3 Sample Size

A sample size was derived for the study as the entire population under investigation in the University of Benin, Benin City is about 5000 persons who might not be reached conveniently due to resource constraints. With the obtaining of 5000 as the total number of the population of this study, the sample size was derived with the sample size calculation formula as shown below using the Leslie Kish (1961) survey sampling formula.

According to Leslie Kish (1961) the formula for sample size was:

$$\text{Sample size} = \frac{Z^2 Pq}{d^2}$$

Where $Z = 95\%$ confidence level which is equivalent to 1.96.

$P =$ proportion of the number of administrative staff who are reliably qualified to participant in the study

$$q = 1 - P$$

$d = 5\%$ sample error which is equivalent of 0.05

$$\frac{1.96^2(0.67)(1 - 0.67)}{(0.05)^2} = 339$$

Therefore sample size (n) = 339

The calculated sample size was 339. Therefore, operational sample size for this study was 339. Hence, 339 copies of questionnaire will be administered to 339 administrative staff of the University of Benin.

3.4 Sampling Technique and Sampling Procedure

The study will use a stratified random sampling approach. It guarantees that the various strata or groups within a particular population are represented in a proportionate manner. When producing a stratified random sample, each unit has an equal chance (probability) of being chosen from inside a certain stratum (group) of the population. Finally, stratified random sampling will be used for this study because the unit of analysis – administrative staff – is found in various groups/strata (Faculties, Institutes, or Schools); and it is critical that administrative staff in these groupings are proportionately represented, with each having an equal opportunity to be administered a questionnaire.

To implement the stratified random sampling, the following sampling procedure was followed:

Step One – Define the population: The population for this study is non-teaching administrative staff of the University of Benin, Benin City. According to the data collected from the institution's Record and Statistics Office, they are about 5000 in number; this constitutes the sampling frame for this study.

Step Two – Choose the relevant stratification: The relevant stratification of the study's population were Faculties, Schools, Institutes, and stand-alone Departments; they are Faculty of

Agriculture; Faculty of Arts; Faculty of Dentistry; Faculty of Education; Faculty of Engineering; Faculty of Environmental Science; Faculty of Law, Library Department; Faculty of Life Sciences; Faculty of Management Sciences; Faculty of Pharmacy; Faculty of Physical Sciences; Institute of Public Services; School of Basic Medical Sciences; School of Medicine; Faculty of Social Sciences; Vice Chancellor's Office, and Department of Veterinary Medicine. These constituted the strata of the study's sampling technique.

Step Three – List the population according to the chosen stratification: This will be done equally.

Step Four – Choose sample size: This had also been done already in subsection 3.3; the calculated sample size was 339 approximately.

Step Five – Calculate a proportionate stratification: Since the breakdown of the staff according to faculties, Schools and offices, and Institutes is not available, copies of questionnaire will be administered to the administrative staff in each of the Faculties, Schools offices, and Institute on equal basis.

Step Six – Use of simple random technique to select strata/group sample: Since questionnaires will be equally according based on faculties, Schools, offices, and Institutes, copies of questionnaire will be administered accordingly with the simple random technique.

The foregoing sampling technique and sampling procedure was for the gathering of quantitative data for this study. For gathering of qualitative data the purposive sampling techniques will be used to select one respondent from each of the faculties, schools, and institutes. Hence, there will be 18 interviewees for the obtaining of qualitative data that complemented the quantitative data.

3.5 Instrument of Data Collection

Basically, two research instruments of data collection will be employed in this study as given below:

(a) Questionnaire

A semi-structured questionnaire will be used to collect quantitative data needed for the study. The questionnaire will be composed of both closed and opened ended questions and was divided into seven sections. Section A consists of questions that solicited for responses on the effect of faith/ religion on employees' productivity; Section B contains questions that will help determine the influence of family structure on employees' productivity; and Section C will give respondents the opportunity to answer questions on the impact of ethnicity on employees' productivity. Other sections in the questionnaire such as Section D contains questions on the influence of gender on employees' productivity; and Section E consists of questions that will enable respondents to give their opinion on the influence of organizational culture on employees' productivity.

(b) In-depth Interview

Unstructured in-depth interview will be utilized to collect qualitative data from the purposively selected interviewees. The questions contained in the in-depth interview guide are meant to obtain data on substantive research issues such as the effect of faith/ religion on employees' productivity; the influence of family structure on employees' productivity; the impact of ethnicity on employees' productivity; the influence of gender on employees' productivity; and the influence of organizational culture on employees' productivity.

3.6 Method of Data Collection

A triangulation of the quantitative method and qualitative method of data gathering will be embraced for this study in order to obtain a substantial holistic data that would ensure the effective and adequate accomplishment of the study's objectives. Quantitative method of data gathering involves the collection of data that will be numeric in nature with the use of questionnaire, while qualitative method of data gathering was concerned with gathering data in narrative form through the use of in-depth interviews, key informant interviews, and in-depth analysis of materials and objects. The triangulation of the quantitative method and the qualitative method as embraced for this study will be tied to the critical need for each of the methods to make up for the lapses of each other.

In gathering quantitative data with the use of questionnaire, the research assistants will administer the questionnaire directly to the appropriate respondents in their offices at periods objectively convenient for them. In order to ensure that respondents understand the questions in the questionnaire and give reliable and valid responses, the researcher and research assistants will give value-free clarifications.

The gathering of qualitative data for this study will involve the use of in-depth interviews. An unstructured in-depth interview guide will be prepared prior to conducting the interview sessions. The 18 purposively selected interviewees for the interview sessions will initially be contacted and given proper explanation of the aims of the study, and the role(s) they will be required to play. Afterwards, and collectively, a convenient time and venue for the interview session will be agreed on. The various sessions of the in-depth interview will be conducted in English language, and enough opportunity will be given to interviewees to express themselves. All relevant and substantive proceedings of the various interview sessions will be tape recorded with an audio recording device.

3.7 Method of Data Analysis

The quantitative data acquired via the semi-structured questionnaire will be analysed using the Statistical Package for the Social Sciences (SPSS) version 24. Frequencies, percentages, tables, charts, and cross tabulations will be used to analyse the many kinds of quantitative data. Furthermore, inferential statistical techniques such as chi-square, analysis of variance (ANOVA), and regression will be used to analyse and test hypotheses. The qualitative data gathered from the numerous in-depth interview sessions that were originally recorded will be replayed and transcribed. The transcribed replies will next be submitted to manual content analysis, which will include identifying reoccurring themes that will subsequently be interpreted to support conclusions.

3.8 Validity and Reliability of Instruments

The reliability of a research instrument is determined by its capacity to collect similar data from all respondents in the same category. Prior to collecting actual data, a pilot test will be performed to assess the validity and reliability of the study's instruments. The pilot study's flaws will be addressed, and appropriate revisions and alterations will be implemented in the final questionnaire. Along with the pilot test, the numerous research equipment will be evaluated by specialists in the study's subject area. Their opinions and ideas will be taken into consideration and implemented in the actual data gathering procedure.

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APPENDIX 1

QUESTIONNAIRE

DEPARTMENT OF SOCIOLOGY AND ANTHROPOLOGY

UNIVERSITY OF BENIN, EDO STAT, NIGERIA

Dear respondent,

I am a postgraduate student of the above named department and institution, pursuing Master of Science degree in the Sociology and Anthropology (Industrial Sociology and Labour Relations). I am conducting a research on *Socio-Cultural Factors and Employees' Productivity in the University Of Benin*. You have been selected as a participant in this research. The success of this research depends on your truthfulness and complete answers to the questions asked. Your name will not be used in the report and your response will not be linked to you. The information given is for academic purpose only, and will be treated with utmost confidentiality.

Please fill in the questionnaire according to the instructions given.

Yours sincerely,

Daniel Osimen

Section A: Socio-demographic characteristics

1. Gender: Male [1] Female [2]
2. Age group: 21-30 years [1] 31 - 40 years [2] 41- 50 years [3] 51- 60 years [4] 61 years and above [5]
3. Educational attainment: No formal Education [1] Primary six [2] SSCE [3] OND/RN [4] HND/BSc/MBBS [5] Masters/Ph.D [6] Vocational Certificate [7]
4. Religious Affiliation: Christianity [1] Islam [2] ATR [3] Others, (specify)
5. Marital Status: [1] Never married [2] Married [3] Divorcee [4] Widowed [5] Separated
6. Unit/department [1] Security [2] Health Centre [3] Estate [4] Fire Service [5] Administration [6] Others []
7. Years of being a subscriber
- 8.

Section B Productivity Measurement

1. How would sincerely and honestly rate your job productivity in work place [1] [2] [3] [4] [5]
- 2.

Section C Faith/religion affect employees' productivity

3. I pray to my God for me to do my job very well Yes [1] Somewhat [2] No[3] Don't know [4]
4. Doctrines of religion influence what I do and what I do not do in performing my job in my place of work Yes [1] Somewhat [2] No[3] Don't know [4]
5. To avoid the anger of the God I worship and serve I always want to put in my best in job performance Yes [1] Somewhat [2] No[3] Don't know [4]
6. On a scale of 1 -5, rate the extent to which your religious beliefs influence your job performance [1] [2] [3] [4] [5]

Family Structure affect Employees' Productivity

7. My job performance would have been better if I was single or not married Yes [1] Somewhat [2] No[3] Don't know [4]
8. If my family was smaller than it is now, I would have been more productive in my work place Yes [1] Somewhat [2] No[3] Don't know [4]
9. My being the father/mother of my family does not affect my job productivity Yes [1] Somewhat [2] No[3] Don't know [4]
10. Even if my home is not settled and there is no marital happiness, my job productivity will not be affected Yes [1] Somewhat [2] No[3] Don't know [4]
11. On a scale of 1 -5, rate the extent to which your family structure has influenced your job performance [1] [2] [3] [4] [5]

Ethnicity affect Employees' Productivity

12. The ethnic group/tribe I belong is a minority ethnic group in my place of work Yes [1] Somewhat [2] No[3] Don't know [4]
13. The ethnic group/tribe I am from, is influencing my productivity Yes [1] Somewhat [2] No[3] Don't know [4]
14. There is a trait among people of my ethnic group that I also have, which is influencing my work productivity Yes [1] Somewhat [2] No[3] Don't know [4]
15. On a scale of 1 -5, rate the extent to which the values of your ethnic group has influenced your job performance [1] [2] [3] [4] [5]

Gender Affect Employees' Productivity

16. I have co-workers in my office who have job productivity higher than my own just because they are male/female Yes [1] Somewhat [2] No[3] Don't know [4]
17. If I was of the opposite sex, I job performance would have been higher Yes [1] Somewhat [2] No[3] Don't know [4]

- 18. Men are more productive than women in my work place Yes [1] Somewhat [2]
No[3] Don't know [4]
- 19. Because of the general expectations of my gender/sex my job productivity is High [1]
Average [2] Low [3]
- 20. On a scale of 1 -5, rate the extent to which your gender/sex has influenced your job
performance [1] [2] [3] [4] [5]

Organizational Culture affect Employees' Productivity

- 21. People who give high productivity in my work place are highly respected and valued
Yes [1] Somewhat [2] No[3] Don't know [4]
- 22. There is a kind of competition among staff in my work place to give high job productivity
Yes [1] Somewhat [2] No[3] Don't know [4]
- 23. There are special recognition given to staff who are very productive in my work place
Yes [1] Somewhat [2] No[3] Don't know [4]
- 24. On a scale of 1 -5, rate the extent to which the way things are done in your office or in
UNIBEN has influenced your job performance [1] [2] [3] [4] [5]

APPENDIX II:

In-Depth Interview Guide

Socio-Cultural Factors and Employees' Productivity in The University Of

Benin

Age:

Gender:

Unit/Department:

Time Interview started:

Time Interview ended:

Date of Interview:

Community:

Remarks:

Dear Interviewee,

I am a postgraduate student of the Department of Sociology and Anthropology, Faculty of Social Sciences, University of Benin, Benin City. I am conducting a M.Sc research on the **above topic**. I assure you that your answers will be confidential. I therefore urge you to answer the questions below as honestly as possible.

Thanks for your cooperation.

Sincerely,

Daniel Osimen

Faith/religion affect employees' productivity

1. Fully comment on the influence of your religious belief on your job productivity

Family Structure affect Employees' Productivity

2. Fully comment on the influence of your family structure on your job productivity

Ethnicity affect Employees' Productivity

3. Fully comment on the influence of your ethnicity on your job productivity

Gender Affect Employees' Productivity

4. Fully comment on the influence of your gender on your job productivity

Organizational Culture affect Employees' Productivity

5. Fully comment on the influence of the organizational culture of your of your place of work on your job productivity