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EFFECT OF SOCIO-CULTURAL WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE IN FEDERAL UNIVERSITY WUKARI

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Abstract

This study investigates the effect of sociocultural work environment on employees' performance in Federal University Wukari. The study specifically examined the effect of language and religion on employee performance at Federal University Wukari. A survey research design was employed for this study. The total population of the study was 1015 academic staff of Federal University Wukari. 91 academic staff were randomly selected to take part in the study as respondents. Questionnaires were administered to collect data from 91 respondents, out of which only 83 questionnaires returned duly filled and fit for analysis. A Multiple Linear Regression analysis was carried out to test the hypotheses using SPSS version 27.1. The findings indicate that the sociocultural work environment has a positive, significant effect on employee performance. It also revealed that language has no significant effect on employee performance, while religion, on the other hand, shows a significant effect on employee performance in Federal University Wukari. It was recommended that management should improve on making a workplace more language-friendly; continue to encourage freedom of religious practice by shunning discrimination, and improve interfaith relationships in the workplace for better performance.
***Keywords**: Sociocultural, work environment, Language, Religion, performance.*

Introduction

Globalization and technological advancement have necessitated organizations across the globe to develop strategies that are provident for enhancing employee's performance in other to gain and maintain competitive advantage (Silaen, et al 2021: Dinda & Ramadhani, 2024). Improved performance is accomplished through the employees of the organization (Nor AI, 2018). Thus, the success, growth, sustainability, development and competitiveness of organizations depends on the performance of its employees (Shammout 2021). However, no organization operates in vacuum as such a working environment is crucial for employees to flourish and perform efficiently.

Employees are the most critical and pivot resource of the organization as their performance constitute the foundation for organizational survival, innovation and sustainability within the ambit of effective work settings (Bushiri, 2017). Whenever employees are utilized to their utmost capacity, it usually results in limitless productivity, efficiency, and performance (Meng & Berger, 2019: Berberoglu, 2018). For organizations to

survive in this contemporary era and achieve their goals and objectives, conducive sociocultural environment is sacrosanct for employees to be effective and cope with the challenge of the 21st century's turbulent and dynamic environment resulting from globalization Silaen, et al (2021). However, Good performance can be achieved if employees are able to meet the organization's assessment standards (Budiyanto & Mochklas, 2020).

Globally, the issue of employee's performance is becoming a critical and top management challenge of the immediate future, as developed European countries such as the Great Britain, Germany and France, noted that employee performance is declining (Felstead and Reuschke 2019). Specifically, Festing & Berzanty (2018) proposed that issues with employers' strong emphasis on obtaining a basic education in France are impeding worker performance in the manufacturing and construction industries, and also with issues of numerous employees' lukewarmness to carry out on the job training. In Germany, employment situation is besieged with issues of rigid legal environments, complex labour laws and regulations (Festing and Berzanty, 2018).
The challenges of diminishing performance employees also spread to third-world nations in African, and even Asian continents. Abdullahi, et al (2019) observed that in many Asian countries such as Pakistan, India and China new work structures were emerging in several service sectors and these often led to career adaptation challenges and a mismatch of employee capabilities with work demands. Khalid and Nawab (2018) confirmed in-adequate compensation which had often created poor job satisfaction as a major issue besieging employees' performance in Pakistan and India. Employees' work behavioural patterns are in third world countries in Africa such as Kenya and South Africa, are shifting, consequence to career obstacles like limited career progression and transitional possibilities, job hazard, and weak career adaptation. The situation is further aggravated by perceived lack of interests of many of these countries' organizations' stakeholders on the welfare of their employees (Coetzee, Ximba, & Potgieter 2017).

In Nigeria, Ezeamama, (2019) asserted that employee performance in manufacturing, civil service and other service sectors is besieged with the challenges of low productivity, wide differences in salaries payments, poor employees' safety, under-employment, constant delays in salaries payments, and poor job commitments. Ezeamama (2019) additionally stated that in Nigeria, job demands for workers differ between fields, and these frequently leads to numerous aspect of performance problems. Asikhia (2015) as well as Barsulai, et al (2019) confirmed the prevalence of these challenges and noted that the inability of many organization's stakeholders to address this menace had made many employee' core competences slide to core rigidity. This in turn impeded employee's job performances in productivity, service delivery, task efficacy and role efficiency (Olanipekun & Olanipekun, 2024).
Mitigating the above challenges is not an easy task for policy makers and management, especially in the Nigeria tertiary institutions where they currently faced numerous challenges ranging from unconducive work environment, poor communication, behavioural and social conflict, high labour turnover, the ineffective performance of academics, and fraud, which impede the performance of both academic and non-academic staff within the university settings (Oremodu 2024, Asiegbu 2023).

Scholars such as Silaen, et al (2021), assert that one of the major variables affecting employee performance within a work setting is sociocultural work environment. Asiegbu (2023) postulated that the sociocultural work environment is a complex and dynamic system

that can have a significant effect on employee performance, satisfaction, and well-being. It's comprised of different elements, like the physical surroundings, company culture, job setup, and leadership approach.

There are various socio-cultural variables that substantially affect business operations as well as managers' and companies' performance. The main socio-cultural factors that have major impact on the operation of business firms according to Masovic (2018) include culture, language, religion, education, customer preferences and attitude of the society towards goods and services. Similarly, Itunu & Egbetade, (2021) further postulated that sociocultural work environment dimension such as, social norms, belief system, social organization and values significantly affect employee's performance. For the purpose of this study the researcher will adopt sociocultural work environment dimension that are peculiar to Federal University Wukari, this dimensions are selected from research of Masovic, (2018) and Itunu & Egbetade, (2021) they include language, religion, attitude, social organization and social norms.

Scholars such as Fiset et al. (2024) assert that language play a predominant role in information dissemination and assimilation which may affect employee's performance, they further opine that Until the prejudice of language is curtail, effective communication, collaboration and understanding will always be impeded which significantly affect employee's performance. In a similar view Haroon, (2018) postulated that language proficiency affects how clearly employees convey ideas, instructions, and feedback and miscommunication due to language barriers which can lead to errors and decreased productivity and overall performance.

In another view Hill, (2009 as cited in Masovic, 2018) explained that religion is a critical sociocultural factor that influence employee's performance in the workplace. Similarly, Graham, & Barlow, (2017) assert that religion can have both positive and negative influence on employee's performance which can build resilience or create segregation in a work setting: Zahra and Wright, (2016) conclude that religion tolerance is vital to enhancing employee's performance and peaceful coexistence in work place.

In summary, while the employee's performance is a global challenge, the unique sociocultural condition of federal university Wukari necessitate a targeted examination of sociocultural work environment strategies. This study aims to cover the gap by investigating the effects of language and religion on employee's performance in Federal University Wukari.

The effectiveness of employee performance is increasingly recognized as being influenced by the sociocultural work environment, which encompasses various factors, including language and religion. As organizations become more diverse, understanding how these sociocultural elements affect performance becomes imperative. Johnson et al, (2020) found that Language barriers can impede communication, leading to misunderstandings and diminished collaboration among employees. Furthermore, Farnham, (2020) also found that religious differences can create varying expectations and practices in the workplace, affecting employee morale and team cohesion. These existing literature suggests that a supportive sociocultural environment may enhance performance by fostering better communication and mutual respect among diverse employee groups (Mohamed et al., 2021). However, inadequate attention to these factors especially in Federal University Wukari can result in reduced job satisfaction and productivity, emphasizing the necessity for additional study into the effect of sociocultural work environment variable; language, religion, on employee performance.

The main objective of this study is to investigate the effect of sociocultural work environment on employee performance in Federal University Wukari, Taraba State, Nigeria. The specific objectives were to:

i. Ascertain the effect of language on employee performance;
ii. Determine the effect of religion on employee performance;

The following research questions led this study in order to reach the research's aims.

1. To what extent does language affect employee performance?
2. To what extent does religion affect employee performance?

The following hypotheses will be tested at 0.05 level of significance.

$H0:_1$ Language does not have significant effect on employee performance; and

$H0:_2$ Religion does not affect employee performance.

Literature Review

Employee performance

Performance has been discussed by many researchers as the measure of the totality of out in relations to the effort put together into a specific task or action. Ohunakin, Adeniji, Adenike, Olaleke, Igbadume, Akintayo, & Idowu (2019) Employee performance can be described as an individual's level of achievement on a specific task over time. It can also be viewed as comparing the actual output of an individual employee to the projected output. Muindi & K'Obonyo (2015) maintained that employee performance is a multi-dimensional construct which can be defined from the perspective of outcomes or behaviour. Outcome perspectives are the outputs or consequences of a certain employee's behaviours that can be altered by varied environmental elements, whereas behavioural attributes are the endeavours of an employee toward a given responsibility that have impacted the organization's goals and objectives.

(Campbell, McCloy, Oppler & Sager, 1993 as cited in .Ohunakin, Adeniji, Adenike, Olaleke, Igbadume, Akintayo, & Idowu, 2019). According to Stup, (2003 as cited in Muindi & K'Obonyo, 2015) there are several factors that necessitates the success of the employees' performance. Factors to consider include the work environment, equipment, job satisfaction, performance expectations, feedback, rewards, standard operating procedures, knowledge, skills, and attitudes.

When employers manages their employee adequately, providing a work friendly environment that promotes uniqueness in communication, religious tolerance, positive work attitude and acceptable social norms practices for higher performance, it will improve overall organization performance.

Sociocultural Work Environment

Sociocultural work environment is a mix of social and cultural variables found in the work environment that influence how employees carry out their assigned task in their respective positions within the organization. They are usually beyond the control of managers, but can be managed by a good management that can spur their workforce into higher performance. According to Trehan & Trehan, (2009 cited in Masovic, 2018) sociocultural work environment variables may include language, religion attitude, culture, level of education and customers' preference. Michael, Jessica & Frederik, (2021) included social norms, beliefs system and values to sociocultural variables operating within organisations that ether positively or negatively affect its overall performance.

Effect of Language on Employee Performance

Language is a crucial sociocultural element that balances the work environment and influences

worker performance and overall organizational output. It serves communicative, expressive, informational, performative, referential, ideational, unifying and humanizing functions. (Monday & Eze, 2012. Dibie & Robert, 2014 cited by Nwode & Justina, 2023). On the other hand, when pluralised as `languages`, the term language is used to talk about the distinct speech forms or means of communication used by two or more group of speakers or peoples (Dibie & Robert, 2014; Robert, 2018). Hockett (1958 in Nwode & Justina, 2023) has maintained that every language displays the core functions of language. These functions include communication, expression, information, performance, direction, ideation, unification, and humanization. Nwala, 2008; Anagbogu, Mbah & Eme, Monday& Eze, 2012; Dibie & Robert, 2014 referenced in Nwode & Justina, 2023). Uche, (1994 cited in Nwode and Justina, 2023) has argued that` without language, science cannot strive; this shows that effective communication in science involves the ability to use and understand the technical terms as well as interpret information encoded in symbolic form into another non-symbolic form of language. These three academic researchers explore language as a situation that serves as a means of communication for individuals and groups. Given the facts presented above, it is clear that language continues to play an unequal role in the affairs of organizations and nations. As a result, language takes such pride of position in efforts aimed at job motivation and employee success in businesses and countries.

Effect of Religion on Employee performance

With the increase in workplace diversity, religion is becoming an important topic of discussion and a matter of concern in many organization. Employees from different cultural and religious backgrounds may demand for acceptability to observe daily religious activities or to follow their religious beliefs. Nevertheless, many researches have indicated that religion have a positive influence on individual attitudes and behaviour. (Robbie & Sayyaf (2022)). Elias et al., (2018) reported that the internalization of religious values can influence ethical behaviour or the values of individual attitudes and behaviour and is reflected in personal and social life (Elias et al., 2018; Zahrah, 2016). Kunte, (2015) reported that under Title VII of the Civil Rights Act, (American law) management of organizations must provide a fair level of acceptance for requests that are based on employees' truly held religious convictions or practices unless doing so would force an hardship on their operations. Also, employers must make sure that their employees are not wrongly treated or discriminated against or harassed on the basis of religion. According to Kunte, (2015). There are several types of religious issues found in the workplace such as harassment, demand for compliance to superior's religious beliefs, discrimination against less popular, sometimes even denying employees the right to practice their religious belief within working hours. All these have negative effect on employees and may affect their performance, sometimes leading to high rate of employee turnover.

Geert Hofstede's Cultural Dimensions Theory (1980)

Cultural dimension theory, developed by Geert Hofstede, (1980) posits that national and cultural differences influence various aspects of behaviour, including employee performance. Understanding these cultural dimensions can help organizations manage and optimize performance in diverse workplaces. Hofstede identified several key dimensions of culture that can influence workplace behaviours and outcomes such as Power Distance which explain less powerful people of a society defer to more powerful ones.

In high power distance cultures, hierarchical structures are accepted, which can influence employee motivation and performance (Hofstede, 1980). Individualism vs. Collectivism: Individualistic cultures encourage personal achievement and

autonomy, while collectivist cultures emphasize group goals and teamwork, impacting collaboration and performance outcomes (Hofstede, 1980). Uncertainty Avoidance: Cultures with high uncertainty avoidance prefer structured situations and may resist change, influencing adaptability and innovation in the workplace (Hofstede, 1980). Language barriers can affect communication and understanding in multicultural workplaces. Employees who share a common language often demonstrate better collaboration and performance. Organizations that invest in language training and effective communication strategies can enhance employee performance by reducing misunderstandings (Schmid, 2001 cited in Nwode, & Justina, (2023). Furthermore, religious views have a substantial impact on employee values, work ethics, and actions.

For instance, Islam emphasizes teamwork and integrity, while Protestant work ethics often value individual responsibility and diligence. Organizations that respect religious practices (e.g., prayer times, dietary restrictions) can foster inclusion and improve employee morale, leading to enhanced performance (Gannon & Pillai, 2010).

This theory is not only important to this work, but has also become an integral part of the study as it explained the effect of sociocultural work environment elements and how it affect employee performance, therefore, this study whole rely on the theory for guide.

Nwode, & Justina (2023) analyze effective language use as a tool for job motivation and employee performance. This study sought to demonstrate how effective language use might boost job motivation and employee performance, thereby closing the knowledge gap. The study used secondary data and the observation method. The study discovered that the effectiveness of job characteristics models and performance management systems is dependent on effective language use. In businesses when language is employed effectively for these reasons, job motivation and employee performance improve rather than degrade. In contrast, when language is overused, firms experience a loss of job motivation and staff underperformance.

The study concludes that the way language is utilized influences the effectiveness of job characteristics models and performance management systems in businesses. This reality demonstrates that, when utilized properly, language can be a useful instrument for job motivation and staff success in enterprises. The study suggests that in order to significantly encourage employees for maximum performance and achieve organizational productivity, language must be used efficiently and positively.

Sovia, et. al., (2023) Study the effect of motivating language on employee performance: the mediating role of organizational citizenship behaviour and employee engagement in the healthcare sector, Sadar Patel University, Mandi, India. It aims to analyse the effect of motivating language on employee performance and assesses the mediating roles of organizational citizenship behaviour and employee engagement between motivating language and employee performance in the Indian health-care sector, which is a very demanding work environment, where employee burnout is high. To gather data and test the proposed research model, 328 questionnaires were answered by multi-level health-care professionals from private and government hospitals in North India. The findings demonstrated that a leader's motivational language is critical for healthcare leaders, since it influences workforce performance in terms of patient care, safety, and satisfaction. The study discovered that a leader's motivational language influences the high cultural context of health-care personnel, as demonstrated in the Indian health-care industry during COVID-19.

It further stated that patient care, as a result of patient compliance, entails developing non-

cognitive skills in personality qualities related with managerial skills, instilling patient trust in their healthcare professionals, and using encouraging language. This work is very important to the study at hand, as it explores a similar angle. But compared to this study the weakness of the study is scope covered which is healthcare centre restricted which may affect the generalization of the findings, another issue is the fact that India is dominated with one particular language that is spoken and understood my all. Whereas a country like Nigeria has over 500 languages which also affect the conclusion on the findings of the study.

In study by Ojiako, & Nwode (2022) on effective language use in interdisciplinary collaboration for employee performance and academic integrity in the University in Ebonyi State University, Abakaliki, Nigeria. Qualitative method and content analysis were employed. The research additionally depended on observation, self-examination and existing literature for both initial and subsequent data. A systematic review and content analysis was adopted, and a descriptive data analysis was conducted. The study concluded that effective language use had a considerable impact on employee performance. It also demonstrated that efficient language use and multidisciplinary teamwork pave the path for improved employee performance and academic integrity at the university, as well as multiple answers to challenges plaguing both the university and society.

This work is relevant to the current study, especially being conducted in the university akin to the current work. The weakness of the study is the fact that it does not present a defined sample and sampling method. Therefore, comparison will be difficult as well as making generalization on the findings may not be appropriate.

Robbie & Sayyaf, (2022) evaluates the impact of religiosity, work-related stress on Job Performance and Workload as Moderating Variable in Pasuruan City, East Java province, Indonesia. The study investigates how religiosity and job stress affect employee performance, as well as the effect of workload moderators on the link between religiosity and performance at Pasuruan City's Islamic banks. The investigation was conducted using a positivist or quantitative methodology. The study's population consisted of 70 employees from Islamic banks in Pasuruan City. Because there were only 70 respondents, a saturated sample was used, which meant that all respondents were sampled. Data were collected from both primary and secondary sources, including questionnaires and in-depth interviews with 70 Islamic Bank workers in Pasuruan City, East Java Province, Indonesia. The collected data was analysed using SmartPLS data analysis. The findings revealed that religiosity had a positive and substantial effect on work stress and employee performance, but job stress had no discernible effect on performance. Workload, as a moderating variable, reduced the effects of religiosity on employee performance.

Odogwu & Nnonyelu (2021) study the effects of religious beliefs and practices on employees' performance in workplaces: A study of universities in South-South Nigeria. The researchers used a cross-sectional survey design. The study's population consisted of 879 academic and non-academic workers recruited using a multistage sample technique across four universities in the south-south region. The structured questionnaire was employed for data collection. The data was analyzed using descriptive and inferential statistics in Software for Statistics and Data Science (STATA 13.0). The findings demonstrated that religious beliefs and practices have a considerable impact on employee performance at universities in southern Nigeria. This is very important and significant to the current work as it revealed the effect of religion on employee performance especially in the South-South

region of the country. On the other hand, considering the dominance of a particular religion (Christianity) in the region one will assume there will be greater chance of biasness in the result thereby faulting the result.

Zahrah, Hamid, Rani, & Kamil, (2016) conducted a study to ascertain the relationship between Islamic religiosity, Islamic work ethic and job performance in Malaysia. The investigation was quantitative in nature, using the probability simple random sampling technique. Data were gathered from 150 respondents. The sample was drawn from administrative professionals at Islamic Higher Education Institutions (HEIs) in Northern Malaysia using a standardized questionnaire. The data were analysed using t-test statistics and the Smart-PLS program. The study found a substantial association between Islamic religiosity and job performance ($t = 2.650$, $p < 0.01$). The study found that Islamic philosophy views labour as a form of worship, which considerably increases the performance of Muslim workers. This study is highly relevant and significant to the current work since it highlights the effect of religion on employee performance, particularly in Malaysia, which is a Muslim-majority country. It cover a higher institution of learning which is where the current work in covering. On the other hand, considering the dominance of a particular religion (Islam) in the region it easier to assume there will be greater chance of biasness in the result thereby faulting the generalization of the findings.

Febriani, Sadiyah, & Pratika, (2019) examined the role of Islamic work values in improving the quality of employees' performance using (n = 138) employees of Muslim restaurants in East Java, Indonesia. The part of Islamic work principles in improving the quality of employees' performance using (n = 138) staff of Muslim restaurants in East Java, Indonesia. The research finding revealed a direct positive influence of Islamic work ethics on the performance of Islamic employees as indicated by ($t = 2.347$, $p < .01$). The study concluded that when employees practice Islamic morality in their daily workplaces, it would immensely enhance the quality of their work. This study shows great relevance and significance to the current work as it pointed the effect of religion on employee performance especially in Indonesia which is largely dominated by single religion. Therefore, considering the dominance of a particular religion (Islam) in the region it easier to assume there will be high tendency of misreporting of result thereby distorting the generalization of the findings. Another dissimilarity of the research is the scope which is a restaurant, perhaps if the work was done in an educational institution, the result would have been different from what was obtained.

Methodology

The study employed a descriptive survey design with questionnaires to obtain data from teaching staff at Federal University Wukari LGA in Taraba State. The intended population was 1,015 according to Federal University Wukari Academic affair Unit (2024) teaching staff of Federal University Wukari, with a sample size of 91 derived from a total of 1,015 teaching staff using Taro Yamane The study used simple random sampling to select 91 staff to take part in the research as respondents. By taken sample of the population, the study used Taro Yamane formula with an error rate of 10%, as explained by Pardede (2014) below:

$$N = \frac{n}{1 + n\,(e)^2}$$

Namely:
n: number of samples
N: number of population e: error tolerance
A number of the sample in this study based on that formula is:

$$n = \frac{1015}{1 + 932\ (0.10)2}$$

$$\frac{1{,}015}{11.15}$$

n = 91.03 be rounded as 91samples

Result and Discussion

This section covers presentation of the analysed data collected from the field. It involve clear presenting the analysed data in a clearer manner for better understanding.

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.692[a]	.479	.466	.2267	.479	36.732	2	80	.000

a. Predictors: (Constant), RELIGION, LANGUGAE

Source: Researcher's Computation using the SPSS V.27.1

Table 1: shows the value of R Square .479 (47.9%). and R .692(69.2%). thus a strong and positive effect of independent variables on dependent variable emanated, having standard error of .2267 (Table1). additionally, table 4 further presents that employee's performance at FUW is about 47.9 % depend upon language and religion.

Table 2. ANOVA[a] of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.777	2	1.888	36.732	.000[b]
	Residual	4.113	80	.051		
	Total	7.889	82			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), RELIGION, LANGUGAE

Source: Researcher's Computation using the SPSS V.20.0

From the above table it was revealed that the value of F value equal to 36.732 and significance of 0.000. This value is smaller and 0.05. This implies that the variable of language and religion affects the performance of employees simultaneously.

Table 3. Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.222	.211		5.779	.000
	LANGUGAE	-.179	.341	-.226	-.525	.601
	RELIGION	.803	.380	.913	2.115	.038

a. Dependent Variable: PERFORMANCE

Source: Researcher's Computation using the SPSS V.27.1

Table 3: shows regression coefficients to what extent is the difference between depend variable and the independent variable, provided that, all other variables remain constant. Moreover, beta co-efficient indicates that language (beta= -.226, t=-.525, P=.601) shows no significant effect on employee performance in Federal University Wukari. On the other hand, religion with (beta= .913, t=2.115, P=.0.38) shows positive effect on employee's performance at FUW.

Hypothesis 1. From the analysis performed above hypothesis one which state that: Language does not have significant effect on employee performance. Show that language has no significant effect on employee performance in FUW. This is demonstrated where the beta co-efficient indicates that language (beta= -.226, t=-.525, P=.601). This implies that despite diversity in of languages in Federal University Wukari, it has not affected the performance of employee in the institution. It also showcases the effect of management promoting diversity and inclusion in the workplace.
This findings is supported by Nwodo & Justina (2023) findings state explained that efficiency of job characteristics models and performance management systems depends on effective language use. In businesses when language is employed effectively for these reasons, job motivation and employee performance improve rather than degrade. In contrast, when language is misused in organizations, job motivation suffers and employees perform poorly.
Hypothesis 2: from the analysis above the hypothesis 2 that states Religion does not affect employee performance religious difference shows positive significance effect on employee performance. The finding also showed that poor management of religious diversity, religious intolerance affects performance negatively, on the other hand, where there is religious tolerance, freedom of religious practice and acceptance of religious diversity will lead to greater performance among employees. This finding was supported by Kunte, (2015). According him, there are several types of religious issues found in the workplace such as harassment, demand for compliance to superior's religious beliefs, discrimination against less popular, sometimes even denying employees the right to practice their religious belief within working hours. All these have negative effect on employees and may affect their performance, sometimes leading to high rate of employee turnover.

Conclusion and Recommendation

From the results of this study we can therefore, conclude that sociocultural work environment affects employee performance. The test of hypotheses have all revealed that language and religion which are the variables of sociocultural work environment are all important element in the workplace that affect employee performance. The study indicates that language shows no significant effect on employee performance while religion do. This implies that poor management of the sociocultural work environment variables will in turn lead to poor performance of employee in the workplace.
Based on the results of this investigation, the following suggestions were made:

i. Management should work on making a work place more friendly and conducive for employee to thrive.
ii. Management should encourage freedom of religion practice by shunning discrimination of any form in all its totality.

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