Employee Cultural Background and Stable Productivity in Oil Companies in South-South, Region of Nigeria

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ABSTRACT

Four multinational oil companies in Southern Nigeria were studied to evaluate the relationship between employee cultural background and stable productivity. The specific objectives were to examine the relationship of employee beliefs and work attitude with adaptability and innovativeness. The methodology involved the use of descriptive survey to sample 378 respondents from the four companies, by means of questionnaire. The selection of the four oil-producing organizations was non-probabilistic (judgmental), based on the researcher's prior knowledge of their operations, location and accessibility. The study used the Taro Yamane's formula to obtained the 378 respondents of the selected organizations, so as to give a fair representation. Simple random sampling technique was adopted to draw the samples from employees of each organization to ensure equity. The data were analyzed using the version 2.0 of the statistical package for social sciences (SPSS) for correlation, regression and analysis of variance. The results showed that a significant direct relationship exists between employee beliefs and adaptability (r=0.485); beliefs and innovativeness (r=0.639); work attitude and adaptability (r=0.508); work attitude and innovativeness (r=0.625). The coefficient of multiple determinations from the model summary showed that beliefs and work attitude can account for 48.7% variations on adaptability and innovativeness. The analysis of variance yielded Fisher's ratio of $F(2, 375) = 572.49$, $p < 0.05$ indicates that cultural background beliefs and work attitude jointly have a significant effect. This was highly significant at the 2 degrees of freedom and 5% level of significance. It was concluded that there is a significant direct relationship between employee cultural background and stable productivity.

Keywords: Cultural background, beliefs, work attitude, stable productivity, adaptability, innovativeness.

INTRODUCTION

Cultural background is an index of workplace diversity which has generated a lot of controversy concerning its actual dimension on employee outcomes. While some studies like those of Hafiza & Faiza (2015), Mc Farc (2021) and Bendick, Egan & Lanier (2010) hold that employee cultural differences have no significant link with outcomes like productivity and performance; others maintain that cultural diversity is an indicator of employee variables. Whichever way the pendulum swings on the matter, valuing diversity is a generic procedure designed to bring about greater understanding and acceptance of people of various backgrounds. Diversity valuation serves to empower employees as well as to acknowledge individual defining characteristics among employees. As Ewoh (2013) puts it, "This approach of valuing employee differences involves a shift in beliefs and attitudes away from the mentality of "we are all alike" to one that is more open and inclusive such as "we are each unique and that is the source of our greatness."

In spite of arguments on the contrary, there is a substantive body of evidence that diversity brings many advantages to an organization: profitability, creativity, leadership, governance and problem solving, among other variables, have all been impacted upon by cultural differences of employees. The argument is that employees with diverse cultural backgrounds bring to work their own perspectives, ideas and experiences, helping to create organizations that are resilient, effective and productive. According to Ukachukwu, & Iheriohamma, (2013) an employee's cultural background directly influences workplace collaboration, communication, and performance, but achieving stable productivity depends on how well the organizational culture integrates this diversity. Productivity has been the concern of organization's management for years. McFarc (2021) asserts that stable

productivity can entail continuous ability to adapt and innovate. Rajammal (2025) posit that adaptability, which is the ability to adjust to change; and innovativeness which is the ability to think and create new ideas, processes or products that add value to existing ones, are the key ways through which organizations maintain stable productivity amidst "changing business environment.

However, empirical evidence that supports the impact of cultural differences such as cultural beliefs and work attitude in employee adaptability and innovativeness is not readily found. Beliefs which are deep-rooted values that stem from employee culture; as well as work attitude or disposition of the mind towards one's job function could be significant metrics of employee adaptability and innovativeness. This study examines employee beliefs and work attitude in relationship with adaptability and innovativeness in four multinational oil companies in Nigeria.

1.2 Statement of the Problem

Nigeria is a multicultural society with over three hundred ethnic groups, multiple religious and cultural differences, visible education and gender disparity, coupled with influx of multinationals as a result of the booming oil industry which makes the country one of the most diverse societies in the world. In addition, Nigeria's workplaces consist of people with various cultures, genders, ages, educations, backgrounds and ethnicities. This diverse work environment should provide opportunities and challenges for managers to include and promote organizational strategies that value diverse workforce and limit prejudices. The weak institutional environment in Nigeria presents both opportunities and challenges for managing diversity and productivity of companies. Workplace studies have hardly quantified stable productivity in terms of adaptability and innovativeness or cultural differences in terms of beliefs and work attitude. To examine the relationship between these variables is the focus of this study.

1.3 Objectives of the Study

The purpose of the study is to evaluate employee cultural background and stable productivity. The specific objectives are to:

1. Examine the relationship of employee beliefs and adaptability.
2. Assess the effects of employee beliefs on innovativeness.
3. Determine the relationship between employee work attitude and adaptability.
4. Evaluate the effects of employee work attitude and innovativeness.

1.4 Research Questions

In pursuance of the objectives of the study, the following are the research questions.

(1) To what degree is the relationship between employee beliefs and adaptability?
(2) What are the effects of employee beliefs on innovativeness?
(3) What is the relationship between employee work attitude and adaptability?
(4) To what extent does employee work attitude relate with innovativeness?

1.5 Research Hypothesis

As a guide to the study, hypotheses were formulated. These are stated in null form as follows:

1. Ho_1: There no significant relationship between employee beliefs and adaptability.

2. Ho_2: Employee beliefs have no significant effects on innovativeness.

3. Ho_3: There is no significant relationship between employee work attitude and adaptability.

4. Ho_4: Employee work attitude has no significant relationship with innovativeness.

1.6 Scope of the Study

The study focused on establishing possible relationship between employee cultural background and stable productivity, employee cultural background specifically viewed from the perspectives of employee beliefs and work attitude in relationship with stable productivity operationalized with adaptability and innovativeness.

The geographical scope of the study was the south-south region of Nigeria, from where some oil and gas companies were studied. The organizations that were studied includes Shell Petroleum Development Company of Nigeria Limited, Nigeria Liquefied Natural G*as* Limited, Nigerian Gas Processing and Transportation Company Ltd, and Grafen Integrated Oilfield Services Limited, from these generalizations about employee cultural background and stable productivity were made based on the information gathered from these oil and gas companies.

1.7 Significance of the Study

The study is significant to stakeholders like company managers, employees of companies, community and research institutions. The study makes imperative statements, based on its findings, on the role of employee cultural background and stable productivity of oil and gas companies to the success of organization. The causal linkage between employee cultural background and stable productivity of oil and gas companies will enable managers to design programmers' and policies that will bring forth better operational results to attain higher organizational performance. Employees will also learn from the study how to improve their relationship in the workplace especially in dealing with issues of diverse employees.

The study added to the existing literature on employee cultural background and stable productivity of oil and gas companies, and will spur additional research in the studied area

LITERATURE REVIEW

Relevant literature about employee cultural background and stable productivity were reviewed. The review was of three subsections; conceptual framework, theoretical review and empirical review. Sources of the review materials include academic journals, periodicals, business dictionaries and textbooks (hard and soft copies) most were downloaded online from business and scholarly websites.

2.1 Conceptual framework

The conceptual framework is the interrelationship between the dependent and independent variables. The dependent variable was companies' stable productivity, operationalize in the study by adaptability and innovativeness. The independent variable was cultural background and the framework depicts as beliefs and work attitude.

Figure 2.1: Conceptual framework of the study

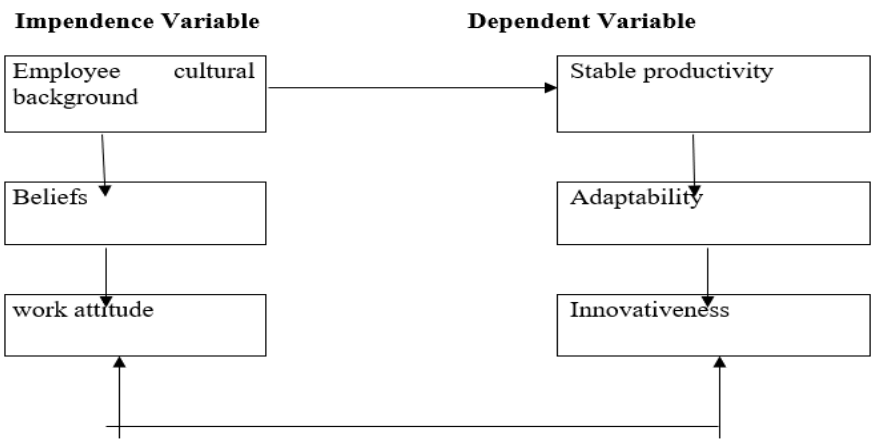
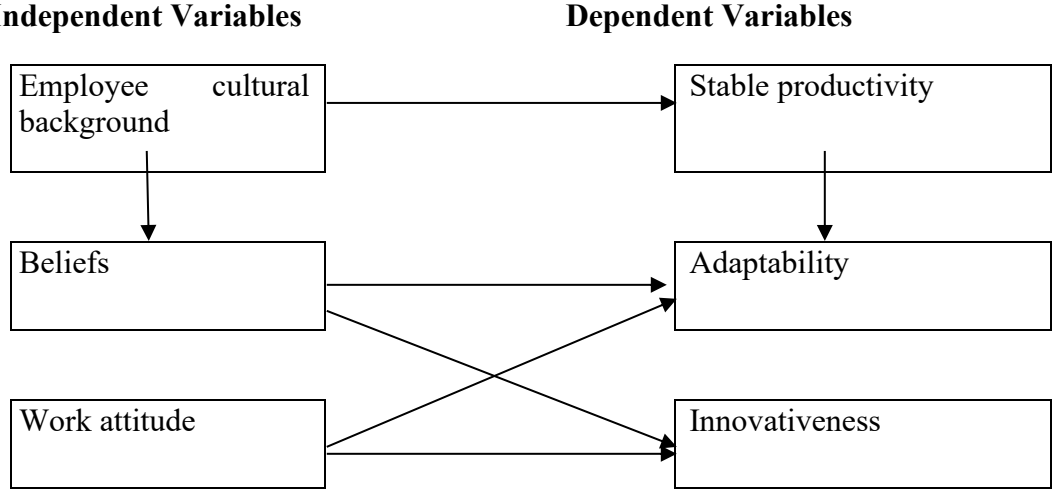


Figure 2.2: Operational conceptual framework



2.1.1 Cultural Background

Cultural background involves the social, historical, and cultural influences that shape an individual's identity and the society. Oluwasegun (2017) describes cultural background as the underlying values that define how people behave in their workplace. Cultural differences in the workplace according to Oluwasegun, is as a result of practices, values, traditions or beliefs of employees based on age, race, ethnicity, religion or gender. Oluwasegun argues that the driving force of cultural difference is economic globalization. The modern workforce is made up of people of different genders, age, ethnicity, religion and nationalities, brought together in the process of globalization. While integrating different cultural backgrounds into one cohesive unit in the workplace can be challenging, managers still believe that there is strength in cultural diversity. One of such strengths that derive from cultural diversity is innovativeness (Mc Farc 2021; Bendick, Egan & Lanier 2010; Bryer 2020; Kate & Blenda 2018; Phil & Ross 2020). In other to remain competitive, organizations need new ideas and concepts. A diverse workforce brings unique perspectives on how to solve problems and generate creative ideas to gain a competitive advantage. Furthermore, a diverse workforce enables team members to appreciate the differences in others because of positive contributions that different people bring. Where coworkers are open to hearing from each other, they acknowledge that differences enable them to function better as a team. In addition, Mc Farc (2021) holds that the diverse of an organization is an indication of how productive its employees can be. Employee cultural differences are reflected by cultural beliefs, work attitude, age, ethnic differences and gender difference among other indications (Oluwasegun, 2017).

2.1.2 Beliefs

Primmer (2018) defines belief as a subjective attitude that something or proposition is true. In epistemological philosophy, belief refers to attitudes about the world which can be either true or false. To believe something is to take it to be true. However, holding a belief does not require active introspection. For example, few carefully consider whether or not customers will patronize the company's products tomorrow, simply assuming that they will (Roderick, 2001). There are various ways that contemporary philosophers have tried to describe beliefs, including as representation of ways that the world could be (Fodor, 2001; Denneth, 1992; Putnam, 1989; Church land, 1992, etc); as dispositions to act as if certain things are true. Beliefs have also been conceptualized as mental states that fill a particular function and as interpretative schemes for making sense of someone's actions (Hillary, 2001; Rodney & Cassuola, 1993; Paul & Chisholm 1998). Differences in belief system in organizations stem from diversity in employee cultural background and religious affiliations (Urwin, Parry, Dodds, Karuk & David, 2013).

2.1.3 Work Attitude

Bertrand & Sendhil (2014) defines work attitude as the feelings which employees have toward different aspects of the work environment. The way employees behave at work often depends on how they feel about being there.

To manage how people behave, the manager must understand the work attitude of the people. Cho, Kim & Mor (2017) defined attitude as opinions, beliefs and feelings about aspects of our environment. According to Cho et al, two job attitudes have the greatest potential to influence how employees behave at work: these are job satisfaction, and organizational commitment. While job satisfaction refers to the degree of feelings of fulfillment which employees have toward their jobs, commitment is the emotional commitment which people have toward the organization they work for. A highly committed employee is one who accepts and believes in the company values, is willing to put in effort to meet the company's goals; and has a strong desire to remain with the company positive attitude toward work can originate from employee culture as a way of life (Cui, Jo, Na & Velsaquez, 2015).

2.2 Stable Productivity

Flyn (1995) defines employee productivity as a measure of how much work an employee delivers within a specific time. Productivity is also used to quantify the output of a team or workgroup. Stable productivity is defined by Kim & Ross (2002) as a steady unfailing delivery of output in the midst of changing environment. According to Grekova & Kyurk-Cheiva (2018), productively stable employee/organizations are those which are adaptive and innovative. While adaptability helps to adjust to changing environment, innovative foster new products and value addition.

2.2.1 Adaptability

Rajammal (2025) stated that Adaptability refers to an individual's ability to adjust their thoughts, behaviors, and actions in response to new situations, challenges, or environmental changes in the workplace.

Adaptable organizations are those that can adjust to changing processes, factors and goals. Adaptability is essential for competitive advantage. To stay competitive means that the organization's management is willing to embrace change in form of new products and services, pricing, location or concept. It also means that the organization operates in such a way that they are proactive to change. Highly adaptable organizations have well defined goals and corporate culture; they are forward thinking and not only recognize the importance of change but also anticipate it and actively get ready for it. This is a key factor in stability, survival and transformation (Pulakos et al., 2000; Paukin, 2013; Niclderson, 2021).

In addition, adaptable organizations value their employees. They understand that their employees are the most important resource needed for adaptation; the management of such organization set up the organization to work in a way that allows employees to seize opportunities. Also, for organizations to be adaptive, they need to be creative (Rentsch, Mot & Abbe 2019). Organizations that excess in adaptability encourage creativity of their employees and model it as a business practice.

2.2.2 Innovativeness

Fatur & Likar (2010) define innovativeness as the creation of better products, services, processes and technologies, implying a complex use of ideas acceptable to markets, government and society. It indicates fundamental changes in industrial structures and organizational growth. Akanwa & Agu (2011) conceptualized innovativeness (innovation) from the entrepreneurial point of view as the capacity of an entrepreneur to develop new ideas, products and technology, markets or business practices to enhance the fortunes of an enterprise. It is the provision of different and better economic satisfaction. In this regard, innovation acts include; finding uses for something in nature or changing the wealth producing potentials of resources to enhance their benefit to people. Kemeney (2017) recognizes that owe of the ways of achieving this is through exploration of a diverse workforce.

Innovativeness research reports show that there is a strong positive relationship between innovativeness and high performance. Lumpkin & Dess (2006) support this empirical assertion in a study that depicted innovativeness as a factor of stable productivity and hence organizational performance. In today business environment organizations force themselves to become innovative more than ever before. Wiklund (2019) explains this

observation by stating that the first mover advantage gained with the new products and services offered to the markets create high market share, high sales income and high financial performance. Cultural differences among a diverse workforce could be a source of innovation and creativity that enables organizations to gain a competitive advantage over their rivals.

2.3 Theoretical Review

2.3.1 Justification Suppression Theory

The justification suppression proposition explains the circumstances in which prejudiced people might act on their prejudices. Early proponents of the theory include Miller, Buke & Glick (1988). The theory was modified by Cansell & Army (2003) who posit that the process by which people experience their prejudice is characterized as a two-step process in which people are prejudiced against a certain group or individual but experience conflicting emotions in regard to that prejudice and are motivated to suppress their prejudice rather than act on it. The theory suggests that all persons have prejudice of some sort; that they learn their prejudices from an early stage; and that they have a hard time departing from them as they grow older. Prejudices are often reinforced by intimate others and individuals use different methods to justify those prejudices. Many people will attempt to suppress any outward manifestations of their prejudices. This suppression can come from internal factors like empathy, compassion, or personal beliefs regarding proper treatment of significant others. The theory is relevant to this study in that it enables the understanding of different character traits of employees in a culturally diverse workforce.

2.3.2. Similarity Attraction Paradigm

Byrne (1971) propounded the similarity attraction paradigm in this explain how diversity in a workplace can have positive or negative outcomes for an organization. Diversity research by David & Anastacia (2019) posits that members who belong to diverse work units may become less attached, more absent from work and more likely to quit. There is also evidence from Tsui, Egan & O'Reilly (1992) that diversity may produce conflict and higher employee turnover. The similarity attraction paradigm attempts to explain why this occurs; it posits that individuals are attracted to others with whom they share attitude similarity. Attitudes and beliefs are common antecedents to interpersonal attraction. However, other traits such as race, age, sex and socioeconomic status can serve as signal to reveal deep-rooted traits about individuals. For example, numerous studies on job-seeker behavior have shown that individuals are attracted to companies whose recruitment literature includes statements and images that reflect their own identity group. Another study from which the theory draws premises is that of Thomas and Wise 1968; cited by Perkins, Thomas & Taylor (2000); which showed that when organizations use recruitment materials to target sexual minorities, the attraction of study participants weakened among heterosexuals. Further example is that foreign-born potential job candidates are more attracted to organizations that depict international employees in their job advertisements.

2.3.3 Cognitive Diversity Theory

The Cognitive Diversity Theory states that differences between team members, such as expertise, experiences and perspectives positively influence performance because team members contribute unique cognitive attributes in an environment where such differences are harnessed (Horwitz & Horwitz, 2007). The relationship between group performance and work-related diversity is supported by research. However, the relationship between bio demographic diversity and group performance has produced mixed results (Watson Kumar & Michaelsen, 1993). Although homogenous groups may initially outperform culturally diverse groups, diverse groups will always benefit from a wider range of ideas to choose from when solving a problem. Based on the cognitive diversity proposition, these benefits stem from the multiple perspectives generated by the cultural diversity of group members. On the other hand, it takes time for members of a culturally diverse group to work together effectively, due to unfamiliarity with one another which explains why homogenous groups can outperform heterogeneous groups at the early stages of group functioning. More and more empirical evidences are springing forth in support of the proposition that culturally diverse groups cooperate better than homogeneous groups at tasks that require decision making and are more creative and innovative.

2.4 Empirical Review

Ogbo, Kifordu & Wilfred (2014) conducted a study to determine the influence of workforce diversity on customer related issues in Abuja, Nigeria. The study was a survey in which 790 samples were drawn from three multinational companies in Abuja. Analysis of the data by use of the statistical package for social sciences (SPSS) showed a Spearman's rank order correlation coefficient of 0.95. The conclusion was that diversity encourages customer related issues such as satisfaction, service and referrals.

Omankhanlen & Joshua (2011) studied the impact of workforce diversity on organizational effectiveness among Nigerian banks. The study used the Blau's 1977 Index of Heterogeneity (BIH) to measure diversity index and asset growth of the banking sector for the years 2007 to 2014, using 2008 as the base year, to measure growth strategy and determine group diversity/performance outcomes moderated by workgroup context. The study found out a significant correlation between some of the organizational diversity variables with measures of organizational effectiveness. The coefficient of multiple determinations was 46.24% and the conclusion was that experience, work attitude, age (tenure) is positively correlated with organizational effectiveness.

Hafiza & Faiza (2015) investigated the impart of workforce diversity on the education sector of Karachi Pakistan; with emphasis on the diversity variables of gender, ethnicity and educational background of employees. Survey design was adopted for the study, with a sample of 1194 drawn from twelve educational institutions in Karachi. Statistical tools of correlation and regression were employed, which revealed that there was no significant relationship between culture diversity and experience, efficiency and effectiveness of employees.

Dapper, Ezewuba & Jacobs (2019) examined the strategic contributions of workforce diversity to organizational effectiveness of selected firms in Rivers State. Using a five-point likert scale questionnaire on a sample size of 224 generated from seven multinational corporations in Port Harcourt, the Mann-Whitney test was employed with the version 2.0 of the SPSS for analysis. The test statistic tried to balance diversity on a facilitator/inhibitor scale of organizational effectiveness. It was found out that workforce diversity was more of a facilitator than an inhibitor.

Buruah (2026) in a study, the Effect of Organizational Culture on Employee Performance, investigated the relationship between the key cultural factors such as the leadership style, the communication patterns, team work and the adaptability with the employee performance measures such as efficiency, engagement, and job satisfaction using a structured questionnaire to sample the employees of different industries and correlation and regression analysis to standardized the data found that; favorable and participative organizational culture and enhanced performance of employees are strongly correlated. Also, that rigid and hierarchical cultures may diminish the innovation and employee involvement, thereby, affecting the performance adversely. In addition, the results show that leadership is a crucial element that determines and sustains a performance-oriented culture within the organizations.

METHODOLOGY

Descriptive survey design was adopted for the study. This involved the use of structured questionnaire to obtain responses from a selected group. The population of the study was 7103, which make up the employees of Shell Petroleum Development Company Nigeria (4500), Nigeria Liquefied National Gas Limited (1934), Nigeria Gas Processing and Transportation Company Ltd (264) and Graffen Integrated Oil Field Services Ltd (405). From this, determination of the appropriate sample size of 378 was done using the Taro Yamane's formula, drawn from the selected companies, as follows: Shell Petroleum Development Company Nigeria (239), Nigeria Liquefied National Gas Limited (103), Nigeria Gas Processing and Transportation Company Ltd (14) and Graffen Integrated Oil Field Services Ltd (22). A simple random sampling technique was then used to draw employees from each of the organization. The validity of the questionnaire was established by research professionals in the discipline of management. The researcher submitted the questionnaire sample to them and they studied critically the correctness of the question items in relations to the objectives of the study. After necessary corrections have been made, the questionnaire was tested for reliability. In this case it was administered to pilot group twice, in an interval of two weeks. The data of the two occasions were analyzed

using the Pearson Product moment Correlation Coefficient (r) in which case r=0.986 was determined which showed a high degree of reliability.

The questionnaire was administered to the respondents in their offices and duty posts, by the researcher. They were allowed enough time to study the question items and tick options which appealed to them most correct. Collecting the questionnaire on the sport ascertained a perfect recovery rate; all instruments administered were retrieved. The data were analyzed for correlation, regression and ANOVA using the SPSS software.

RESULTS

Table 4.1: Regression Coefficients

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
-	***β***	**Std. Error**	**-**	**-**	**-**	**Tolerance**	**VIF**
Constance	3.682	0.482	-	3.941	2.860	0.499	2.338
BE	4.091	0.066	0.806	1.628	1.965	0.982	1.339
WA	7.264	3.434	0.753	2.491	3.089	0.964	1.664

Predictors BE, WA

Table 4.2: Correlations

	BE	**WA**	**AD**	**IN**
BE	1.000			
WA	.506 .031	1.000		
AD	.485 .136	.508 .361	1.000	
IN	.639 039	.625 .040	.582 .416	1.000

Dependent Variables AD, IN

BE Beliefs

WA Work Attitude

AD Adaptability

IN Innovativeness

Table 4.3: Model Summaries

Model	Multiple Determination		Adjusted R-Square	Autocorrelation Durbin/Watson	Std. Error of Estimate
1	R	R^2	Adj. R^2		
	.700	.490	.467	+2.064	1.09528

Table 4.4: ANOVA

Model		**Df**	**Sum of Squares**	**Mean Square**	**F-Ratio**
1	Regression Residual	2 375	3982.33 1304.29	1991.17 3.48	 572.49
	Total	**377**	**5286.62**		

DISCUSSION

First, the test for multicollinearity was carried out before the analysis of the regression model. This was necessary because multicollinearity can affect the parameters of a regression model (Noora 2020).

Noora, (2020), Menand (1995) and Uwaigbe (2018) suggests that a multicollinearity tolerance value less than 0.1 indicates a serious multicollinearity between beliefs (BE) and work attitude (WA) similarly, Myers (1990) postulated that a variance inflation factor (VIF) greater than 10 calls for concern. Table 4.1 shows that VIF values are less than 10.

The correlations result is presented in table 4.2. From this table, the paired correlation between employee beliefs and adaptability (AD) is 0.485; and between beliefs and innovativeness (IN) is 0.639. The correlation coefficients of r=0.485 and r=0.639 tested significant at the 5% level with tolerable standard error of estimate. In the same vein, work attitude (WA) was observed to have a correlation of r = 0.508 with adaptability (AD) and r = 0.625 with innovativeness (IN). Again, the two coefficients tested significant at the 5% level. The correlation results suggest that there is a significant positive relationship between beliefs and adaptability and between beliefs and innovativeness. In the same way, the results suggest that work attitude correlates significantly with adaptability and with innovativeness.

The model summaries in table 4.3 shows an adjusted coefficient of multiple determination of 0.487 and a Durbin/Watson statistic of 2.064 (1.5 to 2.5 = Good, no autocorrelation) indicating the model is reliable and the residuals are independent. The adjusted R^2 of 0.487 suggest that about 48.7% variations in stable productivity (adaptability and innovativeness) can be accounted for by differences in employee cultural beliefs and work attitude. The coefficient of non-determination 1-R^2 = 0.513, meaning that 51.3% variations in stable productivity is not explained by the correlation and regression model but could be a result of extraneous variables not covered in the study. The Durbin-Watson statistic of 2.064 indicates that there was no significant autocorrelation successive value of the variables.

Ogbo, Kifordu & Wilfred, (2014); Hafiza & Faiza (2015); Dapper, Ezewuba & Jacobs (2019), Omankhanlem & Joshua (2011) and significant others had made similarity discoveries on the subject of workplace diversity and/or employee cultural differences. Kifordu & Wilfred (2014) analyzed 790 samples drawn from three multinational companies in Abuja and obtained a Spearman's rank order correlation coefficient, of 0.950 between cultural diversity and customer service. Hafisa & Faiza (2015) investigated the impact of workplace diversity on education in Pakistan. The sample size of the study was 1194 and the results from statistical analysis showed that there was no significant relationship between culture diversity and the performance of the tertiary institutions of the study, although a weak relationship was observed between gender and effectiveness (r=0.241). Dapper, Ezewuba & Jacob (2019) found out that workplace diversity was more of a facilitator (r=0.568) than an inhibitor (p=0.403) using 224 samples generated from seven multinational corporations in Port Harcourt.

CONCLUSION

Employee cultural background has a significant positive effect on productivity. Employee beliefs as an indicator of cultural background can account for 23.52% and 40.83% of adaptability and innovativeness respectively; where adaptability and innovativeness indicate stable productivity. Determination coefficients of 23.52% and 40.83% are derivatives of correlation coefficients of r=0.485 and r=0.639 respectively, observed in the study. Employee work attitude also has strong direct effects on adaptability and innovativeness. Work attitude can account for 25.81% changes on adaptability and 39.06% and innovativeness (r=0.508% and r = 0.625) respectively. All coefficients are significant at the 5% level; the resulting model from the beta coefficients obtained in the study (Table 4.1) is:

Y = 3.682 + 4.091Be + 7.264WA + ui where Y stands for adaptability and innovativeness and Ui represents extraneous variables not captured in the study. The coefficient of multiple determinations from the model summary is 0.3980. This implies that cultural background can be responsible for 39.8% variations in productivity. Consolidated by the ANOVA results Table 4.4 shows $F(2, 375) = 572.49$, $p < 0.05$. This indicates that cultural background beliefs and work attitude jointly have a significant effect. The $R^2 = 0.753$ shows that

75.3% of the variation is explained by the two independent variables, the four hypotheses of the study, Ho_1, Ho_2. Ho_3, Ho_4 are rejected on the premise that significant relationship exists between the dependent and independent variables. Supporting Baruah (2026) that favorable and participative organizational culture and enhanced performance of employees are strongly correlated. It is therefore concluded that employee cultural background has significant direct effect on adaptability and innovativeness.

RECOMMENDATIONS

The following recommendations stem from the findings of the study.

1. The management of organizations where recruitment of employees is culture-selective should re-strategized their human resources policies to accommodate culturally diverse workforce for a better exploration of benefits of cultural differences.

2. Multinational organizations known for absorption of workers of different cultures should strengthen their talent management strategies to take advantage of the potentials in such workers for higher productivity, rather than exhibit discriminatory tendencies and prejudice on certain race of employees.

3. Managers should always value the differences among employees; they should achieve adaptability through collective problem solving and encourage conditions that bring diverse workgroups together. Adaptable organizations value their employees and accommodate their cultural backgrounds.

4. The management of organizations should create an environment that promotes innovation among employees. Employee jobs can be allowed a fair level of autonomy that will enhance creativity and innovation.

Recommendations for future studies

The author recommends that future studies on employee cultural background and stable productivity of different companies, using other variables be carried out to strengthen the generalization of the research findings.

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