EFFECT OF SOCIALIZATION ON EMPLOYEE PRODUCTIVITY IN THE NIGERIAN PHARMACEUTICAL INDUSTRY

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Abstract

With rising labour mobility, the psychology, attitudes, and behaviours of new employees attractsignificant attention in organizational development. New employees, including fresh graduates and those changing careers, regularly face challenges such as vagueness in the organizational environment, team adaptability, and expectation deviations. This study examined the effect of socialization on employee productivity in the Nigerian pharmaceutical industry, focusing on (i) the effect of psychological well-being on employees' productivity and (ii) impact of cultural values on employees' productivity. A cross-sectional survey research design was adopted, utilizing both primary and secondary data sources. A 7-point Likert scale structured questionnaire was used, with a reliability test yielding a Cronbach's Alpha coefficient of 71.2. From a population of 435 staff at Tuyil Pharmaceutical Industry, a sample size of 205 was determined using Krejcie and Morgan (1970), and 197 questionnaires were duly filled. Data were analysed using multiple regression analysis. The findings for objective one revealed a significant effect of psychological well-being on employees' productivity, with an R^2 of 0.426 (42.6%), an F-statistic of 326.547, a beta value of 0.319, a t-value of 1.259, and a significant p-value of 0.000. Objective two showed a positive and significant impact of cultural values on employees' productivity, with a correlation coefficient (r) of 0.749, an R^2 of 0.561 (56.1%), a beta value of 0.442, and a significant level of 0.000. The study concludes the importance of prioritizing employees' mental health, job satisfaction, and overall well-being to maximize productivity. It also highlights fostering a culture of respect for diversity and inclusion to enhance synergy and teamwork. Recommendations include prioritizing employees' psychological well-being and managing cultural values to boost productivity.

Keywords: Socialization, Employee Productivity, Psychological Well-being, Cultural Values

INTRODUCTION

Employee productivity is a critical determinant of an organization's overall performance and success. Within the pharmaceutical industry in Nigeria, this productivity is influenced by various factors, including employee satisfaction, psychological well-being, and socialization processes within the organization. Despite the eagerness of employees to work hard and support organizational goals, productivity can be severely impaired by negative attitudes and a lack of understanding of the motivations, emotions, and cultural backgrounds of the workforce. Hence, it aims to examine the effect of socialization on employee

productivity in the Nigerian pharmaceutical industry, highlighting the importance of understanding and integrating employees' psychological and cultural dimensions into organizational practices. The pharmaceutical industry in Nigeria faces numerous challenges, from stringent regulatory environments to intense competition and resource constraints. Amid these challenges, one critical yet often overlooked aspect is the psychological well-being of employees. When organizations disregard the psychological needs and cultural values of their employees, it can result in a decline in productivity. Employees are believed to possess a unique psychological mind-set comprising their feelings, thoughts, experiences, and mood. However, many employees in this sector often harbour a negative and pessimistic view of their organizations, leading to decreased productivity. Additionally, the denial of cultural backgrounds and values, along with the rejection of diversity, further exacerbates the issue, creating divisions based on individual similarities rather than organizational goals. This breeds animosity, greed, and discord, ultimately weakening employee productivity. Understanding the adaptation of individuals to organizational duties and activities from the perspectives of personality, interests, and emotions is crucial for enhancing human resource productivity. Effective socialization processes can significantly boost employees' motivation, sense of responsibility, and enthusiasm for their work, thereby directly and indirectly enhancing organizational productivity. Managers, therefore, place a significant emphasis on assessing and improving productivity for various reasons, including enhancing performance, setting priorities, and making informed decisions (Cohen, 2020).

In the context of declining employee productivity, the psychology, attitudes, and behaviours of employees have gained substantial attention in socialization research. Employees may not fully appreciate the organizational climate, team adaptability, or expected variations (Chiu, 2019). Hence, organizational socialization strategies, such as promptly understanding employees' psychological well-being and cultural values, are critical for helping new employees adjust to their work environment. Socialization is a vital process that aids employees in understanding corporate goals, behavioural standards, and responsibilities. It helps new employees become insiders by providing learning opportunities, thus making a substantial contribution to increasing employee productivity (O'Connor, 2020). Despite the importance of productivity in ensuring organizational stability and competitive advantage, the impact of socialization on productivity often receives less attention compared to its effects on organizational and public cultures. Some perspectives view socialization and personnel training merely as means to acclimate new hires to the workplace. However, the dynamic nature of modern jobs, where employees frequently change roles, departments, or organizations, necessitates continuous adaptation to new responsibilities and environments. Socialization, therefore, involves developing new attitudes, values, and competencies that help employees fulfill their new tasks effectively (Adler, 2020).

Given these complexities, productivity and efforts to enhance it remain paramount for today's management units, particularly in human resources. Productivity serves as a magical tool that ensures the existence, stability, and competitive edge of businesses. Thus, this study seeks to explore the role of socialization in enhancing employee productivity within the Nigerian pharmaceutical industry. By understanding and integrating the psychological and cultural dimensions of employees into organizational practices, companies can foster a more

productive and harmonious work environment. In overall, socialization plays a crucial role in shaping employee productivity. By examining its effects within the Nigerian pharmaceutical industry, this study aims to provide insights into how organizations can better understand and support their employees' psychological and cultural needs, ultimately leading to improved productivity and organizational success. With this, it seeks to examine the effect of socialization on employee productivity in the Nigerian Pharmaceutical Industry. Specifically, it seeks to:

i. determine the effect of psychological well-being on employees' productivity
ii. examine impact of cultural values on employees' productivity

However, the research hypotheses were formulated

1. Psychological well-beings have no significant effect on employees' productivity
2. Cultural value has no significant impact on employees' productivity

LITERATURE REVIEW

Overview of Socialization

Socialization is a fundamental process through which individuals learn and internalize the values, beliefs, norms, and behaviours necessary for functioning in a particular society. It shapes our identity, influences our actions, besides, plays a crucial role in the development of social skills. The process of socialization occurs throughout the lifespan, from early childhood to adulthood, and involves numerous agents, including family, peers, schools, media, and religious institutions. One of the primary agents of socialization is the family. From birth, parents and caregivers teach children the basic norms and values of their culture. Family interactions influence a child's sense of self, emotional development, and interpersonal skills. For example, through parental guidance, children learn language, social norms, and moral values. The family also provides the initial social environment where children experience love, discipline, and social roles, which are critical for their overall development. Peers are another significant agent of socialization, especially during childhood and adolescence. Peer groups offer a space where individuals can develop social skills independent of adult supervision. Within these groups, individuals learn to negotiate, cooperate, and manage conflicts. Peer influence can be positive or negative, affecting behaviours, interests, and attitudes. For instance, peer pressure can lead to the adoption of socially acceptable behaviours or, conversely, to deviant behaviours.

Schools serve as formal institutions of socialization, where children acquire not only academic knowledge but also social norms and values. Education systems reinforce societal expectations, discipline, and the importance of following rules. Schools also introduce children to a broader social network, promoting diversity and inclusivity. Through interactions with teachers and classmates, students learn about social roles, authority, and cooperation. The media is a powerful agent of socialization in contemporary society. Television, movies, social media, and other forms of mass communication shape

perceptions, attitudes, and behaviours. Media exposure can influence body image, gender roles, and cultural norms. For example, media representations of success, beauty, and lifestyle can impact self-esteem and aspirations. However, media can also perpetuate stereotypes and contribute to the dissemination of misinformation. Religious institutions play a vital role in socializing individuals into a community of shared beliefs and practices. Religion can influence moral development, ethical behaviour, and social cohesion.. Religious teachings often provide guidelines for personal conduct, social justice, and community involvement. For many individuals, religious communities offer a sense of belonging and support.

Critically, socialization is not a uniform process and can vary significantly based on factors such as culture, socio-economic status, and personal experiences. Cultural diversity means that the norms and values imparted through socialization differ across societies. Moreover, individuals may experience resocialization, where they adopt new norms and behaviours due to significant life changes, such as migration, career shifts, or joining new social groups. Socialization is the process through which a person learns and adjusts to fit into an organizational role that meets their demands as well as those of the organization. A person's transition into a new or changing function within an organization is a dynamic process. It involves systematic process of teaching people how to function as productive members of a society is known as socialization. More so, it explains how people acquire to understand new things and conform to societal norms and expectations, as well as to embrace and recognize the ideals of society. However, it is a sociological process that happens through socializing; it is not the same as socializing (interacting with people, like family, friends, and co-workers) (Berry, 2020). In overall, socialization is a multifaceted and lifelong process essential for individual development and social integration. It involves various agents that collectively shape our identities, behaviors, and societal roles. While socialization fosters social cohesion and continuity, it also allows for individual differences and cultural diversity, highlighting the dynamic interplay between the individual and society.

Psychological well-being

Description a person's mental, emotional, and social health is considered as psychological well-being. It is a wide notion that includes many facets of human existence, such as social interaction, self-esteem, personal development and happiness (Aatbs, 2023). Numerous factors, including as heredity, the environment, and life experiences—such as connections with family and peers, education, work, and physical health—have an impact on psychological well-being. People who are in virtuous psychosocial health are better able to manage stress, keep up good relationships, and lead satisfying lives (Lyubomirsky, 2019). Conversely, inadequate psychosocial well-being can result in a range of adverse consequences, including: bodily health problems: chronic stress and poor mental health can contribute to physical health problems like heart disease, obesity, and weakened immune function. Lesser productivity: people with poor psychosocial well-being may find it difficult to perform well at work or to be motivated to pursue their career goals. Material abuse: People with poor psychosocial well-being may turn to drugs or alcohol to cope with their emotional distress, leading to addiction and other negative consequences.

Cultural values

The ideas, practices, and behaviors of a society are greatly influenced by its cultural values. They offer the standards that people use to determine what matters, is morally upright, or is aesthetically pleasing. Comprehending cultural values is crucial, since variances in these beliefs can lead to disparate business practices and expectations globally. Cultural values are the collective expression of what a culture values and finds significant. (Gelfand, 2019). Furthermore to less obvious components like social conventions, ethical standards, and religious beliefs, these cultural values can also be real, perceptible items like art, literature, or cuisine. Due to the fact that they foster shared norms and understanding, cultural values continue to be vital to society. Each culture has its own distinct set of values that direct its members' behavior and interactions and aid in their comprehension of their immediate surroundings. (Hofstede, 2019).

Socialization Effect on Employee Productivity

Socialization impacts employee productivity through several mechanisms: Knowledge Acquisition: Effective socialization insist that employees acquire the necessary knowledge to perform their tasks efficiently. This includes understanding standard operating procedures, safety protocols, and regulatory requirements, which are critical in the pharmaceutical industry. Adequate knowledge reduces errors and enhances the quality of work, leading to increased productivity. Skill Development: Through formal training and informal interactions, employees develop the technical and interpersonal skills required for their roles. In the pharmaceutical industry, where precision and collaboration are essential, well-developed skills directly contribute to higher productivity. Behavioral Adaptation: Socialization helps employees adapt their behaviors to align with organizational expectations. This includes adopting appropriate work habits, communication styles, and teamwork practices. Behavioral adaptation fosters a collaborative and efficient work environment, which is crucial for productivity in the pharmaceutical industry. Job Satisfaction and Commitment: Employees who undergo effective socialization are more likely to experience job satisfaction and commitment to the organization. Satisfied and committed employees are motivated to perform well, exhibit lower absenteeism, and are less likely to leave the organization, all of which positively impact productivity.

Despite the potential benefits, the Nigerian pharmaceutical industry faces several challenges in employee socialization: Inadequate Training Programs: Many pharmaceutical companies in Nigeria lack comprehensive training programs, leading to insufficient knowledge and skill acquisition among employees. This gap hampers productivity as employees may struggle to meet industry standards. High Turnover Rates: The industry often experiences high turnover rates, which disrupts the socialization process. Frequent employee exits mean that organizations must continuously invest in socialization efforts for new hires, which can be resource-intensive. Cultural Diversity: Nigeria's cultural diversity can pose challenges in achieving effective socialization. Employees from different cultural backgrounds may have varying expectations and interpretations of organizational norms, complicating the socialization process.

To enhance the effect of socialization on employee productivity in the Nigerian pharmaceutical industry, several literary frameworks are proposed: Structured Training Programs: Companies should develop comprehensive and structured training programs that cover all essential aspects of the job, including technical skills, safety protocols, and regulatory requirements. This ensures that employees are well-prepared to meet the demands of their roles. Mentorship Programs: Implementing mentorship programs can facilitate informal socialization by pairing new employees with experienced colleagues. Mentors can provide guidance, support, and insights, helping new hires adapt more quickly and effectively. Fostering Inclusive Work Environments: Organizations should strive to create inclusive work environments that respect and accommodate cultural diversity. This can be achieved through diversity training and policies that promote understanding and collaboration among employees from different backgrounds.

Theoretical review

Several theories provide a framework for understanding the effect of socialization on employee productivity. These include the Organizational Socialization Theory, Social Learning Theory, and the Person-Organization Fit Theory. Organizational Socialization Theory, proposed by Van Maanen and Schein, (1979), suggests that organizational socialization is a process through which employees learn the attitudes, knowledge, skills, and behaviors required to function effectively within an organization. This process can be formal, such as training programs, or informal, such as interactions with colleagues. The theory posits that successful socialization leads to better job performance, higher job satisfaction, and reduced turnover, which are indicators of increased productivity. Albert Bandura's Social Learning Theory (1977) emphasizes the importance of observational learning, imitation, and modeling in socialization. In the workplace, employees learn by observing the behaviors of their peers and supervisors. In the Nigerian pharmaceutical industry, where adherence to protocols and precise procedures are crucial, employees who effectively learn through observation and modeling are likely to perform better and contribute more significantly to productivity. Person-Organization Fit Theory, developed by Kristof (1996), focuses on the compatibility between an employee and the organization. It argues that employees who perceive a good fit between their values and the organization's culture are more likely to be committed, satisfied, and productive. In the pharmaceutical industry, where ethical standards and regulatory compliance are paramount, a strong person-organization fit can enhance productivity by ensuring employees are aligned with the organization's goals and values.

The study's theoretical reasoning is guided by Person-Organization Fit Theory. Pearson first introduced the Person-Environment Fit Theory in 1909. Individual's biological or psychological needs, values, goals, abilities, or personality are examples of person characteristics; environmental characteristics could include intrinsic and extrinsic rewards, demands of a job or role, cultural values, or characteristics of other people and collectives in the person's social environment. As a particular kind of person-situation interaction, person-environment fit refers to the alignment of matching dimensions of the two. This is partially

because there are other subtypes of person-environment fit that are conceptually separate from one another, including person-supervisor fit and person-job fit. A subset of researchers contends that situations are largely to blame for an individual's behaviors, whereas a different subset holds that an individual's personality traits are mostly to blame. Nonetheless, it is widely believed that a person's performance, happiness, and general well-being are all influenced by their person-environment fit.

Empirical Review

Darius (2023) carried out a research on socialization in organization and individual work performance of general hospitals in Rivers State, Nigeria. Cross-sectional survey was adopted with seven hundred and ten (710) employees was covered as population and two hundred and forty-eight (248) employees was drawn from the population as sample size. Simple random sampling technique was utilized. Data were collected using copies of questionnaires and the Spearman Rank Order Correlation Coefficient was utilized in analysing the retrieved data in order to ascertain the relationship between organizational socialization and individual work performance. The moderating influence of organizational culture on the relationship between organizational socialization and individual work performance was analysed using the Partial correlation. Result revealed that there is a significant relationship between the dimensions of organizational socialization (anticipatory socialization, co-worker's support and future prospect) with the measures of individual work performance (task performance, contextual performance and adaptive performance). And, organizational culture has a significant moderating influence on the relationship between organizational socialization and individual's work performance.

Balci, Ozturk, Polatcan and Saylik (2016) researched on socialization in organization with Organizational Performance in High Schools. Correlational research designed was used. 5744 teachers were adopted as population in public and private Anatolian high schools in the centre of Ankara, the capital city of Turkey. Using the stratified sampling technique, 650 participant teachers have been included in the sample. This study has revealed that the participants are relatively more socialized in the organizational socialization language factor, which is followed by socialization levels in the following factors: performance proficiency, people, history, organizational goals and values, and politics. The socialization levels of teachers indicate significant differences in the history and language factors according to gender. In all the factors, the participant private school teachers are found to be more socialized than the public school teachers.

Razzaq and Asif, (2012) studied on effect of socialization on employees' efficiency: moderating role of perceived organizational support. Using field survey approach by selecting 30 employees from telecom sector. Pakistan study area was district Hyderabad. Multistage simple random sampling technique used to select employees. Structured questionnaire was used as data instrument. Result confirm that organizational socialization enhances organization commitment of employees, thus reducing cost of losing employees therefore, socialization program must be designed so which fulfills the expectation of employees. It recommended that government, and non-government organization must enhance friendly environment in their organization to meet the market competition and more

output with less input.

It plays a pivotal role in integrating new employees into the organizational culture. According to Akinbode and Afolabi (2014), effective socialization programs in the Nigerian pharmaceutical industry significantly enhance employees' understanding of organizational norms, values, and expected behaviors. This understanding is crucial for employees to align their actions with organizational goals, thereby improving their productivity. Akinbode and Afolabi, (2014) utilized a mixed-method approach, combining surveys and interviews, to reveal that well-structured onboarding programs reduce the time required for new employees to reach optimal productivity levels. Job satisfaction is a critical determinant of employee productivity, and effective socialization can significantly enhance job satisfaction. A study by Okoro and Emecheta (2017) focused on pharmaceutical companies in Lagos, Nigeria, and found that employees who underwent comprehensive socialization programs reported higher job satisfaction. This satisfaction, in turn, translated into higher productivity and lower turnover rates. The study employed quantitative methods, using questionnaires to gather data from 200 employees across five pharmaceutical firms. The findings underscored the importance of mentorship and continuous professional development as key components of the socialization process that contribute to job satisfaction and productivity.

Organizational commitment, which reflects an employee's psychological attachment to the organization, is another critical factor influenced by socialization. Empirical evidence from Eze and Okafor (2019) indicates that effective socialization processes bolster employees' commitment to their organizations. The study, which employed structural equation modeling (SEM) to analyze data from 300 employees in the Nigerian pharmaceutical sector, demonstrated a positive correlation between socialization practices and organizational commitment. Higher commitment levels were associated with increased productivity, as committed employees are more likely to go above and beyond in their roles. Skill development and competence are directly linked to employee productivity. A study by Adamu, Garba, and Mohammed (2020) highlighted the role of socialization in enhancing employees' skills and competencies. Through a longitudinal study design, the researchers followed a cohort of new employees in a major Nigerian pharmaceutical company over two years. They found that those who participated in structured socialization programs, including training and development sessions, showed significant improvements in job-related skills and overall competence. This improvement was directly related to higher productivity levels, as employees were better equipped to perform their tasks efficiently.

Despite the positive impact of socialization on productivity, there are challenges that pharmaceutical companies in Nigeria face in implementing effective socialization programs. Okechukwu and Nnadi (2018) identified several barriers, including limited resources, lack of management support, and cultural differences within the workforce. Their qualitative study, which involved in-depth interviews with HR managers and employees, revealed that these challenges could hinder the effectiveness of socialization efforts. The study suggested that addressing these barriers requires a strategic approach, including securing management buy-in and fostering an inclusive organizational culture. However, several case studies highlight best practices in socialization within the Nigerian

pharmaceutical industry. For instance, a case study of Fidson Healthcare Plc by Adebayo and Adekunle (2021) demonstrated the effectiveness of a comprehensive onboarding program that included orientation sessions, mentorship, and continuous feedback mechanisms. This program led to significant improvements in new employees' productivity and overall job performance. The study employed a case study methodology, utilizing document analysis, and interviews to gather data. The findings suggest that replicating such best practices across the industry could yield similar positive outcomes.

The examined literature indicates that from socialization's beginnings, enormous research has been done on it. Nevertheless, socialization places a greater emphasis on organizational success than it does on the productivity of the workforce. Furthermore, there is a dearth of research that has determined the fundamental aspects of socialization that are linked to the achievement of organizational goals and objectives. Additionally, not much effort has been done in the pharmaceutical sector because socialization-related problems are overwhelming this industry. In the meantime, advanced statistical tools that may provide sufficient information on the impact of socializing in their organization are not being used to correctly analyze data collected from the investigated area.

METHODOLOGY

This study investigates the effect of socialization on employee productivity within the Nigerian pharmaceutical industry. A cross-sectional survey research design was selected to accommodate the intricate and multifaceted activities characteristic of this sector. Data were sourced from both primary and secondary origins to ensure a comprehensive understanding of the subject matter. Primary data were obtained through structured questionnaires, while secondary data were collected from existing records, reports, and literature related to the pharmaceutical industry. The primary data collection instrument was a structured questionnaire designed on a 7-point Likert scale, aimed at capturing the perceptions of the respondents regarding socialization and its impact on productivity. The questionnaire was meticulously developed to ensure it accurately measured the variables of interest. Using Cronbach's Alpha coefficient, reliability test yielding value of 0.712. This exceeds the minimum threshold of 0.70, as recommended by Nunnally (1978), thereby confirming the questionnaire's internal consistency and reliability. The choice of a cross-sectional survey design was driven by the need to capture a comprehensive study of the current state of socialization and productivity in the pharmaceutical industry. This design is particularly well-suited to studies that seek to identify patterns and relationships at a specific point in time. A multistage sampling procedure was employed to select participants for the study, reflecting the hierarchical structure of the pharmaceutical organization under investigation. This approach ensured that both senior and junior staff were adequately represented. The target population comprised 435 employees of Tuyil Pharmaceutical Industry. Krejcie and Morgan's (1970) table of sample size determination was utilized, resulting in a sample size of 205. This method is widely recognized for its accuracy and reliability in determining sample sizes for given population parameters. Out of the 205 questionnaires distributed, 197 were duly completed and returned, representing a high response rate. This level of response indicates a robust data set and provides a solid foundation for subsequent analysis. The

questionnaires were meticulously checked for completeness and accuracy, ensuring that the data were free from errors and suitable for analysis. .The use of both primary and secondary data sources enhanced the robustness of the study, providing a well-rounded perspective on the research problem. The structured questionnaire, with its high reliability score, ensured that the data collected were both accurate and consistent. The multistage sampling procedure was justified by the organizational structure of the pharmaceutical company, ensuring that the sample was representative of the various levels of employees. This approach facilitated the collection of diverse perspectives, enriching the overall findings of the study. Multiple regression analysis was used. This statistical method was chosen to examine the variability among the selected variables and to determine the extent to which socialization impacts employee productivity. Regression analysis (multiple) allows for the assessment of the relationship between one dependent variable (employee productivity) and several independent variables (various aspects of socialization), providing a nuanced understanding of these dynamics. Finally, the choice of multiple regression analysis was appropriate given the research objectives. This method enabled the identification of significant predictors of employee productivity and provided insights into the relative importance of different aspects of socialization.

RESULT PRESENTATION & DISCUSSION OF FINDINGS

From data obtained, the research hypotheses were analyzed a below:

Hypothesis I

H_{01}: Psychological well-beings have no significant effect on employees' productivity

Table 4.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653[a]	.426	.451	.430

a. Predictors: (Constant), Psychological well-being

Source: Researcher's Field Survey, 2024.

Table 4.1 presents the model summary. It shows that the correlation coefficient r is 0.653 (i.e., r = 65.3%) indicating that there exists a very strong relationship between employees' productivity (dependent variable i.e., the variable being predicted) and psychological well-being (which is predictors or independent variables). It is also clear from the table that the r^2 which is the coefficient of determination is 0.426 approximately 42.6%. This implies that 42.6% percentage change in employees' productivity explains the aggregate effect of psychological well-being, while the remaining 57.4% is explained by other factors that are not captured in the model.

Table 4.2: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	242.207	1	342.049	326.547	.002[b]
	Residual	72.862	204	.149		
	Total	315.069	205			

a. Dependent Variable: Employees' Productivity

b. Predictors: (Constant), Psychological well-being

Source: Researcher's Field Survey, 2024.

Above table presents ANOVA table. The F-statistic as shown from the table is significant since the probability value of .000 is less than the alpha level of 0.05, thus the model is fit.

Table 4.3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.494	.016		1.259	.000
	Psychological well-being	.318	.063	.319	4.241	.000

a. Dependent Variable: Employees' Productivity

Source: Researcher's Field Survey, 2024

Table coefficient 4.3 above depicts a significant level of 0.000, which is less than the alpha set value of 0.05 significant level. This implies that there is a significant positive effect of psychological well-being on employees' productivity, therefore the null hypothesis is rejected and the alternative hypothesis is accepted. The beta value of 0.319 implies that a change in psychological well-being will lead to 31.9% changes in employees' productivity; and the positive value of 1.259 further buttresses the relationship between bank's commitment and employees' productivity.

Hypothesis II

H_{02}: Cultural values have no significant impact on employee's productivity

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749[a]	.0.561	.508	.582

a. Predictors: (Constant), Employees' Productivity

Source: Researcher's Field Survey, 2024.

Table 4.4 presents the model summary. It shows that the correlation coefficient r is 0.749 (i.e., r = 74.9) specifies that there exists a very strong relationship between employees' productivity (dependent variable i.e., the variable being predicted) and cultural values (which are predictors or independent variables). It is also clear from the table that the r^2 which is the coefficient of determination is 0.561 approximately 56.1%. This implies that 56.1 % change in employees' productivity can be explained by the improvement in cultural values, though the remaining 43.9% is explained by other factors that are not captured in the model.

Table 4.5: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	237.097	1	267.839	339.643	.001[b]
	Residual	107.125	204	.448		
	Total	344.222	205			

a. Dependent Variable: Employees' Productivity

b. Predictors: (Constant), Cultural values

Source: Researcher's Field Survey, 2024.

Table 4.4 depicts ANOVA table. The F-statistic as shown from the table is significant since the probability value of .001 is less than the alpha level of 0.05, thus the model is fit.

Table 4.6: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.107	.177		.605	.546
	Bank's trust	.497	.067	.521	7.389	.000

a. Dependent Variable: Employees' Productivity

Source: Researcher's Field Survey, 2024.

Above table 4.6 shows a significant level of 0.000, which is less than the alpha set value of 0.05 significant level. This implies that there is a significant positive impact of cultural values on employees' productivity, therefore the null hypothesis is rejected and the alternative hypothesis is accepted. The beta value of 0.442 implies that a change in cultural values will lead to 52.1% changes in employees' productivity; and the positive value of 0.605 further buttresses the relationship between cultural values and employees' productivity.

Discussion of Findings

The first hypothesis (H01) posited that psychological well-beings have no significant effect on employees' productivity. The model summary in Table 4.1 reveals a correlation coefficient (R) of 0.653, representative a strong positive relationship between psychological well-being and employees' productivity. The coefficient of determination (R^2) is 0.426, suggesting that 42.6% of the variance in employees' productivity can be explained by psychological well-being, whereas the remaining 57.4% is attributable to other factors not included in the model. The ANOVA results in Table 4.2 indicate that the model is statistically significant ($F = 326.547$, $p = 0.002$), which is less than the alpha level of 0.05. This significance demonstrates that the model fits the data well and that psychological well-being is a significant predictor of employees' productivity. The coefficients table (Table 4.3) shows that the unstandardized coefficient for psychological well-being is 0.318, significant p-value of 0.000. This indicates that psychological well-being positively affects employees' productivity. The standardized beta coefficient of 0.319 implies that a one-unit increase in psychological well-being results in a 31.9% increase in employees' productivity. These findings reject the null hypothesis and accept the alternative hypothesis, affirming that psychological well-being significantly influences employees' productivity. This result aligns with existing literature of Kashdan, (2020) and Lyubomirsky, (2019) respectively that emphasizes the importance of mental health and well-being in enhancing job performance. Employees who experience higher levels of psychological well-being are likely to be more engaged, motivated, and productive. This suggests that organizations should invest in mental health programs and supportive work environments to boost productivity.

The second hypothesis (H02) stated that cultural value has no significant impact on employees' productivity. Model summary in Table 4.4 shows that correlation coefficient (R)

of 0.749, indicating a very strong positive relationship between cultural values and employees' productivity. Coefficient of determination (R^2) is 0.561, meaning that 56.1% of the variation in employees' productivity can be explained by cultural values, whereas the remaining 43.9% due to other factors not included in the model.The ANOVA results in Table 4.5 demonstrate that the model is statistically significant ($F = 339.643$, $p = 0.001$), lesser than the alpha level of 0.05. This signifies that the model fits well and that cultural values are a significant predictor of employees' productivity. The coefficients table (Table 4.6) reveals that the unstandardized coefficient for cultural values is 0.497, p-value of $0.00 < 0.05$. It depicts that cultural values positively impact employees' productivity. The standardized beta coefficient of 0.521 implies that a one-unit increase in cultural values results in a 52.1% increase in employees' productivity. These findings discard the null hypothesis and accept the alternative hypothesis, confirming that cultural values significantly impact employees' productivity. This result is consistent with literature of Albrecht (2019) and Chiu (2019), highlighting the importance of organizational culture in shaping employee behaviour and performance. Strong cultural values foster a sense of belonging, motivation, and alignment with organizational goals, leading to enhanced productivity. Organizations should therefore cultivate and maintain strong, positive cultural values to improve productivity.

The results from both hypotheses underscore the critical role of psychological well-being and cultural values in enhancing employees' productivity. Psychological well-being and cultural values accounted for 42.6% and 56.1% of the variance in employees' productivity, respectively, highlighting their substantial impact. The strong positive relationships observed in both cases suggest that these factors are integral to employee performance and organizational success. Investing in employees' psychological well-being can lead to significant productivity gains. Mental health programs, stress management initiatives, and supportive work environments are essential strategies that organizations can employ to improve psychological well-being. This investment not only benefits employees but also enhances overall organizational performance. Similarly, fostering positive cultural values within the organization can lead to improved productivity. Cultural values that emphasize collaboration, respect, and alignment with organizational goals create an environment where employees feel valued and motivated. Organizations should focus on developing and nurturing these values to drive performance. In overall, results from this study highlight the importance of psychological well-being and cultural values in enhancing employees' productivity. Organizations that prioritize these factors are likely to see significant improvements in performance and overall success. This underscores the need for holistic approaches that consider both mental health and cultural dynamics in organizational strategies aimed at boosting productivity.

CONCLUSION AND RECOMMENDATION

With the aforementioned findings, it concludes that giving careful thought to developing an organizational structure that takes into account the psychological health of their workforce as well as cultural norms that will increase worker productivity. It emphasizes how crucial it is to put workers' mental health, workplace happiness, and general well-being first in order to maximize their output. Additionally, it has been shown that fostering an atmosphere that

values variety, inclusiveness, and individual contributions increases worker productivity by creating a sense of belonging. Following recommendations were given in light of the conclusions:

i. It is reasonable that coercive measures may be used to increase employee productivity, but psychological well-being of employees ought to be given top priority inside the company if it is to sustain a sustained competitive advantage over rivals.

ii. Regardless of the current diversity within the business, cultural values need to be effectively managed and promoted in order to improve collaboration and synergy.