

Socio-cultural Factors and Employees' Performance in Organizations: A study of Hydrocarbon Pollution Remediation Project, Port-Harcourt, Rivers State, Nigeria

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ABSTRACT: The study examined socio-cultural factors and employees' performance in organizations: A study of Hydrocarbon Pollution Remediation Project (HYPREP), Port-Harcourt, Rivers-State, Nigeria. Based on the study's specific objectives, two hypotheses were developed. The study focused on the problems with the identified sociocultural elements and how they affect productivity at work. The study employed symbolic interactionist theory to explain how socio-cultural characteristics including marital status and educational background affect how well people perform at work. The study used a cross-sectional research design as its methodology. A sample of 232 respondents was subjected to this using a questionnaire. Respondents from the organisation sampled for the study were chosen at random using a simple random sampling procedure. To analyse the data gathered from the study, descriptive statistics and the Student T-Test were utilised. According to the study's findings socio-cultural factors such as marital status and educational background have a big impact on how well they do their jobs. The study suggests that organizational policy should be designed to assist married people, particularly women, in bringing forth their finest qualities. Also, merit and educational qualification should be the criteria to measure performance.

KEYWORD: Socio-cultural, Factors, Employees' Performance, Organizations, Hydrocarbon, Pollution, Remediation, Project, Port-Harcourt and Nigeria.

Introduction

Every developed nation's multitasking workforce contributes to its competitiveness, stability, and high-quality working conditions (Dobe, Kot, Kramoli, & Sopková, 2017; Kozubková, Homolka & Kristalas, 2017; Kljunikov & Popesko, 2017; Belas, Kljucnikov, Vojtovic & Sobekova-Májková, 2015), which is in large part. People are cultural beings, and as such, their entire social and cultural makeup affects everything they do in society, including their work, family life, and social interactions. Despite all of the ways in which a society's socio-cultural values (SCV) conflict with organisational culture, these values still hold sway among

workers. Wherever people go, including the workplace, these SCV continue to be a part of them. In general, it has been found that culture wields a strong force on a variety of organisational outcomes, either directly or indirectly. With a view to help management maximise the beneficial effects of socio-cultural values on employees' performance at work and reduce their unfavourable effects, it is crucial to look into this issue.

Pirraglia (2017) asserts that there is always a result when corporate culture and ethnic culture collide, and this result may be beneficial to or detrimental to work performance. For instance the culture of lateness to work has gradually become habitual among workers in organizations especially public institutions. Customers and clients have to wait for them to resume, with all manner of excuses of family challenges and traffic holdup given to justify why they continuously go to work late. This behavior is rooted in the definition of time in Africa setting which is elastic, clothed with the word African man time. There is also compelling evidence that suggests it is important to look into how culture affects work attitudes. Opoku-Mensah (2016) identified SCV as the fundamental cultural values at work, and proposes that the workplace environment should be adaptable enough to incorporate these cultural values into organisational values. The ability to handle urgent family matters during working hours should therefore be provided to employees who value their families. The study examines socio-cultural factors and employees' performance in organizations: A study of Hydrocarbon Pollution Remediation Project, Port-Harcourt, Rivers State, Nigeria. This paper is guided by these two objectives which are to:

1. Analyze how a person's marital status affects their ability to perform at work.
2. Highlight the influence of timeliness on employees job performance

Hypotheses

1. There is no significant difference between timeliness to work and employees work performance
2. There is no significant difference between marital status and employees work performance

Literature Review

Employee Performance

The term “employee performance” signifies individual’s work achievement after exerting required effort on the duty which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Hellriegel, Jackson & Slocum, 1999; Karakas, 2010). According to Al Mehrzi and Singh, (2016) performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon.

Furthermore (Yang, Lee & Cheng, 2016) state that performance is basically what employees do or do not do. Accomplishment management is the entire activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company. According to Shmailan (2016), employee performance is an action and what employees do in carrying out the work done by the company. Performance in carrying out its functions is not independent, but always relates to employee career fulfillment and the amount of reward given, and influenced by individual skills, abilities, and traits. For the purpose of this research, the researcher’s interest will be on employee performance, which is about the timely, effective, and efficient completion of mutually agreed tasks by the employee, as set out by the employer (Gaulin, Steven & Donald, 2003).

Overview of Socio-cultural Values

Through the processes of socialisation, which take into account elements like education, religion, and family background, people develop their shared traits and patterns of behaviour. These are the characteristics that

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describe the socio-cultural aspects of the industrial environment that are most significant (Yeboah, 2014). As they affect or change social behaviour within a social environment, socio-cultural influences are a confluence of civil and traditional factors. Socio-cultural influences are the cultural, religious, gender, educational, and social conditioning that regulate or change people's views, values, attitudes, routines, and accustomed lifestyle (Akpor-Robaro, 2012).

These variables either have a bearing on or are influenced by how individuals behave, what they value, how they think, how they approach work, and how they play a part in an organisation. Socio-cultural aspects are social phenomena that are anthropogenic in origin and have an impact on people's behaviours, attitudes, belief systems, interpersonal interactions, perceptions, modus vivendi (way of life), survival, and existence. In other words, socio-cultural aspects include all components, circumstances, and influences that can have an impact on a person's attitude, disposition, behaviour, decisions, and actions. The socio-cultural dynamics are the cultural, religious, gender, educational, and social conditioning that control or shape people's views, values, attitudes, routines, and ways of being and living (Adeleke, Oyenuga & Ogundele, 2003). These characteristics are acquired through socialisation, shared by a society, and passed down from a particular ancestral lineage to the next offspring down the line.

How Employee Work Performance is affected by Marital Status

Several studies conducted by researchers over the past few decades suggested that male and female employees, regardless of whether they are married or not, use subjectively unique standards in their job evaluation (Geydar, Arumugam, Kuppusamy & Singh, 2020). Female and male employees place more focus on the opportunity for self-expression when female reps place more emphasis on the social aspects of the job (Wilson, 2018). Lips (2020) finds that women value the opportunity to work with attractive representatives more than their male coworkers, while men place a higher value on the opportunity to influence important decisions and oversee how others perform on the workplace.

The perception of married women as less qualified for job compared to single women may be influenced by cultural origins of marriage as carrying more significant social responsibilities outside of the workplace for women (Hoobler, Wayne & Lemmon 2009). In particular, a married woman's employment may be adversely affected by parental desires. In reality, researchers looked at how well-equipped and focused on their careers women with children are compared to women without children, and they found that in a quick examination, real managers were less likely to respond to applications from women with children than from women without children (Correll, Benard, & Paik, 2007; Din, Khan, Khan, Kadarningsih & Astuti, 2019). Similar studies found that parental status had little bearing on women's perceptions of men.

Research by Benard and Correll, (2010) discovered that even when mothers provide unmistakable evidence that they are extremely skilled and committed to their jobs, employers continue to victimise them. Married women are not given the same preference as unmarried women in many IT industries. Due to the control over educational background, professional experience, ethnicity, and all other aspects that may have an impact on both salaries and marriage prospects for both male and female personnel (Robbins & Judge, 2011). According to several studies, a married man's motivation to increase his earnings and workplace efficiency stems from the absolute necessity and focus of supporting a family financially and with a stable profession. Due to their focus on giving birth to and raising their children, housewives also participate in financial support of a family at a modest level. And the opposite is true when both genders are responsible for providing for the family's needs, in which case both must focus on running their households and raising their children (Guest, 2011). While an unmarried male or female employee can enjoy having enough time and space to live their lives, as well as a stable income, because they are focused only on their work and other distractions are less noticeable in their case, this illustrates how the performance levels of unmarried and married employees may vary in many ways (Abdu & Aamer, 2011).

In addition, Lee, Zvonkovic, and Crawford (2014) discovered that for married women, spousal support is more crucial than supervisor support in order to attain role balance. This finding was made in a study looking at women's opinions of their role balance. In order to ascertain whether there is a connection between women's job and personal lives, Lee et al. (2014) collected data from 274 married, full-time working women. The participants' role balancing, work-family facilitation and conflict were among the objectives. Role balance is a crucial aspect for any employee with a family to take into account because of familial obligations, according to the research (Lee et al., 2014).

How Employee Work Performance is affected by the Lateness Culture

Organizational employees need to produce high-quality work quickly in order for business to run smoothly. Here, it is argued that performance efficiency in an organisation depends on more than just an employee's knowledge and skills—it also depends on how they behave while at work. Working behaviour can be divided into two categories: positive and negative (Efebeh, 2018). Positive workplace behaviours include high attention, dedication, working overtime, and punctuality, assertiveness when voicing opinions to office heads, good problem-solving skills, and concentration in meetings. These behaviours contribute to successful and effective job performance within an organization (Efebeh, 2020). Employees who exhibit bad workplace behaviour, on the other hand, exhibit other behaviours, such as playing video games at work, chatting loudly, using online media while working, acting irresponsibly, and being late.

The goal of punctuality is to make sure that employees show up for work each day and finish their assigned tasks. Any organisation that wants to perform exceptionally well and be results-oriented should value having punctual employees. Employees who disregard being on time are merely a burden on the system and do little to increase the organization's productivity as a whole. Managers need to make sure that their staff members arrive at work on time and don't stay past their scheduled bedtimes. It is claimed that an organisation will be more profitable if its employees leave on time and return the following day feeling rejuvenated and fully recharged. According to Kiplinger's (2009), a man's ability to keep appointments is a good indicator of his moral or intellectual character. Being on time is regarded as a crucial requirement for success in life and continuously reporting late to work affect the attitude and performance of others..

Being on time at work has many benefits, including the following: respect for others; help establish strong work ethics and boosts productivity; credibility and professionalism. The public administration of the majority of developing countries does not effectively structure or implement the relationship between organisational performance and time keeping (White, 2012). Due to the late person's violation of the rules, other workers may become irate at the unfairness of the circumstance. The employee's tardiness can be stressful for the immediate coworkers, especially if they have to fill in for the late employee or fall behind on their own tasks, which can lower morale. Time-sensitive aspects of the job, like customer service, are disrupted by tardy employees (Koslowsky, 2009). A customer may sever ties with an employer if an employee is tardy and fails to deliver a product to them on schedule, for instance. If an employee is running late and is scheduled to open a location at a specific time, customers may leave because of her absence. The reputation of the employer will be impacted by repeated instances of poor customer service, which may deter potential clients (Koslowsky, 2009)..

Regularly allowing one or more employees to arrive late can harm the management team of the employer (Salas & Cannon-Bowers, 2001). It's possible that other workers will start to think that the rules don't apply to the late employee and will start arriving late as well. When management consistently allows someone to get away with it, other workers may start to distrust them. Organizational justice and staff commitment to following the directive, as well as organisational commitment to punctuality, have been linked to employee general job attitudes, according to research on organisational behavior, particularly in the educational field.

Theoretical Framework

Social Identity Theory (SIT) was used for the study and it was formulated and popularised by Tajfel (1978) and Tajfel and Turner (1979). A key assumption of SIT is that individuals are intrinsically motivated to achieve positive distinctiveness in a group setting. The emotional investments people make in their group membership result in their self-esteem being tied to the social standing of their in-group. Thus, SIT focuses on how individuals come to see themselves as members of one group (in-group/endogroup) in comparison with another group (out-group/exogroup) and the implications or consequences of this categorisation on the interactive process. Within the context of this work, marital status and punctuality ethics in workplaces can trigger social and psychological processes that directly or indirectly inhibit employees' performance especially in a multi – ethnic society like Nigeria.

The implication here is not premised on the identity but on the value orientation within the in-group that influences relationship with others who are categorized as out-group with values that are not in tandem with the belief system of the individual. This can create certain stereotypes, ordering and discriminatory practices in areas such as promotion, appointment, discipline, reward and compensation, training and development opportunities etc. Such discrimination especially as it relates to marital status and timeliness are capable of affecting workers performance, resentment and disillusionment that may contribute to performance deficits in workplaces if not well managed.

Research Methods

The cross sectional design was adopted in this study. This means that the data for this study was obtained from the selected participants at one point in time. The study was conducted using Hydrocarbon Pollution Remediation Project Firm in Port-Harcourt.. The population of the study was made up of approximately 2320. The sample for this study was 232 respondents made up of males and females' respectively. These respondents were drawn using simple random sampling technique representing. The questionnaire schedule served as the data collection instrument. The questionnaire consisted of closed – ended questions designed with the blend of Likert scale and nominal items. The study made use of self-administered questionnaire and was administered uniformly to the study participants. Face and content validity was used for the instrument and the value of 0.72 was obtained for the reliability of the instrument using Student T-Test. The data was processed with the aid of Social Science Package for Data Analysis (SPSS). The confidence level was set at 95% as well as P-value of less than 0.05 was regarded as statistically significant.

Results/ Findings

4.1: Analysis of Socio-Demographic Characteristics of Respondents

		Frequency	Percentage
Sex	Male	158	73.0
	Females	57	27.0
	Total	215	100.0
Age	25-35 years	91	42.0
	36-45 years	69	32.0
	46 and above	55	26.0
	Total	215	100.0
Educational Qualification	WAEC	07	3.0
	B.Sc.	198	92.0
	M.Sc./Ph.D.	10	5.0
	Total	215	100.0

Marital status	Single	172	80.0
	Married	43	20.0
	Divorced	-	-
	Total	215	100.0

Source: Fieldwork, 2021

Table 4.1 shows the socio-demographic characteristics of the respondents that participated in the survey. On sex distribution, majority of the respondents are males with 73.0% and females with 27.0%. Age distribution shows that majority of them were between the age of 25 – 35 with 42.0%. Other age categories were 35 – 45 with 32.0%, 46 and above with 26.0%. Educational qualification of the respondents revealed that majority of the respondents are B.Sc. holders with 92.0%, those with school leaving certificate had 3.0%, and those with M.Sc./Ph.D. had 5.0%. Marital status of the respondents revealed that majority of the respondents are single with 80.0%, those who are married had 20.0%, with no divorcees.

Hypothesis 1

Ho: There is no significant difference between relationship employees' marital status and work performance

Analysis of the T Test in Table 4.2

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Marital status	3.585	213	.000	2.33576	1.6845	2.9675
Employees work performance			.000	1.96571	1.5432	1.7845

** T test is significant at 0.05 alpha level (2-tailed).

The differences between employees' work performance and marital status are analysed using the T Test, with the results shown in table 4.2. The T Test calculated value from the table is 3.585, which is higher than the significant value of 0.000. This indicates that the relationship between an employee's job performance and marital status is very different.

Hypothesis 2

Ho: There is no significant difference between employee's timeliness to work and work performance

Analysis of T Test in Table 4.3

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Lateness to work	5.251	213	.000	2.70453	2.7709	2.6512
Employees work performance			.000	2.28761	2.8732	2.545

** T test is significant at 0.05 alpha level (2-tailed).

The T Test analysis of the differences between employees' work performance and their lateness to work is displayed in the results in table 4.3. The calculated T Test value from the table, which is 5.251, is higher than the significant value, which is 0.000. This indicates that there is a big difference between an employee's performance at work and their tardiness to work.

Discussion

The result of the first proposition showed a significant difference between employees' marital status and job performance. Hoobler, Wayne and Lemmon (2009) work support this finding as they argued that the views of married women as less fit for job compared to single women may be influenced by cultural origins of marriage as carrying more significant social responsibilities outside of the workplace for women. The works of Correll, Benard, and Paik (2007) and Din, Khan, Khan, Kadarningsih and Astuti (2019) also aligns with the finding of the study as they established that career women with children compared to career women without children were in several occasions at disadvantage in work conditions. Research by Benard and Correll, (2010) discovered that even when mothers provide unmistakable evidence that they are extremely skilled and committed to their jobs, employers continue to victimise them. Married women are not given the same preference as unmarried women in many IT industries.

The second hypothesis tested shows that there is a significant difference between tardiness to work and employees' performance. Bowers' (2001) research supports the conclusion as it demonstrated how allowing one or more employees to arrive late frequently can weaken the employer's management team. Further research by Kiplinger (2009) revealed that consistently showing up late for work may lower everyone's morale. The tardy person isn't following the rules, which might make the other workers angry about how unfair the situation is. Because of the stress that the employee's tardiness causes, especially if they must fill in for the late employee or fall behind on their own work, the morale of the immediate coworkers may suffer. The work of White and Lawrence (2012), also support the finding as they argued that employees with poor working behaviour exhibit distinct conduct, such as playing games at work, conversing loudly, accessing online media while working, being irresponsible, and being late, with poor work out as the result. Time-sensitive aspects of the job, like customer service, are disrupted by tardy employees Koslowsky (2009) further argued that important aspect of the job like being available for customers to transact business dealings with is affected by tardy and perpetual late coming workers. This affects customer service relations that may affect employees' outcome when he or she is not always on time and available due to lateness to work.

Conclusions

Worker performance is impacted by marital status. This is particularly significant because it affects married couples especially women who often struggle to balance household responsibilities with organisational responsibilities.

The performance of employees who arrive late to work suffers, and this value is ingrained in the cultural environment, which views arriving late to work as a normal part of daily life. As workers are not mindful of time when completing their work, the culture of being late has an impact on workers' sense of duty and punctuality.

Recommendations

As a result of the findings, the study made the following recommendations.

A concerted effort should be made to combat the habit of being late by establishing strict organisational policies that penalise employees for starting work late and finishing early. In order to stop the act and work in accordance with established organisational policy regarding time, this is necessary.

Organizational policies should grant married women privileges that make it easy for them to complete their work by encouraging support for motherhood and childcare.

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