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UNCERTAINTY AVOIDANCE INDEX AND EMPLOYEE PRODUCTIVITY IN KWARA STATE PUBLIC SERVICE

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Abstract

This study investigates the effect of the uncertainty avoidance index on employee productivity within the Kwara State public service. The research addresses the critical need to understand and integrate cultural dynamics into workforce management to drive higher productivity levels. Specifically, it examines how employees' preferences for risk-taking initiatives and predictability influence their productivity in a public sector environment. By exploring this relationship, the study aims to bridge the gap in understanding the role of cultural dimensions in shaping employee outcomes and enhancing organizational efficiency. Utilizing a survey research design, the study draws data from sample of 395, from a population of 32,500 public service employees. Primary data were collected from 395 respondents across various Ministries and parastatal headquarters located in Ilorin, the state capital, using structured questionnaires. Using regression analysis, the results reveal that uncertainty avoidance index has a significant effect on employee productivity ($\beta = 0.581$; $t = 3.827$; & $p\text{-value} < 0.005$) at a 95% confidence level. These findings accentuate the importance of cultural dimensions in shaping organizational outcomes, particularly in public sector environments where clarity and structure are essential to effective service delivery. The study concludes that addressing employees' cultural preferences for certainty and stability can enhance productivity and recommends structured work environments, comprehensive training programs, and culturally informed policy-making as strategies for improving performance in the Kwara State public service.

Keywords: Efficiency, Employee Productivity, Public Service, Structured Work Environments, Uncertainty Avoidance Index.

1. Introduction

Employee productivity often hinge on the psychological and cultural traits of employees, which influence their decision-making processes, creativity, and overall workplace behaviors. One such

psychological dimension is the Uncertainty Avoidance Index (UAI), a construct introduced by Hofstede (1980) to describe the extent to which individuals within a culture feel threatened by uncertainty or ambiguity. This index reflects how risk-averse or risk-tolerant individuals or groups

shapes their approach to problem-solving, innovation, and work execution.

Public service organizations, such as those in Kwara State, operate within structured and rule-bound environments, where employee behavior is often guided by established norms and policies (Babatola, 2022; Manjo, 2019). The UAI plays a fundamental role in this context, as employees with high uncertainty avoidance are more likely to adhere to strict procedures and avoid risk, potentially stifling creativity and innovation (Babatola, 2022; Triandis, 1995). Conversely, employees with low uncertainty avoidance may exhibit greater flexibility and willingness to embrace novel approaches, enhancing productivity and adaptability (Fietz, Hillmann & Guenther, 2021; House *et al.*, 2004).

Globally, studies have highlighted the need to fill the gap that ascertained the effect of uncertainty avoidance on workplace outcomes. Fietz *et al* (2021); Shane (1995) noted that high uncertainty avoidance cultures often prioritize stability over innovation, potentially leading to reduced adaptability in dynamic environments. In contrast, low uncertainty avoidance has been associated with proactive behavior and enhanced performance, particularly in settings requiring flexibility (Nguyen, Taylor & Bradley, 2017; Erez & Earley, 1993). However, most existing studies largely focused on broader organizational or cultural factors affecting public sector performance in Nigeria (Akanbi & Ofoegbu, 2014). There is a lack of empirical evidence linking uncertainty avoidance to specific outcomes like employee productivity, creativity, and decision-making within this

context. This gap limits the ability of administrators to tailor interventions that align with the unique cultural and psychological traits of employees in the Kwara State public service.

Kwara State's public service, like many public sector organizations in Nigeria, faces challenges such as inefficiencies, bureaucratic inertia, and resistance to change (Manjo, 2019). These issues are often compounded by employees' attitudes toward risk-taking, which can affect their ability to innovate, solve problems, and respond to dynamic challenges. Understanding the influence of uncertainty avoidance on employee productivity is thus essential for developing targeted interventions to improve performance and foster a culture of efficiency and innovation.

Furthermore, employee productivity in the Kwara State public service has been a longstanding concern, with reports of inefficiency, low morale, and resistance to change frequently emerging in organizational assessments (Adeoti, 2017). Despite efforts to reform public sector operations, the cultural and psychological factors underlying these challenges, particularly employees' attitudes toward uncertainty and risk-taking, remain inadequately addressed. Thus, the specific implications of this dimension within the Nigerian public service, particularly in Kwara State, remain underexplored, creating a significant gap in the literature. Therefore, the specific objective of this paper is to examine the effect of uncertainty avoidance index on employee productivity in Kwara State public service. The study hypothesis could be therefore be stated as: H₁:

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uncertainty avoidance index have significant and positive effect on employee productivity in Kwara State public service.

2. Literature Review

Employee Productivity

Employee productivity is a critical measure of organizational performance, particularly within public service sectors (Hasan, 2020). It basically measures output quantity through quantifiable metrics (Macleod & Brady, 2018). This study measured employee productivity using task completion rate (TCR), which refers to the proportion of tasks completed within a given timeframe compared to assigned tasks. This reflects efficiency and adherence to structured work environments (Pandey, 2023).

However, employee productivity is influenced by several factors, including organizational culture, leadership, and individual motivation. Studies have shown that high uncertainty avoidance cultures can either positively or negatively affect productivity (Nguyen, *et al.* 2017). Pugh and Hickson (2016) argue that structured environments enhance clarity and reduce stress, enabling employees to focus on task completion. However, excessive rigidity may stifle creativity and slow decision-making, leading to inefficiencies (Hendry, 2022; Nguyen *et al.*, 2017).

Studies have shown mixed results regarding the relationship between uncertainty avoidance and employee productivity. For instance, a study on manufacturing firms in Anambra State, Nigeria, found that uncertainty avoidance did not significantly

affect employee performance (Onyekwelu, 2019; Al-Qurashi, 2013). Conversely, research conducted among government employees in Pahang Darul Makmur indicated a positive relationship between uncertainty avoidance and job performance, suggesting that higher uncertainty avoidance could enhance employee performance (Hasan, 2020; Onyekwelu, 2019).

Applying these insights to the Kwara State public service requires a clear understanding of the local cultural context (Manjo, 2019). Nigeria's cultural profile, as evaluated by Hofstede's dimensions, indicates a moderate level of uncertainty avoidance, suggesting that while formal rules are valued, there is also some tolerance for ambiguity (BusinessDay, 2020; Onyekwelu, 2019; Oboreh, 2020). Therefore, implementing clear policies and providing structured environments may enhance employee productivity in this setting (Kim, *et al.*, 2022).

Uncertainty Avoidance Index

Uncertainty avoidance, a concept introduced by Hofstede (1980), refers to the extent to which members of a culture feel threatened by uncertain or unknown situations. It emphasizes a society's tolerance for ambiguity and its ability to manage uncertainty through the creation of formal rules, policies, and structured systems. The UAI quantifies this cultural dimension and has been widely used to understand organizational behavior and productivity (Fietz, *et al.* 2021; Hendry, 2022).

Invariably, high uncertainty avoidance cultures tend to value stability, structured

hierarchies, and detailed regulations to mitigate ambiguity (Hofstede, Hofstede, & Minkov, 2010). In such environments, employees often prefer clearly defined roles and responsibilities, predictable outcomes, and formalized processes. Conversely, low uncertainty avoidance cultures are more comfortable with flexibility, innovation, and taking calculated risks (House *et al.*, 2004). The level of uncertainty avoidance directly impacts organizational decision-making, leadership styles, and employee adaptability.

In public service settings, particularly within developing economies, high levels of uncertainty avoidance often lead to a strict adherence to bureaucratic procedures (Manjo, 2019). While this rigidity can hinder efficiency and stifle innovation, it can also enhance accountability and minimize errors when systems are well-designed and appropriately implemented (Ayodele, 2019). Uncertainty avoidance, as defined by Hofstede's cultural dimensions, refers to how societies respond to ambiguity and unstructured situations. This study assesses the UAI through measures of tolerance for ambiguity and risk aversion, which capture public employees' comfort with uncertainty and unpredictability.

Furthermore, uncertainty avoidance is typically assessed through surveys and indices developed by Hofstede and other cultural researchers. For this study, Hofstede's Cultural Dimension Survey, widely regarded as the most prominent tool for measuring the UAI was employed (Ebereonwu, 2021). This survey uses qualitative methods to capture cultural attitudes and perceptions toward ambiguity and uncertainty. Employees with a high

tolerance for ambiguity exhibit low uncertainty avoidance, demonstrating adaptability to flexible rules, comfort with ambiguity, and a propensity for innovation, all of which promote productivity. Conversely, societies characterized by high uncertainty avoidance favor strict regulations, structured environments, and predictability, often resulting in lower productivity (Hofstede, 1980; Pandey, 2023).

Uncertainty Avoidance and Employee Productivity

The relationship between uncertainty avoidance and employee productivity is complex and context-dependent. In the Kwara State public service, acknowledging the cultural predisposition towards moderate uncertainty avoidance and tailoring management practices accordingly could potentially enhance employee productivity (BusinessDay, 2020; Dumitrascu, 2008; Ebereonwu, 2021; Obuobisa-Darko, 2020). In the context of Kwara State's public service, where formal bureaucratic systems dominate, the high uncertainty avoidance culture aligns with the need for regulatory compliance and standardized practices (Manjo, 2019). It equally poses challenges, such as resistance to change, low adaptability to innovative practices, and a focus on process over outcomes (Oke, 2021). These issues can hinder the state's ability to meet dynamic public service demands effectively.

Furthermore, the public service in Kwara State operates within a high uncertainty avoidance framework, characterized by hierarchical structures and strict adherence

to formal rules (Adeoye & Adebayo, 2020). While these attributes ensure stability and procedural compliance, they may also contribute to inefficiencies, such as delayed decision-making and low employee morale. Addressing these challenges requires balancing the benefits of structure with the need for flexibility and innovation (Manjo, 2019). Initiatives such as capacity-building programs, digital transformation, and adaptive leadership models could help improve employee productivity in this context. Thus, the interplay between uncertainty avoidance and employee productivity in public service is complex, particularly in a high UAI environment like Kwara State (Manjo, 2019).

It is noteworthy to state that most existing studies largely focused on broader organizational or cultural factors affecting public sector performance in Nigeria (Akanbi & Ofoegbu, 2014). There is a lack of empirical evidence linking uncertainty avoidance to specific outcomes like employee productivity, with particular reference to decision-making within this context. This gap limits the ability of administrators to tailor interventions that align with the unique cultural and psychological traits of employees in the Kwara State public service. Therefore, this study investigates the effect of the Uncertainty Avoidance Index (UAI) on employee productivity in the Kwara State public service. Thus, by examining the relationship between risk-taking tendencies and productivity outcomes, this research aims to provide actionable insights for enhancing performance and fostering a culture of innovation within the sector.

Theoretical Framework

A unique theoretical framework for examining the relationship between Uncertainty Avoidance Index (UAI) and Employee Productivity in the Kwara State Public Service has been done by integrating elements of Cultural Contingency Theory and Behavioral Adaptation Theory. This is called "Cultural Adaptation-Performance Theory (CAPT)". The theory posits that employee productivity is significantly influenced by the alignment between cultural dimensions, such as uncertainty avoidance, and organizational practices (Ang & Van Dyne, 2007; Pandey, 2023; Saka, 2019). Drawing from Cultural Contingency Theory, which emphasizes the impact of cultural norms on organizational behavior, and Behavioral Adaptation Theory, which focuses on how individuals adjust their behaviors to fit organizational and cultural contexts, CAPT provides a comprehensive framework for understanding this dynamic (Kim, 2001). Thus, by emphasizing the balance between structured systems and flexibility, CAPT suggests that meeting both organizational goals and cultural needs is essential for optimizing performance (Kim, 2001).

CAPT underpins this study by highlighting that public service organizations in Kwara State should align their policies and procedures with employees' preferences for structured yet adaptable environments (BusinessDay, 2020). The theory further emphasize the need for policy and structure alignment, thereby promoting employees' productivity. Invariably, in high uncertainty avoidance cultures, clear policies, well-defined roles, and job security contribute to

productivity. CAPT supports this study by suggesting that the public service in Kwara State can enhance productivity by implementing structured systems that reduce ambiguity for employees (Sabuhari, Jabid, Rajak, & Soleman, 2021).

Furthermore, CAPT explains how employees in Kwara State public service adjust their behaviors to meet organizational expectations. The study investigates whether organizational policies adequately support this adaptation, especially in contexts where uncertainty avoidance affects motivation towards productivity (Hofstede's, 1980; Sabuhari, *et al*, 2021). Thus, by emphasizing the alignment of organizational practices with cultural dimensions, CAPT provides insights into how public service organizations can optimize employee productivity through culturally informed management strategies (Hofstede's, 1980).

3. Methodology

The focus of this paper is to examine how employees' aversion to or willingness to take risks influences their productivity in terms of decision-making processes within Kwara State's public service sector. Thus, the geographical scope of this research is limited to Kwara State, Nigeria. The state's unique cultural, political, and socioeconomic characteristics may influence the organizational culture and employee performance dynamics within the public service institution (Oyeleye & Akinyele, 2019). Thus, by narrowing the study's scope to this specific region, it becomes possible to contextualize the findings and recommendations within the

unique challenges and opportunities that the Kwara State Civil Service encounters. The survey research design method was employed for the study because it allowed us to describe, examine, analyse, and interpret the variables in the study. It is descriptive in nature and has the fundamental characteristics that involve the collection of data to facilitate the answer of research questions through which the test of hypothesis could be done (Hair *et al.*, 2017). The study population comprises of all staff categories within the Kwara State Civil Service, Nigeria. This include all the 32,500 workforce civil servants from various departments, ministries, and agencies responsible for delivering public services across key sectors, such as education, healthcare, transportation, public safety, and social welfare, as at 2022 (Kwara State Civil Service Commission, 2022).

This study utilized a convenience sampling approach to select participants from the headquarters of various ministries and parastatals within the state. In this instance, convenience sampling is appropriate as each of the characteristics that were spelt out as criteria relates to important roles civil servants played in public service delivery. Thus, participants were selected based on their roles and responsibilities within various departments, ensuring a diverse representation of employees.

To determine the sample size for this study, we used the Taro Yamane formula, which is appropriate for estimating a sample size from a known population. The Taro Yamane formula is given as follows:

$$n = N / (1 + N(e)^2)$$

Where:

n = Sample size

N = Total population size

e = Margin of error (expressed as a proportion)

The margin of error is typically set based on the desired level of precision for the study's results. For most studies, a common margin of error is 5% (0.05) or 10% (0.10). Then, we calculate the sample size (n) as:

$$n = 32,500 / (1 + 32,500(0.05)^2)$$

$$n = 32,500 / (1 + 32,500(0.0025))$$

$$n = 32,500 / (1 + 81.25)$$

$$n = 32,500 / 82.25$$

$$n \approx 394.28$$

Since we cannot have a fraction of a participant, we rounded up the sample size to the nearest whole number:

$$n \approx 395$$

Therefore, the estimated sample size for this study was 395 participants. This sample size provide sufficient statistical power to draw meaningful conclusions about the variables under consideration.

Primary data were collected through a self-developed questionnaire using a four-point

Likert scale, measuring responses from strongly agree to strongly disagree. Reliability was ensured through the test-retest method and Cronbach's Alpha, which yielded a reliability index shown in table 3.1, indicating high consistency and reliability.

Table 3.1 Reliability Statistics of Research Variables

S/N	Variables	No. of Items	Cronbach's Alpha	Composite Reliability	Remark
1	Uncertainty Avoidance Index (UnAvIn)	5	0.789	0.787	Reliable
2	Employee Productivity (EmPro)	5	0.737	0.712	Reliable

Sources: Pilot Survey 2024

Descriptive and inferential statistical analyses were employed to present and analyze the data collected from the field study, utilizing IBM Statistical Package for Social Sciences (IBM SPSS version 27.0). Descriptive statistics, particularly percentage count was used to provide a comprehensive overview of the respondents' demographic characteristics. Regression

analysis was used to examine the effect of **Uncertainty Avoidance Index** on **Employee Productivity**. Significant relationships were determined based on p-values: if the p-value was below 0.05, the null hypothesis was rejected; if above, it would not be rejected. This approach clarified the strength and significance of the relationships among the variables.

Model Specifications for the Hypothesis

$$\text{EmPro} = f(\text{UnAvIn})$$

$$\text{EmPro} = \beta_0 + \beta_1 \text{UnAvIn} + \epsilon$$

Where:

EmPro = **Employee Productivity** (Dependent variable)

β_0 = Intercept of the model.

β_1 = Estimate of the parameter of the independent variable in the model of the slope.

ϵ = Error term.

UnAvIn = **Uncertainty Avoidance Index**
(Independent variable)

The a priori expectation is as; thus, $\beta_1 > 0$. According to the a priori anticipation about the link stated above, **Uncertainty Avoidance Index** have a significant positive effect on **employee productivity in term of decision making process in Kwara State Civil service**. The calculated value would be larger than or equal to the critical value for the null hypothesis to be rejected; otherwise,

the null hypothesis is accepted at any level of significance.

4. Results and Discussion

4.1 Socio-demographic Characteristics of Respondents

The table below presents the socio-demographic characteristics of the respondents in frequency and percentages.

Table 4.1

Demographic
Gender
Female
Male
Total
Marital
Married
Single
Divorced
Widowed
Total
Age
21-30
31-40
41-50
Above 50
Total
Academic
SS
EC
N
F
M
I

Table 4.1: Socio-demographic Characteristics of Respondents **N=395**

Demographic Variable	Frequency	Percentage (%)
Gender		
Female	172	43.5
Male	223	56.5
Total	395	100
Marital Status		
Married	201	50.9
Single	174	44.1
Divorced	05	1.3
Widowed/Widower	15	3.8
Total	395	100
Age		
21-30 years	59	14.9
31-40 years	226	57.2
41-50 years	65	16.5
Above 50 years	45	11.4
Total	395	100
Academic Qualification		
SSCE/NECO/NABTEB/ Equivalent	13	3.3
NCE/ND	32	8.1
HND/First Degree	257	65.1
M.Sc./MA/M.Ed/MBA/Equivalent	48	12.2
Ph.D	15	3.8
Professional Certification	18	4.6
Others	12	3.0
Total	395	100
Years of Working Experience		
Less than 10 Years	137	34.7
10-15 Years	107	27.1
16-20 Years	105	26.6
21-25 Years	33	8.4
Above 25 Years	13	3.3
Total	395	100
Staff Category		
Junior Staff	257	65.1
Senior Staff	123	31.1
Directors	15	3.8
Total	395	100

Source: Field Survey, 2024.

Analysing demographic traits offers valuable insights into the study's participant makeup. It illuminates the distribution of essential variables like gender, marital

status, age, educational background, work experience, and job category. Grasping these demographic aspects helps place subsequent findings in context and establishes links between research goals and participant backgrounds.

The study's participant pool is comprised of 395 individuals, with 56.5% (223) being male and 43.5% (172) female. This distribution aligns with the broader gender dynamics found in various organizational settings. Gender diversity within the sample sets the stage for exploring potential gender-related variable in the study's research objective, such as the effect of uncertainty avoidance index on employee productivity across genders.

Regarding marital status, the majority of participants (50.9%, n=201) report being married, 44.1% (n=174) identified as single; 1.3% were reported as divorced (n=5); while 3.8% (n=15) were widowed and widower. The mixed inclusion of respondents reflects the current composition of the sample. Marital status has been found to influence job attitudes and performance (Kooij *et al.*, 2018), providing a backdrop for examining the relationship between marital status and employee productivity.

The age distribution highlights that the majority of participants fall within the 31-40 years range (57.2%, n=226), followed by 41-50 years (16.5%, n=65), and 21-30 years (14.9%, n=59), and then by above 50 years (11.4%, n=45). Age has been shown to influence work-related attitudes and behaviours (Kooij *et al.*, 2018). This distribution sets the context for investigating how age might moderate the relationships

between uncertainty avoidance index and employee productivity.

In terms of highest academic qualification the majority of participants hold HND/First Degree (65.1%, n=257) followed

M.Sc./MA/M.Ed/MBA/Equivalent (12.2%, n=48), then by NCE/ND (8.1%, n=32), then by Professional Certification (4.6%, n=18), then by Ph.D (3.8%, n=15), then by SSCE/NECO/NABTEB/ ETC (3.3%, n=13), and lastly by other qualification not specify in the instrument (3.0%, n=12). Academic qualification is often linked to job roles and career advancement (Kooij *et al.*, 2018). The distribution of academic qualifications provides a foundation for understanding how varying educational backgrounds relate to the constructs under study.

Regarding years of working experience, a significant proportion (34.7%, n=137) of participants report having less than 10 years of experience; 27.1% were reported to have 10-15 years (n=107); 26.6% were reported to have 16-20 years (n=105); 8.4% were reported to have 21-25 years (n=33); while 3.3% (n=13) have above 25 Years. This distribution offers insights into the potential impact of experience on performance.

The staff category distribution reveals that junior staff members comprise the largest proportion (65.1%, n=257) of the sample, followed by senior staff category (31.1%, n=123), then directors senior staff (3.8%, n=15). Staff category often influences job roles, responsibilities, and performance expectations (Morgeson & Humphrey, 2006). The distribution of staff categories forms the basis for exploring how different

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levels of responsibility
objective.

In summary, the analysis of the study's participant characteristics provided a profile of the study's population for investigation between uncertainty avoidance index and employee productivity across gender, age, academic qualification, experience, and staff category.

Table 4.2: Measurement of Risk-taking

Mean Value
1.0 – 2.0
2.1 – 3.0
3.1 – 4.0

Source: Field Survey

The descriptive statistics were used to summarize the data into the descriptive statistics.

Table 4.3: Effect of Risk-taking on Employee Productivity (N= 395)

Variables
The organization is risk-taking.
Organization relies on rules, and procedures to manage unpredictability of work.
The system at work encourages initiative sometimes organization policy.
Risk-taking (init)

Source: Field Survey

The table 4.3 shows the perceptions regarding risk-taking and procedures to manage unpredictability of work and the extent of initiative in alignment with the study's objective.

levels of responsibility relate to the study's objective.

In summary, the analysis of demographic characteristics provides a comprehensive profile of the study's participants, setting the stage for investigating the relationships between uncertainty avoidance index and employee productivity within the context of gender, age, academic qualification, experience, and staff category.

4.2 Descriptive Statistics of Variables

Employees in the Kwara State Civil Service who met the sample's eligibility criteria responded to a series of inquiries concerning aspects such as **Uncertainty Avoidance Index** and **Employee Productivity**. These inquiries were evaluated using a four-point Likert scale, where Strongly Agree (SA) was assigned a code of 1, Agree (A) a code of 2, Disagree (D) a code of 3, and Strongly Disagree (SD) a code of 4.

Table 4.2: Measurement of Mean

Mean Value	Description
1.0 – 2.0	Positive/true statement
2.1 – 3.0	Neutral position
3.1 – 4.0	Negative/false statement

Source: Field Survey, 2024

The descriptive statistics of the responses are shown in the following tables. Further insights into the descriptive analysis are presented in the discussion of findings.

Table 4.3: Effect of risk-taking initiative (UnAvIn) on employee productivity (EmPro)
N= 395

Variables	SA (%)	A (%)	D (%)	SD (%)	Mean	SD
The organization is comfortable with risk-taking.	46 (11.6)	203 (51.4)	127 (32.2)	19 (4.8)	2.30	0.736
Organization relies on clearly stated rules, and procedures to alleviate unpredictability of future events.	126 (31.9)	230 (58.2)	39 (9.9)	0 (0)	1.78	0.608
The system at work allows me to take initiative sometimes in line with organization policy.	107 (27.1)	222 (56.2)	37 (9.4)	29 (7.3)	1.97	0.812
Risk-taking (initiative)					2.02	0.719

Source: Field Survey, 2024.

The table 4.3 presents respondents' perceptions regarding the organization's stance towards risk-taking, reliance on rules and procedures to mitigate unpredictability, and the extent of employees' ability to take initiative in alignment with organizational

policy. The interpretation of these perceptions aligns with the theoretical framework, exploring how the organization's risk-taking orientation and employee initiative relate to the uncertainty avoidance dimension.

A minority (11.6%) of respondents held a Strongly Agree perception that the organization is comfortable with risk-taking, while the majority (51.4%) agreed to some extent. This result reflects the organizational attitude towards risk and uncertainty. The outcome indicates that risk-taking is not a prominent organizational trait, aligning with the objective of determining the extent to which employee performance is affected by the organization's uncertainty avoidance index.

A significant proportion (58.2%) of respondents agreed that the organization relies on clearly stated rules and procedures to alleviate the unpredictability of future events. This finding underscores the role of formalized procedures in managing uncertainty. It implies that the organization emphasizes structure to mitigate uncertainty, aligning with the objective of examining the relationship between risk-taking and organizational procedures.

Respondents' perceptions regarding the extent of employee initiative taking within organizational policy are diverse. While 56.2% agreed that the system allows for initiative within policy bounds, a substantial proportion (27.1%) expressed uncertainty, and a smaller percentage (7.3%) disagreed. This outcome reflects the balance between autonomy and alignment with organizational policy. It suggests that the organization's approach to employee initiative varies, aligning with the objective of investigating how employee performance is affected by the level of risk-taking and autonomy.

The overall mean score for the effect of risk-taking (initiative) on employee performance is 2.02, indicating a neutral perception of the influence of risk-taking behaviour on performance. This mean score aligns with the theoretical framework's emphasis on the dynamic interplay between risk-taking and organizational control.

In conclusion, the results in Table 4.3 provide insights into respondents' perceptions concerning the effect of risk-taking behaviour and initiative on employee performance. The Agree responses reflect the complexity of risk-taking behaviour and its impact on organizational performance. These findings align with the research objectives, confirming the relevance of risk-taking behaviour in shaping employee performance within the organizational context.

4.5 Assumptions for Multiple Regression Model

A number of diagnostic tests were run before regression analysis was carried out. This was done to make sure the data didn't deviate from the assumptions supporting the use of linear regression. These evaluations covered linearity, multicollinearity, and normalcy.

Normality Test

It is common practise in statistics to presumptively presume that the observations are normal. This premise underpins the whole statistical framework, and the inference fails if the premise is broken. Before doing any statistical data analysis, it is imperative to verify or test this premise.

Table 4.5: Tests of Normality

	Uncertainty Avoidance Index	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Employee Productivity	STRONGLY AGREE	.346	779	.000	.767	779	.000
	AGREE	.389	630	.000	.708	630	.000
	DISAGREE	.437	151	.000	.576	151	.000
	STRONGLY DISAGREE	.348	19	.000	.641	19	.000

a. Lilliefors Significance Correction

Source: Own Data SPSS Result, 2024.

The normality tests were performed for each response level ("Strongly Agree," "Agree," "Disagree," "Strongly Disagree") within the "Employee Productivity" variable. The Kolmogorov-Smirnov test yielded varying statistics for each independent variable, with

corresponding p-values of 0.000. Similarly, the Shapiro-Wilk test produced p-values less than 0.001 for all subcategories. These findings suggest that the distributions for all subcategories of "Employee Productivity" conform significantly to normality.

Multicollinearity Test

Table 4.6: Multicollinearity Result

Model		Collinearity Statistics	
		Tolerance	VIF
1	RISK-TAKING INITIATIVE	.385	2.596

a. Dependent Variable: Employee Productivity

Source: Own Data SPSS Result, 2024.

Multicollinearity, a statistical phenomenon in multiple regression models, occurs when two or more predictor variables exhibit strong correlations. It's an undesirable situation when the independent variables are highly interrelated. Statistical tools used to gauge multicollinearity include tolerance and variance inflation factor (VIF). Tolerance values nearing 1 suggest minimal multicollinearity, indicating that most variance isn't shared among predictors. In our findings, all tolerance values exceed 0.2, suggesting no severe multicollinearity concerns. Typically, a VIF value above 5 or

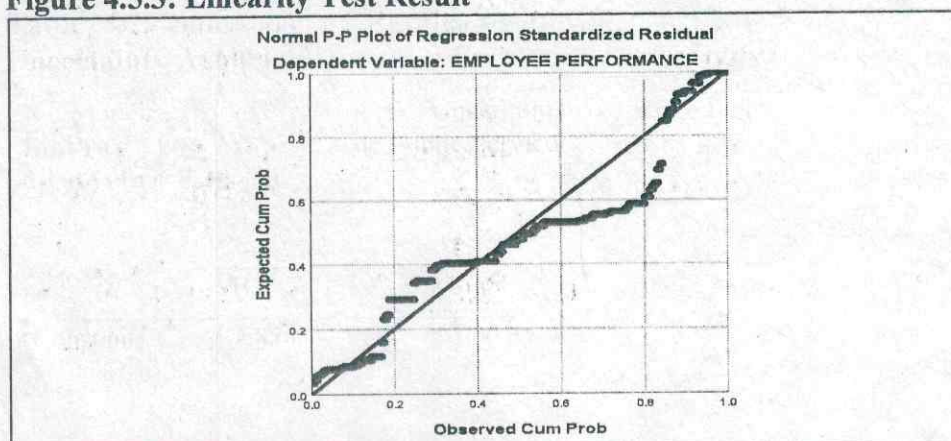
10 implies potential multicollinearity issues. In our results, all VIF values remain below 5, which is generally considered acceptable. Based on the presented collinearity statistics, there doesn't appear to be a significant multicollinearity problem among the predictor variables in the regression model.

Linearity Test

Linearity, assessing the alignment of changes in the dependent variable with the independent variables, was tested. Figure 1 displays a scatter plot of residuals, showing minimal spread. This indicates a linear relationship between Uncertainty Avoidance

Index (independent variable) and employee productivity (dependent variable).

Figure 4.5.3: Linearity Test Result



Source: Own Data SPSS Result, 2024.

4.6 Multiple Regression Analysis

A regression study explored how uncertainty avoidance index affect employee productivity. Multiple Regression Analysis

was used to quantify this impact, with the table showing R^2 values indicating explained variance in employee performance.

Table 4.7: Summary of Results of Linear Regression Analysis for the Effect of Uncertainty Avoidance Index on Employee Productivity in Kwara State Public Service

Model: $EmPro = \beta_0 + \beta_1 UnAvIn + \epsilon$		Effect of Uncertainty Avoidance Index on Employee Productivity in Kwara State Public Service							
	B	t	Sig.	R	R^2	Adj R^2	df	F	Sig
(Constant)	1.858	13.626	<.001	.632 ^a	.399	.398	1	294.613	<.001 ^b
UnAvIn	.581	3.827	.000				394		
a. Dependent Variable: EmPro									

Source: Own Data SPSS Result, 2024.

The summary of the regression model as illustrated in table 4.7 postulates that uncertainty avoidance index (UnAvIn) is a positive and significant predictor of employee productivity (EmPro). The correlation coefficient (R) value of 0.692 (69.2%) portrays that there is significant relationship between uncertainty avoidance index (UnAvIn) and employee productivity (EmPro). The table similarly revealed that the coefficient of determination, R-square value of 0.399 (39.9%) depicts that 39.9% variability changes in employee productivity (EmPro) could be explained by a unit change in employee productivity (EmPro).

Additionally, the adjusted R^2 value of 0.398 suggests that uncertainty avoidance index (UnAvIn) definitely contributed to variation in the level of changes in employee productivity (EmPro). This is good enough in determining the goodness of fit for the model and for making predictions.

Moreover, the results for regression coefficients point out that the significant value of the F-statistics at $F=294.613 > F_{\text{table}}=3.84$ at a degree of freedom of (1, 394) with $p\text{-value}=0.000$ which is less than 0.05 or 5% error term. This posits that the independent variable of uncertainty avoidance index (UnAvIn) has a significant effect on the dependent variable of employee productivity (EmPro) at 95% confidence level.

Furthermore, as displayed in the table, employee productivity (EmPro) was 1.858 when all other variables were held to zero. It would however increase by 0.581 when there is a unit increase in uncertainty avoidance index (UnAvIn). Additionally,

the table shows that the beta coefficient in respect to uncertainty avoidance index is 0.581 with t-test value of 3.827 and $p < 0.005$ at 5% level of significance. Therefore, uncertainty avoidance index has a significant and positive effect on employee productivity since the coefficient of trend analysis were $\beta=0.581$ at 5% significant level. The t-statistics associated with the regression parameters was $t=3.827$ which is greater than ± 1.645 at a degree of freedom of 394. Thus, the study accept the hypothesis which posits that uncertainty avoidance index have significant and positive effect on employee productivity in Kwara State public service 95% level of confidence.

Discussion of Findings

The findings from test of hypothesis suggest that the uncertainty avoidance index have significant effect in enhancing employee productivity in Kwara State public service ($\beta = 0.581$; $t = 3.827$; & $p\text{-value} < 0.005$). This significant effect underscores the influence of cultural dimensions, particularly uncertainty avoidance, on workplace outcomes. In contexts where uncertainty avoidance is high, employees may prioritize stability and structured work environments, which could lead to enhanced productivity when these preferences are met. This finding align with existing literature that explores the impact of cultural dimensions on organizational outcomes. The study of Pauzi (2020) found that higher levels of uncertainty avoidance were associated with specific job performance metrics, underscoring the influence of cultural factors on employee behavior and productivity. Similarly, research by Ebba (2021) investigated the impact of organizational culture, including uncertainty

avoidance, on employee performance. The study concluded that high levels of uncertainty avoidance could hinder creativity among employees, potentially affecting overall performance. These studies collectively highlight the importance of understanding cultural dimensions like uncertainty avoidance in organizational settings. They suggest that employees in high uncertainty avoidance cultures may prefer structured environments with clear guidelines, which can influence their productivity. Conversely, in low uncertainty avoidance cultures, employees might be more adaptable to change and ambiguity, affecting productivity differently.

Conclusion and Recommendations

The findings from the hypothesis testing provide strong evidence that the uncertainty avoidance index significantly impacts employee productivity in the Kwara State public service. This suggests that cultural dimensions, particularly uncertainty avoidance, play a fundamental role in shaping workplace outcomes. Employees in the Kwara State public service are likely influenced by their preferences for structure, predictability, and clear guidelines, which are hallmarks of high uncertainty avoidance. Thus, by aligning organizational policies and management practices with these cultural preferences, productivity can be enhanced. This study highlights the importance of considering cultural factors in public service management to improve

efficiency and effectiveness. The relationship between and productivity underscores the need for culturally informed decision-making in public administration.

Therefore, the following recommendations were made based on findings:

i. Public service managers in Kwara State should create structured work environments that could cater for the high uncertainty avoidance tendencies of employees. This includes providing clear job roles, well-defined processes, and consistent communication channels to reduce ambiguity.

ii. It is equally essential to provide regular training programs towards equipping employees with the skills and knowledge needed to navigate changes and uncertainties effectively. Training sessions should also emphasize the benefits of structured yet adaptive work approaches.

iii. The management should ensure that organizational policies aligned with cultural preferences by developing structured work environments and clear operational guidelines to cater to employees' preferences for stability in high uncertainty avoidance contexts.

iv. Finally, it is important for public service managers to promote a communication platform that ensure employees understand expectations, roles, and responsibilities towards reducing ambiguity in tasks.

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