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# Workplace culture: An uptake for workforce performance among selected manufacturing firms in south East, Nigeria

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**ABSTRACT***: Manufacturing firms continue to face chaotic environment caused by both internal and external uncertainties. The most recent external pandemonium: Covid 19 pandemic has called for increased adaptability and flexibility on the part of manufacturing firms to survive and achieve its goal. Hence the need for a workplace controls system viz: workplace culture. The study investigated the role of workplace culture on workforce Performance among selected manufacturing firms in South East, Nigeria. The specific objectives of the study were to: determine the impact of hands-on decision on employee commitment to duty and the effect of social inclusion on the attraction of diverse employee profile. The study adopted the survey method. Data was collected from primary sourced via self-administered questionnaires. The data collected from the field were presented and analyzed with descriptive statistics to achieve the objective of the study. Data were presented in frequency and simple percentage tables. The average mean score (AMS) technique was used to test the hypothesis. The study found out that hands-on decision has positive impact on employee commitment to duty and social inclusion positively affects diverse employee profile. The study concluded that workforce culture is the behavioral pattern that exists in an organization amongst its employees and affects the extent to which employees are commitment to the corporate performance of the organization in which they work. The study recommended that employers/managers should empower employees to make decision on issues that affect their jobs and they should employ employees from different backgrounds as this will facilitate a diverse workforce profile that will boost creativity and innovativeness.*

**KEYWORDS:** Workforce culture, hands-on decision, social inclusion, pandemonium.

## INTRODUCTION

Organizations exist in a socio-cultural environment that affects their behavioral pattern. They continue to face highly uncertain and chaotic environment caused by capital problems, difficult

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unions, competitors, government regulation, increasing importance of technical know-how, quality, and the most recent covid 19 pandemic which calls for increased adaptability and flexibility. Their ability to cope, survive and make progress amidst this pandemonium affects their growth extent. Hence the need for a workplace control system viz workplace culture.

Extant literature shows that workplace culture existed since 1980s and has since then been the subject of attention (Evan, 2020). Workplace culture is a very powerful force that influences an employee's work life. It is the very thread that holds the organization together. It is largely invisible ~~to individuals such that even though it affects employees' behavior, thinking and behavioral~~ patterns, employees become more aware of their workplace culture when they have the opportunity to compare it with that of other organizations (Amah, 2009). The dynamic nature of today's business environment necessitates the consciousness of organizations towards alleviating the impact the environment will have on the organization. Workplace culture becomes a necessary tool that creates a professional atmosphere that prevails in the workplace generally reflected in the organization's blueprint of corporate structure, employee hands-on decision, and social inclusion amongst others. Seyyed (2013) is of the view that it is a tacit and develops organically over time from the cumulative traits of the employees which can be reflected in their dress code, business hours, office setup, employee benefits, turnover, dealing with clients, communication pattern, client satisfaction and every other facet of operations. Culture is a set of values, beliefs, common understanding, thinking and norms that guide the behavior that are shared by all members of a society. Workplace culture is a system of shared assumptions, values, and beliefs that guide people on what is suitable and unsuitable behavior within the workplace (Kerr and Slocum, 2005).

Workforce is one of the most important determinants and leading actors that determine the success of an organization. The culture prevailing in the organization can greatly affects the quality of their processes, products and services. A disobliging workplace culture can hamper employees' performance resulting to low commitment to duty, employee turnover, and diverse employee profile, amongst others. A supportive workplace culture is a motivational tool which inspires the employees to perform effectively. It is against his backdrop that this work is aimed at carrying out a hypothetical investigation on the effect of workplace culture on employee performance in selected manufacturing firms in South East, Nigeria. Specifically, this work seeks to determine the impact of hands-on decision on employee commitment to duty and the effect of social inclusion on the attraction of diverse workforce profile.

## Conceptual Framework

### Concept of Workplace Culture

Culture is a complex network of values and norms that guide individual's behavior. It involves a set of beliefs, values, assumptions, expectations and experiences that are acquired through learning and socializing and shared by members of a social unit, like people in organization. Culture is a

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set of assumptions that are created and developed by a group of people while learning to cope with problems of everyday life (Senyucel, 2009). Nelson and Quick, (2011) believe that corporate culture has four functions:

i. Gives members a sense of identity.
ii. Increase their commitment.
iii. Reinforce organizational values.
iv. Serves as a control mechanism for shaping behavior.

Needle (2004) believe that workplace culture represents the shared values, beliefs and morals of employees and is a manifestation of such factors as history, product, market, technology, strategy, type of employees, and management style. It affects the way employees interact with each other, with clients, and with stakeholders.

Chike (2012) is of the view that organizations operate in a cultural environment which it seeks to serve and from where it draws its resources to achieve its goal. The environment has its own values and practices which it seeks to protect. He asserts that the two cultures (workplace culture and environmental cultures) are always asserting influence on each other. As such they seek to achieve their various interests enshrined in the economic and social contract binding their relationship. In this relationship the organization draws its resources from the environment and vice versa. The individuals within the environment have their own ethnic and religious belief, interest, values and norms against which their specific culture and value system usually have bearing on their work attitude and practices.

Ewurum (1991) supports this view by opining that in the Nigerian context, there are more than one culture and society. He is of the view that in an organization that cuts across tribes or cultures, their diverse cultural values are brought together within the workplace which implies that the various individuals carry with them their specific culture into the organization.

Schein (2004) and Alvesson (2003) argue that the performance of an organization should be explained against the backdrop of its culture. Someone walking into the lobby of Golden Royale Hotel, Emily Fast-Food Restaurant, Zenith Bank, Innoson group of companies in Enugu State should experience a unique atmosphere, feeling, and styles. These organizations; be it a bank, a hotel, a restaurant, or a manufacturing firm have a cultural anchor that influences the way customers respond and the way employees interact with customers. At Innoson Group of Companies with over seventy-seven populations, the atmosphere is embedded with a customer-centric behavior, employee commitment and well-being, quality and environmental friendliness. At Golden Royal Hotel, the ambience is not only seductive but customers feel a sense of being in an oasis. The founders or the management of these successful organizations have instilled these cultural values in their companies and have been embedding the way business is conducted.

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**Workforce Performance**

Workforce is employee and the organization's key resource. The success or failure of organizations centers on the ability of the employers to attract, retain and motivate their workforce. Performance refers to the observable behaviors and actions which explain how a job is done, plus the results that are expected for satisfactory job performance. Workforce performance is positively associated with the degree to which employees fit into the overall culture in which they work. Suppiah & Sandhu (2012) believe that employee performance is positively associated with the degree to which employees fit into both the overall culture and subculture in which they work. A ~~perceived mismatch of the corporate culture and what employees feel the culture ought to be will~~ result to a number of negative consequences including lower employee performance, reduced employee commitment, inadequate employee motivation to work, employee turnover and poor attraction of diverse employee profile.

Workforce are people who are hired, working on the basis of part time or full time under an employment arrangement, whether it is in written or oral expression. Workforce are the organization's key resource and the success or failure of organizations centers on the ability of the employers to attract, retain and motivate employees (Seyyed, 2013). Performance refers to the observable behaviors and actions which explain how a job is done, plus the results that are expected for satisfactory job performance. Workforce performance is positively associated with the degree to which employees fit into the overall culture in which they work. Suppiah & Sandhu (2012) argue that employee performance is positively associated with the degree to which employees fit into both the overall culture and subculture in which they work.

**Hands-on Decision**

Several workplace culture have been developed to enable organizations attain their objectives, one of which is hands-on decision. Muhammad, Nadeem & Sajid (2013) believes that hands-on decision involves participation of subordinates or followers in the making of decisions that directly affect them in the course of discharging their duty. Hands-on decision is generally regarded as a sign of enlightened and democratic management. Ravasi & Schultz (2006) is of the view that it particularly applies to allowing the employees to have a voice in shaping policies, procedures and processes that directly or indirectly affect an organization. Through hands-on decision also, individual members are involved in a wide range of objective setting, problem solving, and making proactive decisions towards the success of the organization. Amah (2009) is of the opinion that hands–on decision is a mode of organizational process in which decision as to activities are arrived at by the person, who are to execute those decisions.

**Employee Commitment to duty**

Employee commitment is important because high levels of commitment lead to several favorable organizational outcomes. It replicates the extent to which employee's identify with an organization and is committed to its objective. Ojo (2009) argue that the commitment of employees is an

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important issue because it may be used to predict employee's performance, absenteeism and other behaviors. Sarros, Gray, Densten & Cooper (2005) are of the view that organization commitment is the subset of employee commitment, which can aid higher productivity. Schrodt (2002) examined facts of a positive correlation between organizational commitment and job performance, and concluded that low commitment have been associated with low levels of morale.

**Social Inclusion**

Social inclusion is the manner in which institutions understand, explore, views and challenge ~~barriers, values, and behaviors. Lynn, Amy, Beth, Michelle, Karen & Gangaram (2011) believe~~ that social inclusion is also defined by how institutions develop, implement, and evaluate policies and procedures, how they provide equitable access to services, and finally, how they demonstrate the level of inclusion through tangible outcomes. Social inclusion refers to all efforts and policies to promote equality of opportunity to people from all circumstances and from all socially excluded categories. Social inclusion is the process of improving the ability, opportunity and dignity of people, disadvantaged on the basis of their identity, to take part in society (Martinsa & Terblanche 2003).

**Diverse Employee Profile**

Suppiah & Sandhu (2012) argue that the basic formula for diversity is rapidly evolving. It is no longer simply a matter of creating a heterogeneous workforce, but using that workforce to create the innovative products, services, and business practices that can set a company apart and give it a competitive advantage in the marketplace. And as companies compete on a global scale, diversity and inclusion frequently have to shift, as different markets and different cultures have varied definitions of what diversity means. Giberson, Sick, & Dickson (2005) believe that diversity and inclusion efforts are critical for almost all companies. Companies can't be successful on a global platform if they don't have a diverse and inclusive workforce. A diverse and inclusive workforce is necessary to drive innovation, foster creativity, and guide business strategies.

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**Contingency Theory**

The contingency theory was proposed by the Austrian psychologist Fred Edward Fiedler in his landmark 1964 who proposed that there is no best way to manage a firm or to make decisions that will facilitate corporate growth. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation (environment). A smart leader effectively applies the style of leadership to the situation posed on the organization by the environment (Seyranian, 2012). In the quest to enhance employee performance towards achieving organizational goals, manufacturing firms begin to observe the environment and to adapt their norms, values and belief towards responding to the changes external to the organization. The contingency approach focuses on variations in workplace culture to face up different environmental conditions. Contingency theory is defined by how the adaptation of the organization occurs so that it fits itself to the environment. The central point of the analysis of manufacturing firms from the perspective of

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contingency theory is to adopt the workplace culture that is suitable with the environmental factors (Morgan, 1996). In fact, what was not given attention to was how important the different external conditions could be at the moment of defining how and what culture would be espoused in firms. Contingency theory brought direction as to questioning what kind of organization the company should become so it could deal with different environmental conditions (Hall, 2004). These studies were one of the large inducements towards generating a point of view that organizations are not closed environments, which must interact with the environment and receive relevant information to decide on issues related to cultural pattern that the company should follow (Seyyed, 2013).

Therefore, macro-environmental conditions came to be regarded as relevant factors when designing corporate culture the moment of defining how to offer products and services, to whom they would be offered and in what way the organization could be adjusted to outmatch such demand (Luthans, 2011) The study of the macro-environment brought the perspective that variables existing in the market required different models of organization that could guarantee the survival of an organization in the long-term. Such factors can be identified as cultural, technological, legal, social, demographic, and environmental variables amongst others. Based on this analysis, contingency theory examines the relationship between the workplace culture and environmental dynamics. The continuous adaptation of the organization to its environment and the adjustment of its cultural uniqueness to its changing environment becomes the main matrix of the analysis of contingency theory (Seyranian, 2012). To do so, different cultural variables within the firm should be considered such as decision making process, social inclusion, dissemination of power, information flow system, communication channels, amongst others. Reinforcing this Woodward (1958) contingency theory implies that change in the environment calls for change in workplace culture.

Consequently, the contingency theory of the organization states that firms' cultural uniqueness need to match the level of contingency variables in order to have a superior employee performance, and this organizational fit occurs when a firm shift itself by changing its norms, values and belief from those that do not fit to those that do, given an environmental shift (Seyranian, 2012).

**Empirical Review**

In 2011 Owolabi & Abdul-Hameed examined the relationship between employee involvement in decision making and firms' performance in the manufacturing sector in Nigeria. Data were generated by means of questionnaires to 670 manufacturing firms on employee involvement in decision making and performance variables. Responses from the survey were statistically analyzed using descriptive statistics, product moment correlation, regression analysis and Z-test (approximated with the independent samples t-test). The results of the study indicate a statistically significant relationship between employee involvement in decision making and firms' performance as well as reveal a significant difference between the performance of firms whose employee involvement in decision making are deep and the performance of firms whose employee

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involvement in decision making are shallow. The findings also reveal the involvement of participating firms in employee involvement in decision making. The recommendations of this study include the need for manufacturing firms to demonstrate high level of commitment to employee involvement in decision making for performance enhancement.

In 2013 Muhammad, Nadeem & Sajid conducted a research on relationship among employee involvement and organizational performance in Pakistani organizations. Three components of employees involvement were studied which includes empowerment, team orientation and capacity development is sub independent variables. Organizational performance is measured through open interval model results, rational model results and human relations model results. Data collected from different organizations of Pakistan by using questionnaire with sample size of 509. Correlation and regression analysis was used to establish relationship amongst the variables and to prove three hypotheses. Results confirmed that organizational performance increases ranges due to employees' involvement in Pakistan organizations. Furthermore, empowerment, team orientation and capacity development contrives strong and positive relationship with organizational performance. Organizations which delegate the authority to employees perform well as compared to those who don't. Organizations who allow their employees to work in teams proved/shows more performance level than those who have non-team based/individualistic structure. In Pakistan those organizations which develop employee skills and knowledge have performed well as compared to those organizations who don't develop skills of their employees. Organizations must involve their employees in decision making processes at all levels by delegating them powers and authority, adapt team-based structures and develop capabilities of their employees to perform well and to compete with prevailing trends in the market.

In 2009 Jie, Ashok, Brian & Manjit conducted a study on managing diversity through human resource management (HRM). A literature study was carried out based on international perspective to ascertain the major issues and objectives of managing diversity and examined the state of human resource diversity management practices in organizations. Findings showed that inequality and discrimination still widely exist and HRM has focused mainly on compliance with equal employment opportunity (EEO) and affirmative action (AA) legislation. Less attention has been paid to valuing, developing and making use of diversity. Their review reveals limited literature examining how diversity is managed in organizations through effective human resource management and that diversity can contribute to more effective decision-making and problem solving capability by providing a diverse range of perspectives, a broader spectrum of expertise, and more robust critical evaluation . They developed a framework that presents strategies for human resource diversity management at the strategic, tactical and operational levels. Their review also discusses the implications for practice and further research.

Abdel (2012) investigated the effect of cross cultural workforce diversity on employee performance in Egyptian Pharmaceutical Organizations. The specific objectives of the study were

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to; identify the factors that affect the workforce diversity towards employee's performance, determine the guideline for the potential new entrants on employee performance, and examine the relationships of gender, age, and education background on employee performance in the organization. The study adopted the survey method. Data was collected from primary source via self-administered questionnaires. Multiple regressions were used to analyze the data collected. The study found out that there is a significant relationship between the factors that affect the socio-cultural inclusion on employee performance, there is a significant relationship between guideline for the penitential new entrant on employee performance, and there is a significant relationship between gender, age, and education background on employee performance in the organization. The study concluded that high employee performance relates positively with variables such as gender and education background. The study recommended that business organization should start realizing the need to tackle such demographic categories in order to stay ahead of its competitors and that organization should view diversity as part of their key strategy.

## METHODOLOGY

The study adopted survey research design. The population of the study was one thousand two hundred and fifty four (1254) selected manufacturing firms in South East, Nigeria according to sectorial groping in South East Nigeria. The management and staff of Food, beverages and tobacco group have a population of 118, Chemical and pharmaceutical group have a population of 123, Domestic and industrial plastic, rubber and foam group have a population of 127, Basic metal, iron and steel and fabricated metal products group have a population of 146, Pulp, paper and paper products, printing, publishing and packaging group have a population of 160, Electrical and electronics group have a population of 138, Textiles, wearing apparels, carpet, leather footwear group, have a population of 170, Wood and wood products including furniture group have a population of 72, Non-metallic mineral products group have a population of 80 and Motor vehicle and miscellaneous assembly group have a population of 120. From this, a sample size of 257 was determined using the Bill Godden's formula. Primary data were collected through the use of the questionnaire. Two hundred and fifty seven (257) copies of the questionnaire were administered by the researcher. Two hundred and twenty two (222) copies were duly completed and returned, giving a response irate of 91%. Thirty five copies of the questionnaire administered were not returned, thus giving a non-response rate of 9%. The questionnaire was structured on a five-point Likert scale. Both the content and face validation of the instrument were done by research fellows. Secondary data were obtained from a review of relevant literature. The data collected from the field were presented and analyzed with descriptive statistics to achieve the objective of the study. Data were presented in frequency and simple percentage tables. The average mean score (AMS) technique was used to test the hypothesis.

The decision value was obtained from the average of all the options using five point likert scale (5, 4, 3, 2, and 1).

Viz:

$$\frac{5+4+3+2+1}{5} = 15 \frac{= 3}{5}$$

Where:
CV = Calculated Value
F = Frequency
X = scale point
DV = Decision Value

The CV was later compared with the decision value (DV) of 3. If CV is greater than DV, then the answer was regarded as being in the positive, if it is less than DV then the answer was regarded as negative. Similarly, the hypotheses were accepted if the CV was greater than DV, and rejected if the CV was less than DV.

## 5. DATA ANALYSIS

### 5.1. Effect of hands-on decision on employee commitment to duty

Information was collected from respondents on the effect of hands-on decision on employee commitment to duty. Results are presented in the table below.

| **Parameter** | **Likert scale I=(x)** | | | | | **ΣF** | **ΣFX** | **CV** | **Remark** | **Decision** |
|---|---|---|---|---|---|---|---|---|---|---|
| Empowered employees perform their roles better | | | | | | 222 | 972 | 4.38 | CV>DV<br><br>Answer is positive | Accept hypothesis (1) |
| Frequency (F) | 111 | 96 | 9 | 6 | 0 | | | | | |
| Fx | 555 | 384 | 27 | 12 | 0 | | | | | |
| Workers who are encouraged to take proactive measures perform are more result oriented. | | | | | | 222 | 1049 | 4.73 | CV>DV<br><br>Answer is positive | Accept hypothesis (1) |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Frequency (F) | 121 | 111 | 0 | 0 | 0 | | | | | |
| Fx | 605 | 444 | 0 | 0 | 0 | | | | | |
| Staff who think independently in the course of carrying out their duties perform better | | | | | | 222 | 948 | 4.27 | CV>DV Answer is positive | Accept hypothesis (1) |
| Frequency | 109 | 80 | 21 | 8 | 4 | | | | | |
| Fx | 545 | 320 | 63 | 16 | 4 | | | | | |
| Micro-managing employees affects their level of dedication to work. | | | | | | 222 | 994 | 4.48 | CV>DV Answer is positive | Accept hypothesis (1) |
| Frequency (F) | 119 | 90 | 13 | 0 | 0 | | | | | |
| Fx | 595 | 360 | 39 | 0 | 0 | | | | | |
| Workers take decisions that will enhance goals achievement | | | | | | 222 | 985 | 4.44 | CV>DV Answer is positive | Accept hypothesis (1) |
| Frequency (F) | 112 | 100 | 5 | 5 | 0 | | | | | |
| Fx | 560 | 400 | 15 | 10 | 0 | | | | | |

***Source:*** Fieldwork, 2021

From the table above, one hundred and eleven (111) strongly agreed, ninety six (96) agreed, and nine (9) were neutral, while six (6) disagreed and none strongly disagreed that empowered employees perform their roles better. This implied that hands-on decision making enhances employees', commitment to duty.

One hundred and twenty one (121) strongly agreed, one hundred and eleven (111) agreed, while none were neutral, none disagreed and none strongly disagreed that workers who are encouraged to take proactive measures are more result oriented. This indicated that hands-on decision making enhances employees, commitment to duty.

From the third parameter, one hundred and nine (109) strongly agreed, eighty (80) agreed, twenty one (21) were neutral, eight (8) disagreed four (4) strongly disagreed that the staff who think

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independently in the course of carrying out their duties perform better. This was shown by the responses that, employees are committed to their duties when the corporate culture promotes independent thinking.

One hundred and nineteen (119) strongly agreed, ninety (90) agreed, thirteen (13) were neutral, while none disagreed nor strongly disagreed that micro-managing employee affects their level of dedication to work. This showed that most of the respondents are of the view that the type of supervision adopted by an organization affects employees, level of commitment.

The fifth parameter shows that when workers make decisions it facilitates their goals achievement. This was shown by one hundred and twelve (112) respondents who strongly agreed, one hundred (100) respondents who agreed, five (5) respondents who were neutral, five (5) respondents who disagreed and none of the respondents who strongly disagreed. This implied that employees are more committed to achieve the corporate goal when the workplace culture supports participatory decision making are allowed to make.

**5.2. The effect of social inclusion on diverse employee profile**

Information was collected from respondents on how social inclusion affects diverse employee profile.

| **Parameter** | **Likert Scale (x)** | | | | | **ΣF** | **ΣFX** | **CV** | **Remark** | **Decision** |
|---|---|---|---|---|---|---|---|---|---|---|
| Organization who employ staff from various educational background are more result oriented | 5 | 4 | 3 | 2 | 1 | 222 | 1001 | 4.51 | CV>DV Answer is positive | Accept hypothesis (1) |
| Frequency (F) | 140 | 67 | 7 | 4 | 4 | | | | | |
| Fx | 700 | 268 | 21 | 8 | 4 | | | | | |
| Employees from different background boosts the innovativeness of the workers | | | | | | 222 | 1001 | 4.51 | CV>DV Answer is positive | Accept hypothesis (1) |
| Frequency (F) | 118 | 99 | 5 | 0 | 0 | | | | | |
| Fx | 590 | 396 | 15 | 0 | 0 | | | | | |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Diverse employee workforce promotes creativity from diverse backgrounds | | | | | | 222 | 1031 | 4.64 | CV>DV Answer is positive | Accept hypothesis (1) |
| Frequency (F) | 156 | 55 | 9 | 2 | 0 | | | | | |
| Fx | 780 | 220 | 27 | 4 | 0 | | | | | |
| Preferential treatment for employees with specific cultural background demotivates other employees | | | | | | 222 | 996 | 4.49 | CV>DV Answer is positive | Accept hypothesis (1) |
| Frequency (F) | 121 | 91 | 7 | 3 | 0 | | | | | |
| Fx | 605 | 364 | 21 | 6 | 0 | | | | | |
| Employees work and feel as members of the team | | | | | | 222 | 937 | 4.22 | CV>DV Answer is positive | Accept hypothesis (1) |
| Frequency (F) | 99 | 96 | 14 | 8 | 5 | | | | | |
| Fx | 495 | 384 | 42 | 16 | 0 | | | | | |

***Source: F***ieldwork, 2021

From the table above, one hundred and forty (140) strongly agreed, sixty seven (67) agreed, seven (7) were neutral, four (4) disagreed while four (4) strongly disagreed that organization who employ staff from various educational background are more result oriented. This implied that employees from diverse educational background enhances result achievement.

One hundred and twenty one (121) strongly agreed, ninety one (91) agreed seven (7) was neutral, three (3) disagreed and none strongly disagreed that preferential treatment for employees with specific cultural background demotivates other employees. This indicated that social inclusion facilitates diverse employee profile.

The third parameter shows that a team culture leads to skills enhancement. This was shown by the responses; ninety nine (99) strongly agreed, ninety six (96) agreed, fourteen (14) were neutral,

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eight (8) disagreed and five (5) strongly disagreed. This showed that diverse employee profile can be achieved via team culture.

One hundred and eighteen (118) strongly agreed, ninety nine (99) agreed, five (5) were neutral, while none disagreed nor strongly disagreed that employees from different background boosts the innovativeness of the workers. This connotes that social inclusion is an innovation driver.

A total of one hundred and fifty six (156) strongly agreed, fifty five (55) agreed, nine (9) were neutral, two (2) disagreed while none strongly disagreed that employees from different socio-cultural background facilitate employee creativity. Therefore, social inclusion boosts creativity among employee profile.

**TEST OF HYPOTHESES**

The two hypotheses postulated were tested with descriptive statistics using frequency and simple percentage tables. Specifically, the average mean score (AMS) technique was used to test both hypotheses.

**Research question 1 probed the** Impact of hands-on decision ion employee commitment to duty.

Decision value was 3.

**6.1. Impact of hands-on decision on employee commitment to duty**

| Response | Scale, x | Frequency, F | FX | Percentage |
|---|---|---|---|---|
| SA | 5 | 114.4 | 572 | 51.5 |
| A | 4 | 93.4 | 374 | 42.1 |
| U | 3 | 9.6 | 29 | 4.3 |
| D | 2 | 3.8 | 8 | 1.7 |
| SD | 1 | 0.8 | 1 | 0.4 |
| **Total** | | **222** | **984** | **100** |

Calculated Value (CV) = $\frac{\sum FX}{\sum F} = \frac{984}{222} = 4.43$

Section A of the questionnaire probed the research question 1. The CV (4.43) was greater than the DV (3). Therefore, the postulated hypothesis was accepted.

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Research question 2 probed the effect of social inclusion on diverse employee profile. Decision value was 3.

**6.2. Effect of a social inclusion on diverse employee profile**

| Response | Scale, x | Frequency, F | FX | Percentage |
|---|---|---|---|---|
| SA | 5 | 126.8 | 634 | 57.1 |
| A | 4 | 81.6 | 326 | 36.8 |
| U | 3 | 8.4 | 25 | 3.9 |
| D | 2 | 3.4 | 7 | 1.5 |
| SD | 1 | 1.8 | 2 | 0.8 |
| **Total** | | **222** | **994** | **100** |

Calculated Value (CV) = $\frac{\sum FX}{\sum F} = \frac{994}{222} = 4.48$

Section A of the questionnaire probed the research question 11. The CV (4.48) was greater than the DV (3). Therefore, the postulated hypothesis was accepted.

**6.3. Summary of answers to research questions 1–2.**

| Research Question | Alternate Hypothesis | CV | Decision | Answer to research question |
|---|---|---|---|---|
| What is the impact of hands-on decision on employee commitment to duty | Hands-on decision has a positive effect on employee commitment to duty | 4.43 | Accept alternate hypothesis | Hands-on decision significant influence employee commitment to duty (85.4% i) |
| How does social inclusion affect diverse employee profile | Social inclusion has positive effect on diverse employee profile | 4.48 | Accept alternate hypothesis | Social inclusion has a significant effect ion diverse employee profile (98.17%). |

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## SUMMARY OF FINDINGS

1. Hands-on decision had positive impact on employee commitment to duty.
2. Social inclusion positively affected diverse employee profile.

## DISCUSSION

From the findings of this study, hands-on decision was seen to have significant impact on employee ~~commitment to duty. This is in line with a study by Owolabi & Abdul-Hameed (2011) who found~~ that there is a statistically significant relationship between employee involvement in decision making and firms' performance as well as reveal a significant deference between the performance of firms whose employee involvement in decision making are deep and the performance of firms whose employee involvement in decision making are shallow. It also align with the findings from the study of Muhammad, Nadeem & Sajid (2013) who found that organizational performance increases ranges from due to employees' involvement in Pakistani organizations and employee empowerment, contrives strong and positive relationship with organizational performance. It is, therefore, worthy to note that hands-on decision empowers employees to be more goal oriented and take responsibilities towards achieving a corporate goal. It creates an atmosphere that allows proactive actions on challenges that cop up during the discharge of duty.

The study also found that there is social inclusion has positive effect on diverse employee profile. This is in accordance with the discoveries of an examination by Jie, Ashok, Brian & Manjit (2009) who conducted a study on the major issues and objectives of managing diversity using the state of human resource diversity management practices in organizations and found that diversity can contribute to more effective decision-making and problem solving capability by providing a diverse range of perspectives, a broader spectrum of expertise, and more robust critical evaluation. Abdel (2012) who also examined the effect of cross cultural workforce diversity on employee performance in Egyptian Pharmaceutical Organizations found out that there is a significant relationship between the factors that affect socio-cultural inclusion on employee's performance.

## CONCLUSION

This study considered the effect of workplace culture on workforce performance among selected manufacturing firms in South East, Nigeria. Workforce culture is the behavioural pattern that exist in an organization amongst its employees and are likely to reflect on the way the employees behave towards their customers. Workplace culture affects the workforce to the extent that it influences the extent to which employees are commitment to the workplace performance of the organization in which they work. Thus, from the findings made, the study concluded that hands-on decision is critical in an organization since it significantly impacts on employee commitment to duty. Social

inclusion should be adopted by organizations as it is pivotal to diverse employee profile: bringing different work experience creativity and innovation into the workplace.

**Recommendations**

1. Employer/managers should empower employees to make decision on issues that affect their jobs as this will not only help in pro-activeness but it will make them take responsibilities for their actions.

2. Employers/senior managers should employ employees from different backgrounds as this will facilitate a diverse workforce profile that will boost creativity and innovativeness towards a sustainable corporate growth.

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