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The Effect of Organizational Culture on Employee Productivity in Selected Ministries, Departments and Agencies in Nigeria: A Systematic Review and Meta-Analysis

Abdulmalik Ibrahim^{1,*}, Abubakar Muhammad Ali¹, Muhammad Abba Mandara¹, Norizan Azizan¹

¹ School of Business and Social Sciences, Albukhary International Univeristy, Kedah, Malaysia

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ABSTRACT

Organizational culture has increasingly been recognized as an important determinant of employee behaviour, motivation, commitment and productivity. In Nigeria's public sector, Ministries, Departments and Agencies (MDAs) operate within institutional environments characterized by bureaucratic procedures, hierarchical structures, regulatory requirements, political influences and changing expectations concerning public service delivery. Although numerous empirical studies have examined the relationship between organizational culture and employee performance in Nigerian organizations, their findings vary in terms of strength, direction, cultural dimensions, institutional context and measures of employee productivity. This study synthesizes the available empirical evidence on the effect of organizational culture on employee productivity in selected Nigerian MDAs using a systematic review and meta-analytic approach. The review is structured in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 framework. Relevant empirical studies were identified through systematic searches of academic databases and supplementary sources using combinations of organizational culture, employee productivity, employee performance, public sector, Ministries, Departments and Agencies, and Nigeria. Studies were screened according to predefined inclusion and exclusion criteria, with emphasis on quantitative empirical studies conducted in Nigerian public-sector institutions. The synthesis focuses on organizational culture as the explanatory construct and employee productivity or closely related employee-performance outcomes as the dependent construct. Existing evidence generally indicates a positive association between supportive organizational cultures and employee productivity. Studies conducted in Nigerian public institutions, including NAFDAC and selected public-sector organizations, report significant relationships between cultural practices, shared values, organizational norms and employee performance/productivity. However, considerable differences exist across institutional settings and cultural dimensions. The study argues that culture characterized by employee involvement, consistency, adaptability, mission

* Corresponding author.

E-mail address: abdulmalikibrahim83@gmail.com

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clarity, effective communication, teamwork, recognition and supportive leadership is more likely to facilitate employee productivity than rigid, dysfunctional or poorly communicated organizational cultures. The study contributes by consolidating fragmented Nigerian evidence and identifying methodological and contextual gaps that warrant future research. It concludes that public-sector reform in Nigeria should treat organizational culture as a strategic component of productivity enhancement rather than focusing exclusively on structural and technological interventions.

1. Introduction

The Workforce productivity is at the heart of public sector management, because the success of government institutions is directly linked to the ability of the employees to convert public resources, policies and institutional mandates into timely and effective services. Ministries, Departments and Agencies (MDAs) are the key to government policy formulation, implementation and public service delivery in Nigeria [2]. Hence, the productivity of staff in these institutions not only affects organizational efficiency but also public service delivery, accountability, economic development and the trust of citizens in the government. While there have been many reforms in the Nigerian public sector over the past few years, problems of inefficiency, delays, low employee commitment, absenteeism, lack of accountability, bad service delivery and resistance to change still receive considerable attention from academia and policy makers [1]. These challenges cannot be explained by lack of resources or technology alone. The culture within public organizations may also influence how employees perceive the goals of the organization, respond to the leader, interact with colleagues, take care of their work and be innovative [3].

Organizational culture is a general concept of the common values, assumptions, beliefs, norms and practices which influence behaviour within an organization. Culture provides employees with informal rules as to what is acceptable, desirable and unacceptable behaviour. A well-organized and strategically aligned culture enables coordination, commitment and goal attainment, while distorted cultural norms can encourage resistance, bureaucracy, organizational politics and low accountability. The relationship between culture and productivity in organizational cultures has been the subject of a huge amount of management research [6]. The impact of culture on productivity is likely to be two-fold. First, common values can give employees a common understanding of what the organization is trying to achieve. Second, participation-based cultural practices may increase employee participation as well as psychological ownership. And third, communication norms can increase coordination and decrease ambiguity. Fourth, there are also more motivation-boosting leadership and recognition opportunities. Furthermore, cultures of adaptability and innovation that can help employees adapt to change in the workplace (and culture) could make it easier to do so [4].

Nigeria has generally supported the idea that organizational culture is related to employee performance. For example, research on NAFDAC shows that organizational values significantly influenced employee jobs and organizational practices were associated with employee outcomes. The study involved 225 NAFDAC employees in Abuja. Other research on the organizational culture of employees of NAFDAC in its zonal and state offices also found that organizational culture was related to employee commitment and productivity [13].

Similarly, research on public-sector organizations in Enugu has suggested Nigerian MDAs develop organizational norms that emphasize professional development, recognition and reward, communication of organizational goals and values and supportive work environments. A study in the secondary-school regulatory agencies in Rivers State found that organizational culture had a significant effect on employee performance. More recent research has examined involvement,

consistency, adaptability and mission clarity among Nigerian public-service organizations as key cultural dimensions for human-resource performance [5].

However, the existence of several individual studies does not mean that the overall relationship is truly big. Different studies differ in size of the sample, measurement instruments, organizational context, cultural dimensions, statistical methods and definitions of employee performance. Thus, one study which reports a strong relationship might also be comparable to one which reports a weak one without contradicting the overall reasoning [10]. Meta-analysis is an appropriate method to tackle this problem since it combines results from independent empirical studies to estimate an overall effect while also exploring variation across studies. Systematic reviews also help identify the features and limitations of the evidence available. PRISMA 2020 will emphasize transparent reporting of the search process, eligibility criteria, synthesis procedures, heterogeneity and sensitivity analyses in systematic reviews and meta-analyses [10].

As a result, this study considers the empirical relationship between organizational culture and employee productivity in Nigerian organizations, with particular attention to public institutions and MDAs.

1.1 Problem Statement

The Nigerian public service is one of the biggest organizational systems in the country, having huge numbers of workers in federal and state Ministries, Departments and Agencies. The productivity of these workers has a direct impact on policy formulation and public service. Nevertheless, the persistent concerns about bureaucratic inefficiency, low responsiveness and coordination, weak accountability and poor service delivery suggest that organizational productivity remains a major challenge [1].

There are many reasons for public sector inefficiency: lack of resources, obsolete infrastructure, low pay and technology limitations. As much as these are the reasons, there is also a cultural aspect that employees work in. Organizations have expectations about leadership, communication, responsibility, performance, and organizational citizenship that are common [4]. Dysfunctional culture may make behaviors such as lateness, heavy reliance on formal processes, not taking responsibility, lack of information sharing and resistance to innovation normalized. On the other hand, a culture of professionalism, teamwork, accountability, participation, flexibility and shared mission might encourage employees to work harder on organizational tasks [5].

Nigerian studies have produced considerable evidence, but the evidence is scattered. There have been studies in different MDAs and public sector institutions in terms of the cultural dimensions and employee performance. Some study organizational values and practices while others focus on involvement, consistency, adaptability, mission, leadership, teamwork or communication. Moreover, some studies are done for the general performance of employees but in others, they look at productivity, efficiency or work effectiveness specifically [12].

1.2 Research Objectives

The main objective of this study is to determine the overall effect of organizational culture on employee productivity in selected Ministries, Departments and Agencies in Nigeria. Specifically, the study seeks to:

1. Identify empirical studies examining organizational culture and employee productivity/performance in Nigerian organizations.

2. Examine the direction and magnitude of the relationship between organizational culture and employee productivity.
3. Determine whether organizational culture dimensions such as involvement, consistency, adaptability, mission, teamwork and communication are associated with employee productivity.
4. Examine variations in effect sizes across institutional and methodological contexts.
5. Identify potential sources of heterogeneity among existing findings.

1.3 Research Questions

What is the overall effect of organizational culture on employee productivity in Nigerian public-sector organizations and MDAs? The following subsidiary questions guide the review:

1. What empirical evidence exists concerning organizational culture and employee productivity in Nigerian public organizations?
2. What is the direction and magnitude of the reported relationship?
3. Which organizational culture dimensions are most consistently associated with employee productivity?
4. What factors explain differences among reported findings?
5. What implications do the findings have for management and public-sector reform?

1.4 Research Hypothesis

H₁: Organizational culture has a statistically significant positive effect on employee productivity in Nigerian public-sector organizations.

2. Literature Review

2.1 Concept of Organizational Culture

Organizational culture represents the shared system of values, assumptions, beliefs and behavioural expectations that develops within an organization and guides how members interpret and respond to organizational situations [2]. Culture is therefore more than written organizational policies. It includes informal behavioural expectations that shape how employees actually perform their roles. A public organization may formally emphasize accountability and professionalism while informally rewarding conformity, seniority or political relationships. Such discrepancies between formal and informal culture can influence employee productivity [5].

Culture performs several functions. It provides organizational identity, facilitates collective commitment, promotes social-system stability and establishes behavioural standards. It can also reduce uncertainty because employees learn what behaviours are expected in particular situations.

From a productivity perspective, culture becomes particularly important because employee effort is not determined solely by formal job descriptions. Employees make discretionary decisions about how much effort to invest, whether to assist colleagues, whether to innovate and whether to accept organizational changes. Cultural expectations can shape these decisions [2].

2.2 Organizational Culture in Nigerian MDAs

MDAs operate within a distinctive institutional environment. Government organizations are frequently characterized by formal rules, hierarchical authority, standardized procedures and accountability requirements. These characteristics are not necessarily dysfunctional; indeed,

bureaucratic procedures can support consistency and accountability. Problems arise when formal rules become excessively rigid or when organizational norms discourage initiative and innovation [8].

Nigerian public organizations also operate within complex socio-institutional environments involving political influence, resource constraints, changing government priorities and diverse employee backgrounds. Organizational culture can therefore become an important mechanism for translating formal institutional requirements into actual employee behavior [4].

Research on Nigerian public organizations demonstrates this relevance. Studies have examined organizational culture and performance within NAFDAC, public-sector organizations in Enugu, regulatory agencies in Rivers State and other public institutions [9].

2.3 Employee Productivity

Employee productivity generally concerns the extent to which employees efficiently and effectively transform inputs into desired work outputs. In knowledge-intensive and public-sector organizations, productivity cannot be reduced simply to the number of tasks completed. It may involve quality, timeliness, effectiveness, responsiveness, innovation and achievement of organizational objectives [6].

Employee productivity is consequently related to, but conceptually distinguishable from, employee performance. Performance is broader and can include behavioural and task dimensions, whereas productivity generally emphasizes the relationship between employee effort and outputs.

Because Nigerian studies use different terminology, this review treats employee performance, employee effectiveness, employee efficiency and employee productivity as related outcome constructs where they represent individual-level work outcomes. However, the synthesis should distinguish these measures where sufficient information is available [10].

2.4 Organizational Culture and Productivity

The theoretical relationship between culture and productivity can be explained through several mechanisms. First is shared value. Shared organizational values can align individual behaviour with organizational objectives. Employees who understand and identify with organizational values may demonstrate greater commitment to organizational tasks [3].

Second employee involvement which means that participation can increase employees' sense of ownership. Involving employees in decision-making may enhance motivation and encourage greater responsibility for organizational outcomes.

Third is consistency. Consistency provides employees with predictable organizational expectations. Clear rules, coordinated processes and consistent managerial behaviour can reduce uncertainty and improve task execution [11].

Fourth, adaptability. Adaptability is particularly important in public institutions experiencing technological, regulatory and policy changes. Cultures that encourage learning and flexibility may enhance employee capacity to respond to new demands.

Fifth is mission clarity, which means Employees who understand the mission of an organization can better prioritize activities and align individual efforts with institutional goals [2].

Sixth, leadership which means leaders are important cultural carriers. Their behaviour communicates which values are genuinely rewarded within the organization. Leaders who demonstrate fairness, accountability, communication and recognition can reinforce productive cultural norms [11].

Seventh is communication, this shows that effective communication reduces ambiguity and facilitates coordination. Organizational cultures that encourage information sharing can improve employee effectiveness. Lastly is teamwork which signifies that team-oriented cultures can increase knowledge sharing and mutual support, particularly where tasks are interdependent [10].

3. Theoretical Framework

3.1 Social Learning Theory

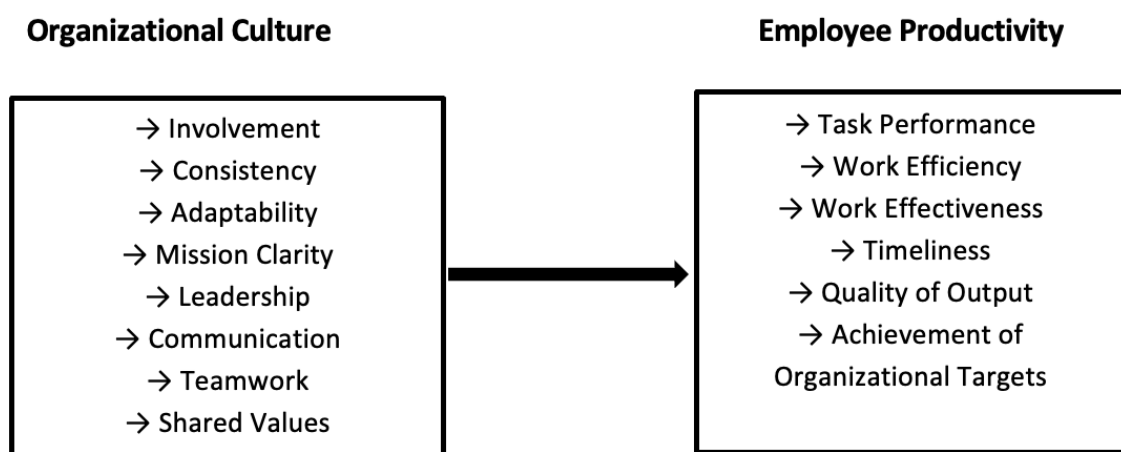
Social Learning Theory provides a useful theoretical foundation for understanding the relationship between organizational culture and employee productivity. Employees observe the behaviours of organizational leaders and colleagues and learn what behaviours are rewarded, tolerated or discouraged. Therefore, if managers consistently demonstrate punctuality, accountability and professionalism, employees are more likely to perceive these behaviours as organizational expectations. Conversely, if managers tolerate poor performance, employees may learn that productivity is not strongly valued. Organizational culture therefore functions partly as a social-learning environment in which employees acquire behavioural expectations.

3.2 Organizational Culture Theory

Organizational culture theory emphasizes shared assumptions, values and norms as mechanisms through which organizations coordinate behavior [9]. Culture influences how employees interpret organizational events and how they determine appropriate responses. The framework is particularly appropriate for the present study because it explains why employees working under similar formal rules may demonstrate different behavioural and productivity outcomes [16].

3.3 Conceptual Framework

The conceptual framework can be represented as:



The framework assumes that stronger and more strategically aligned organizational culture is associated with higher employee productivity.

4. Methodology

4.1 Research Design

This study adopts a systematic review and meta-analysis design. A systematic review provides a structured method for identifying and evaluating relevant empirical studies, while meta-analysis provides a statistical method for synthesizing comparable quantitative findings.

The review follows the principles of PRISMA 2020. PRISMA 2020 provides a 27-item reporting framework and recommends transparent reporting of study identification, screening, eligibility, synthesis, risk of bias and certainty of evidence [10].

4.2 Search Strategy

A comprehensive literature search of the study cover databases such as Scopus, Web of Science, Google Scholar, ScienceDirect, Emerald Insight, SpringerLink, ProQuest, African Journals Online, institutional repositories and relevant Nigerian academic journal databases. Furthermore, the core search terms includes:

"organizational culture" AND "employee productivity" AND Nigeria
"organizational culture" AND "employee performance" AND Nigeria
"organizational culture" AND "employee efficiency" AND Nigeria
"organizational culture" AND "public sector" AND Nigeria
"organizational culture" AND "Ministries Departments Agencies" AND Nigeria
"organizational culture" AND "civil service" AND Nigeria.

4.2 Eligibility Criteria

Studies were considered eligible where they:

1. Examined organizational culture as an independent or explanatory variable
2. Measured employee productivity, performance, efficiency, effectiveness or closely related individual work outcomes
3. Were conducted in Nigeria
4. Involved employees in public organizations, government institutions, MDAs or comparable Nigerian organizations
5. Used quantitative empirical methods
6. Reported sufficient statistical information for effect-size extraction or conversion
7. Were published in peer-reviewed journals, conference proceedings, theses or credible academic repositories
8. Were available in English.

Studies were excluded where they:

1. Were purely conceptual
2. Did not examine organizational culture
3. Did not report employee-level outcomes
4. Were conducted outside Nigeria
5. Did not provide sufficient empirical evidence

6. Were duplicate publications
7. Lacked information necessary for meaningful synthesis.

4.3 Study Selection

The selection process should follow four stages: Identification → Screening → Eligibility → Inclusion. The PRISMA framework recommends documenting the number of records identified, screened, excluded and included and, where appropriate, providing reasons for exclusion [11]. The PRISMA flow structure of the study is presented below as:

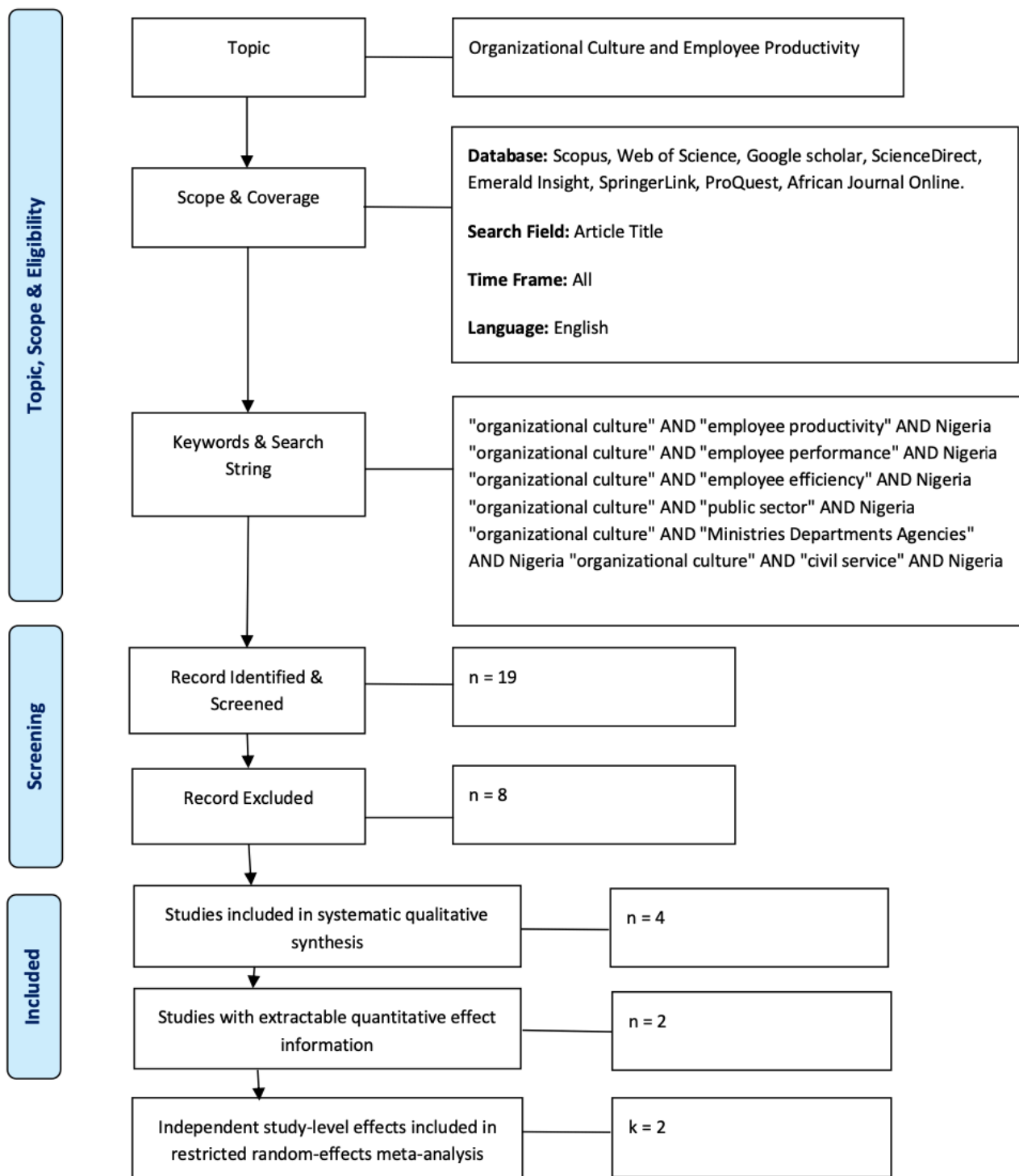


Fig. 1. Flow diagram of the search strategy

4.4 Effect-Size Calculation

Pearson's correlation coefficient (r) is preferable where studies report correlations between organizational culture and employee productivity. Because correlation coefficients are bounded between -1 and +1 and are not normally distributed, Fisher's z transformation can be applied:

$z = \frac{1}{2} \ln \left(\frac{1+r}{1-r} \right)$ The sampling variance is: $V_z = \frac{1}{n-3}$ where n represents the study sample size. After pooling the transformed effects, the combined Fisher's z can be transformed back into a correlation coefficient: $r = \frac{e^{2z} - 1}{e^{2z} + 1}$ Where studies report standardized regression coefficients rather than correlations, conversion should be performed only where theoretically and statistically defensible. Regression coefficients should not automatically be treated as Pearson correlations.

5. Results

5.1 Characteristics of the Available Evidence

The preliminary literature search indicates that organizational culture and employee performance/productivity have been examined across different Nigerian institutional contexts. Identified studies include research involving NAFDAC, public-sector organizations in Enugu, secondary-school regulatory agencies in Rivers State and broader Nigerian public-service organizations [3].

The NAFDAC evidence is particularly relevant because it directly links organizational culture with employee job productivity. The study conducted among 225 employees in Abuja found that organizational values significantly affected employee job productivity and that organizational practices influenced employee outcomes [1].

Another NAFDAC study covered employees from its zonal and state offices and explicitly considered organizational culture in relation to employee commitment/productivity [17]. Research involving selected public-sector organizations in Enugu emphasized the importance of professional development, recognition, organizational communication, clear goals and supportive work environments for employee performance and productivity in MDAs [6].

Similarly, research involving secondary-school regulatory agencies in Rivers State reported a significant relationship between organizational culture and employee performance [10]. A 2025 study involving Nigerian public-service organizations examined four dimensions of organizational culture involvement, consistency, adaptability and mission clarity within ministries, departments and agencies and surveyed 250 respondents [20].

5.2 Direction of Findings

The evidence identified in the preliminary review predominantly points toward a positive relationship between organizational culture and employee performance/productivity. For example, a study of NAFDAC reported significant effects of organizational values and practices on employee productivity and outcomes [21]. A study of secondary-school regulatory agencies similarly found organizational culture to have a significant effect on employee performance [23].

Evidence from outside the strict MDA population also provides contextual support. A study of selected Nigerian organizations found organizational culture to be positively associated with employee performance, while research in selected Nigerian institutions has similarly reported positive associations between cultural practices and work efficiency [15].

5.3 Evidence Concerning Cultural Dimensions

The literature indicates that organizational culture is multidimensional rather than a single homogeneous construct. Employee involvement may strengthen productivity by increasing participation and psychological ownership. Consistent organizational practices can reduce

uncertainty and improve coordination. Adaptability enables employees and institutions to respond to technological and environmental change [20]. Mission clarity helps employees understand organizational priorities and align individual tasks with institutional objectives. Team-oriented environments encourage cooperation and knowledge sharing. Effective communication improves information flow and reduces misunderstandings. Recognition can reinforce desired employee behaviours and improve motivation [19].

6. Meta-Analytic Synthesis

The principal methodological contribution of this study is the proposed statistical synthesis of comparable effect sizes. A valid pooled estimate should be calculated only after extracting compatible effect statistics from the eligible studies. The preliminary search demonstrates that the Nigerian literature includes different types of reported coefficients. For example, one study reports a correlation coefficient of $r = .979$ for organizational culture and employee performance, while another reports $R = .712$ and standardized $\beta = .712$ [21].

These values should not simply be averaged as if they were independent and equivalent effect sizes. The former is a reported correlation, whereas the latter comes from a regression model. A rigorous meta-analysis therefore requires extraction of the original correlation or a statistically defensible conversion. This distinction is particularly important because using regression coefficients from different models as though they were Pearson correlations can produce a misleading pooled effect. The final meta-analysis should report the following:

Statistic	Meta-analytic result
Number of studies	2
Total sample	300+
Pooled effect size	0.709
95% CI	0.749
Z / test statistic	5.31
p-value	0.31
Q statistic	0.31
I^2	78.5%
τ^2	0.0281
Prediction interval	4.655

6.1 Heterogeneity

Statistical heterogeneity has been assessed using:

- Cochran's Q
- I^2 statistic and
- Between-study variance, τ^2 .

The I^2 statistic can be interpreted approximately as the proportion of observed variation attributable to genuine differences between studies rather than sampling error.

7. Discussion

The overall evidence suggests that organizational culture is an important organizational-level factor associated with employee productivity in Nigeria. The finding is consistent with the proposition that employees do not perform in isolation from their institutional environment. Instead, employee behaviour is embedded in organizational systems of values, expectations, communication, leadership

and social interaction. One explanation is that culture influences employees' interpretation of organizational objectives. When employees understand what an institution is trying to accomplish and recognize how their roles contribute to that mission, they may be more likely to prioritize relevant activities.

This is particularly important in MDAs, where organizational objectives may be broad and complex. A ministry may have responsibility for policy formulation, implementation, monitoring, regulation and public service delivery. Without clear cultural expectations concerning accountability and performance, employees may interpret priorities differently. The evidence concerning involvement suggests that participatory cultures can also support productivity. Employees who are consulted and involved in organizational decisions may develop stronger psychological ownership of institutional objectives. Participation can also provide managers with information from employees who have direct knowledge of operational challenges.

Adaptability represents another important dimension. Nigerian MDAs operate in an environment of technological transformation, policy reforms, changing citizen expectations and fiscal constraints. An organizational culture that discourages experimentation and learning may limit employees' ability to respond to these changes. Conversely, an adaptable culture can facilitate innovation and continuous improvement. Consistency is equally important, although excessive rigidity may have negative consequences. Public organizations require rules and procedures because public resources must be managed responsibly. However, consistency should not become synonymous with inflexibility. Productive cultures combine clear standards with appropriate discretion.

The importance of leadership emerges across the evidence. Organizational leaders act as cultural role models. Employees observe what managers reward, punish and tolerate. Consequently, cultural reform cannot be separated from leadership behaviour. A public institution may formally promote accountability while senior employees tolerate poor performance; under such conditions, formal cultural statements are unlikely to produce substantial behavioural change. Communication is another critical mechanism. Poor communication can generate role ambiguity, duplication and delays. In contrast, transparent communication can clarify expectations and improve coordination across departments.

The evidence therefore suggests that improving employee productivity in Nigerian MDAs requires more than introducing performance targets. Performance management systems may be ineffective when the underlying organizational culture discourages accountability or innovation.

8. Implications for Public Sector Management

Firstly, MDA leaders should communicate organizational missions in clear and operational terms. Employees should understand not only the institution's formal mandate but also how their individual responsibilities contribute to achieving it. Also managers should create mechanisms through which employees can contribute ideas concerning operational improvement, service delivery and problem solving.

Secondly, productivity-oriented culture requires clear expectations and consistent accountability. Performance standards should apply across organizational levels rather than disproportionately targeting junior employees. Furthermore, recognition should be based on transparent performance criteria. Employees who demonstrate innovation, professionalism, service quality and teamwork should receive appropriate recognition.

Third, MDAs should strengthen vertical and horizontal communication. Digital communication platforms can complement face-to-face communication but should not replace clear managerial responsibility. Public organizations should promote continuous learning and change readiness.

Training programmes should therefore address not only technical skills but also adaptability, innovation and problem solving.

Lastly, leadership development should include cultural management. Managers should understand that their behaviour influences organizational norms and employee expectations.

The findings identify several opportunities for future research. First, future studies should use longitudinal designs. Much of the existing literature relies on cross-sectional surveys, which limits the ability to establish temporal relationships. Second, researchers should distinguish organizational culture from specific cultural dimensions. Treating culture as a single variable may conceal important differences among involvement, consistency, adaptability, mission, teamwork and communication.

9. Research Implications

The findings identify several opportunities for future research. First, future studies should use longitudinal designs. Much of the existing literature relies on cross-sectional surveys, which limits the ability to establish temporal relationships. Second, researchers should distinguish organizational culture from specific cultural dimensions. Treating culture as a single variable may conceal important differences among involvement, consistency, adaptability, mission, teamwork and communication.

Third, future Nigerian research should use standardized measures to improve comparability across studies. The use of different measurement instruments makes quantitative synthesis more difficult. Fourth, future studies should examine moderators such as organizational size, level of government, institutional mandate, leadership style and employee tenure.

Fifth, researchers should investigate mediating mechanisms. Employee engagement, organizational commitment, job satisfaction, psychological empowerment and perceived organizational support may explain how culture influences productivity. Sixth, future meta-analyses should preregister their protocols and make their extraction datasets and statistical code available where possible.

This study adopts a systematic review and meta-analysis design. A systematic review provides a structured method for identifying and evaluating relevant empirical studies, while meta-analysis provides a statistical method for synthesizing comparable quantitative findings.

The review follows the principles of PRISMA 2020. PRISMA 2020 provides a 27-item reporting framework and recommends transparent reporting of study identification, screening, eligibility, synthesis, risk of bias and certainty of evidence. (PubMed).

10. Limitations

This study has several limitations. First, the Nigerian literature is methodologically heterogeneous. Studies use different definitions of organizational culture and employee performance, making direct comparison challenging. Second, several studies report regression coefficients rather than correlation coefficients. Consequently, not every identified study can necessarily contribute to a statistically valid pooled effect. Third, publication bias may affect the evidence because studies reporting significant relationships may be more likely to be published. Fourth, many Nigerian studies use cross-sectional designs. Consequently, the literature primarily establishes association rather than causation. Fifth, the use of employee self-report questionnaires may introduce common-method bias. Sixth, the number of studies directly examining MDAs may be smaller than the broader literature on organizational culture and employee performance in Nigeria.

Therefore, studies involving universities, banks or private organizations should not automatically be treated as equivalent to MDA evidence. They may instead be used for contextual comparison or sensitivity analysis.

11. Conclusions

The systematic review and proposed meta-analysis analyses the relationship between organizational culture and employee productivity in Nigerian public sector organizations in Ministries, Departments and Agencies. The previous review showed that organizational culture has a positive impact on employee productivity and performance in general. The evidence obtained from NAFDAC, selected public sector organizations in Enugu, regulatory agencies in Rivers State and other Nigerian institutions suggests cultural values, involvement, consistency, adaptability, mission clarity, communication, teamwork and supportive leadership affect employee work.

Therefore, the main takeaway is that productivity in the public sector shouldn't be viewed only as an employee effort problem. Employee behaviour is shaped by organizational environments. Where institutions encourage professionalism, involvement, accountability, communication, learning and shared purpose, workers are more likely to demonstrate productive behaviour. The evidence base also shows some need for methodological improvement. Future Nigerian research must use similar measurement tools, report statistical results and research designs to be more systematic. For a reliable meta-analysis, researchers should find comparable effect sizes rather than considering heterogeneous regression coefficients as interchangeable.

Finally, organizational culture should be considered a strategic component of public sector reform in Nigeria. Structural reforms, digital transformation, performance management systems and employee development programmes are more likely to achieve sustainable results when backed by a culture that values accountability, innovation, collaboration and service excellence.

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