

Original Research Article

Organisational Core Values and Employee Performance in Selected Construction Companies in Uyo, Nigeria

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Received: 03.05.2023

Accepted: 14.06.2023

Published: 04.07.2023

Journal homepage:<https://www.easpublisher.com>**Quick Response Code**

Abstract: The researchers examined organization core values and employee performance in select construction companies in Uyo. The objectives of this study were to examine the effect of teamwork, commitment and recognition on employee performance in Julius Berger Nigerian PLC and Niger Pet Structures Limited in Uyo. The survey research design was adopted for the study. Data for the study were obtained through questionnaire which was administered to 356 respondents. Simple percentages, pie-chart, simple and multiple regressions were adopted as the analytical tools for the study. The four hypotheses were formulated and tested using simple and multiple regressions statistical analysis. All the null hypotheses were rejected and the alternative accepted. The finding revealed that teamwork; commitment and recognition have significant effect on employee's performance in Julius Berger Nigeria PLC and Niger Pet structures limited in Uyo with t-values of 17.721, 3.805 and 14.864 with corresponding p-values of .000,000 and .000 respectively ($p < 0.05$). Thus, it was discovered that teamwork, commitment and recognition have significant effect on employee performance and that effort should be tailored towards effective implementation of core values to improve employee performance. It was therefore recommended that Managers should design an effective and efficient team formation process to facilitate implementation of core values, enhance teamwork and improve performance.

Keywords: Organisational Core Values, Employee Performance, Construction Companies, Teamwork, Commitment, Employee Recognition.

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1. INTRODUCTION

The concept of organisational core values is one of the emerging and current trends in today's management of organisations. Organisations are continuously faced with complex and changing business environment that have forced them to address issues on changing customer needs, consolidate market positions and expand into new areas and segments. However, to operate effectively and sustain the pace of growth and development, core values play important roles in determining the success of the organisations. Scholars like Olusegun and Jelili (2013) and Nyari and Dennis (2015) posited that core values are influential instruments used in quantifying the way a business function and the way organisations respond to the needs of their customers. But, the problem managers' face is the inability to practice, implement and integrate these values into company performance management process (Wendy, 2013).

According to Kenneth (2003), core values are enduring beliefs that influence the choice employees make among available means or ends. Cole and Kelly (2011) defined core values as the principles that guide organization actions. For example, core values such as integrity, honesty, trust; customer service and accountability are stated to guide and ensure better relationship amongst employees and their customers. They further maintained that these values provide guidance for employee on what is right or desirable and what is not good. Values are principles or standards of behaviour that distinguish an organization from others, and have the ability to guide or direct the practice and behaviour of managers. It relates to how companies deal with beliefs about people and work. Values define nonnegotiable behaviour and serve as guiding beacons which direct the process of company growth and development. Some studies conducted on organisational values, which include components of organisational core values, assessing core values, effect of work values and national management on corporate performance,

and aligning employees values with organisational goals, showed that most successful firms place more emphasis on their values in work situation (Laurie and James, 2007; Olusegun, 2013).

In both private and public sectors, the key to growth and development whether it is in terms of recruitment or customer satisfaction begins with the company core values (Wendy, 2013). The adoption of certain core values and how closely those values are adhered to can influence how customers, employees and owners perceive the company and the company's worth. It is not enough to select the core values, it must be adopted throughout the company at all levels, as it helps the company to move the business forward in the right direction, make decision, build the company brand, attract customers and energize the employees that have similar values with the company.

Organisation like Baxter Healthcare Corporation in UK that has employees with shared core values tends to behave in a similar manner. This leads to a better coordination of their actions because they can better foresee or predict others behaviour. Similarly, a strong organizational culture with shared core values encourages the desired behaviour of the employees. Schwartz (2012) further describes the value as a goal to guide interest, motivation and standardization for the individual but also for the group. Therefore, it is important to reach an agreement among the members of the organization, especially in a different cultural context. They do not need any external justification because they have a central core values and importance for those inside the organization. Teamwork, commitment and recognition as the dimensions of core values are very important in implementing organizational core values.

Employee performance is the ability to create valued result. Armstrong (2011) defined it as the ability of any employee to efficiently and effectively perform the duties and the tasks assign to him or her within the ambit of the organization. Furthermore, Armstrong argues that employee performance is not just a matter of only what a team or group of employees achieve in regard to the set goal and target, but also adhere to the core values of the organization. The managers of Julius Berger Plc and NigerPet structures Ltd have a responsibility to ensure, that their organizations are meeting performance standards. This can be done by establishing standards and goals against performance of an individual. Perceived performance of employee shows the employee general believes about contribution and behaviour of organizational success. Performance is measured with quality, employee job satisfaction, efficiency and effectiveness. The completion of job shows that employees are accomplishing task on the criteria set by organization or supervisor, and it is checked on prescribed acceptable standard while

effectively and efficiently using available resources in a changing business environment.

Few studies carried out in management literature such as value translation and performance and effect of organizational values and performance in Kenya, showed that organizations that implemented their core values and communicated the stated core values to their employee perform better than their competitors. In every organization, teamwork, commitment and recognition help managers to align organization core values with employee performance, corporate plan and company strategy. Where these variables are lacking, the overall performance of the organization will be affected. This is because team work, commitment and recognition enable the employees to work collaboratively to achieve a common goal, recognize and reward the employees in line with their contributions and efforts toward the organization. It helps the employee to be committed to their duties and tasks and to stay beyond the official hours to clear back logs.

Despite the benefits and the relationships that exist between organizational core values and employee performance, it appears that organizations would normally have its core values clearly stated and conspicuously hanged on the wall without practice. In management literature, core values are made to be implemented, practiced and to improve employee performance, but in practice it seems that most organizations may have disregarded and underutilized their core values in work situations. This led to the question, why is it that the values and the services created by the organizations do not commensurate with and reflect what the stated core values seek to achieve? This may be a function or a problem of poor implementation of core values, lack of teamwork, commitment and recognition of the core values. However, such unclear scenario motivated the researchers toward investigating the possible link between organisational core values and employee performance in Julius Berger Plc and NigerPet structures Ltd in Uyo.

The management literature is rich with studies of organizational values and performance, but to the best knowledge of the researchers, very few studies focused on organizational core values and employee performance. More so, with teamwork, commitment, and recognition as the hypothesized independent variables and proxies for core values that could predict corporate performance. This study is designed to bridge this gap by investigating whether organizational core values have any significant effect on employee performance. Therefore, this study seeks to examine the effect of organizational core values on employee performance in selected construction companies in Uyo. The main objective of this study was to examine the effect of organizational core values on employee's

performance of Julius Berger Plc and NigerPet Structures Ltd in Uyo. The specific objectives were to:

1. Examine the effect of teamwork on quality of service in Julius Berger Plc and NigerPet Structures Ltd in Uyo.
2. Assess the effect of commitment on efficiency in Julius Berger Plc and NigerPet Structures Ltd in Uyo.
3. Ascertain the effect of recognition on employee job satisfaction in Julius Berger Plc and Niger Pet Structures Ltd in Uyo.
4. Evaluate the joint effect of teamwork, commitment and recognition on employee performance of Julius Berger Plc in Uyo.

In line with the objectives of this study, the following research questions were raised to direct the investigation.

1. How has teamwork affected quality of service in Julius Berger Plc and Niger Pet Structures Ltd in Uyo?
2. To what extent has commitment influenced efficiency in Julius Berger Plc and Niger Pet Structures Ltd in Uyo?
3. How has recognition affected employee job satisfaction in Julius Berger Plc and Niger Pet Structures Ltd in Uyo?
4. To what extent has teamwork, commitment and recognition jointly influenced employee performance in Julius Berger Plc and NigerPet Structures Ltd in Uyo?

The following null hypotheses were formulated to guide the study:

- **H₀₁**: There is no significant effect of teamwork on quality of service in Julius Berger Plc and NigerPet structures Ltd in Uyo.
- **H₀₂**: There is no significant effect of commitment on efficiency in Julius Berger Plc and NigerPet structures Ltd in Uyo.
- **H₀₃**: There is no significant effect of recognition and employee job satisfaction in Julius Berger Plc and NigerPet structures Ltd in Uyo.

- **H₀₄**: There is no significant joint effect of teamwork, commitment and recognition on employee performance in Julius Berger Plc and NigerPet Structures Ltd in uyo.

2. CONCEPTUAL BACKGROUND, THEORETICAL FRAMEWORK AND EMPIRICAL LITERATURE

2.1 Conceptual Background

2.1.1 Organizational Core Values

According to Nyaribo and Dennis (2015), organisational core values are the acceptable standards which govern the behavior of individuals within the organization. Core values are designed to capture “how the company shows up, serve and promote who the company is as a business capacity to fulfill its fundamental objectives. Managers and staff will find it very interesting that doing business based on aligned core values can provide the assurance needed, to show their brand value and uniqueness to their customers. This practice can enhance decision making, building individuals and align team with core values of the firm (Janice, 2016). In private firms such as Julius Berger and Niger Pet structures whose main objective is to construct road network and bridges across the country, core values have the ability to guide managers, supervisors practice and behaviour. It enhances teamwork and guides employee toward upholding a certain core values in an organization. This is because when a certain core values are assimilated, it is more dependable than corporate structures or management systems, specifically in the period of reorganization and change. (Garandat *al.*,2013). Construction companies in today business have defined their core values, but in principle, these core values help to develop corporate identity. Kenneth (2003) posited that core values is the enduring beliefs that influence the choices we make among available means or ends, core values are acceptable states, behaviour in which employees place high value to the organization (Laurie and James, 2007).

2.1.2 Variables of Organizational Core Values and Employee Performance

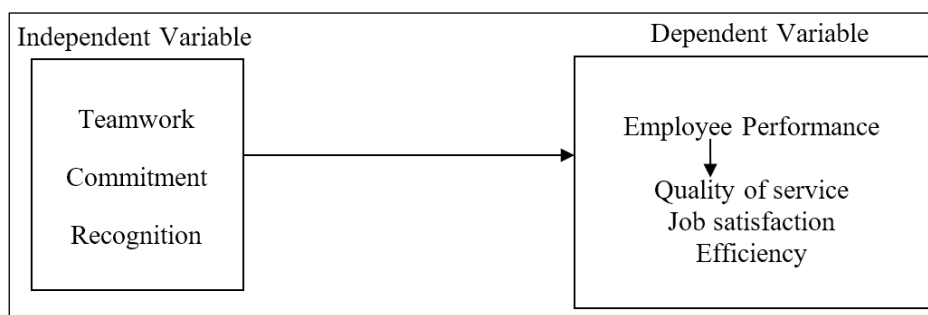


Figure 1: Conceptual Model shows the relationship among all the variables

Source: Researchers’ Conceptualization (2019)

The conceptual model specifies that Organizational Core Values (Teamwork, Commitment

and Recognition) are the functions of Employee Performance.

2.1.3 Team Work

Teams are made up by two or more people who come together to achieve a common goal, who are assigned to complete a special task and who cooperate with each other. Teams can be considered as structures, which are designed with the decisions of persons, who possess special knowledge or skills in order to carry out a job in a given time and where there is too much workload (Dyer, 1984). Katzenbach and Smith (1993) define teams as a group of a small number of people, who commit themselves towards the common goals, whose performances are adjusted towards the group targets, who can communicate openly with each other and who have complementary skills. From these definitions it is obvious that there are four (4) main features of teams that scholars concentrate on. These are common goals and commitment, performance targets, complementary skills and a mutual accountability.

2.1.4 Commitment

Commitment is considered as most important concept which influences turnover and job performance as well as organizational performance. The study of Edmondson (1999) establishes that employee's commitment is essential for organizational performance. Commitment is taken as future agreement for a specific task in special circumstances and time. The employee's belief and behaviour for an organization is called as organizational commitment. An employee becomes committed when he/she are sincere for duty, assigned tasks, and creative towards work. The commitment of employee with an organization is a huge incentive because in this case they will work for organizational goals and also achieve their target (Hafiz, 2017; Ebiringa, 2011; Robbins, 2005; Igbaria and Greehaus, 1992).

Commitment is dependent on employee's competence and internal motivation. Commitment is defined as positive evaluation organizational goals and organization. He describes commitment as bonding among employee and employer. Stronger level of commitment increases the staying time period of employee within organization, along with this effectiveness is also evaluated by commitment. The study of Igbaria and Greehaus (1992) highlighted that achievement of goals has a significant correlation with the organizational success. Committed employees always want to make their organization on the top. Commitment is the notion which has attracted the various practitioners and scholars of human resource management because it influences the organizational and employee's performance. Previous studies that employee's show commitment due to various reasons such as sense of obligation, costs associated with leaving organization, and attachment with organizational core values (Hafiz, 2017).

2.1.5 Recognition

Recognition is the process of acknowledging, rewarding and compensating employees in line with what the stated core values seek to achieve. In a competitive business environment on which Julius Berger and Niger Pet Live, employees are spending more hours in their offices than in their own homes (Theresa, 2006). More so, employees are beginning to value, their professional careers as much as their home life. The high ten employee values are: approval, achievement, change, teamwork, commitment, creativity, loyalty, innovation and recognition (Theresa, 2006). All of these values, can be discovered in work place situation, therefore, more time is spend at work trying to fulfill their core values. Basically, people are searching for high pay job and meaningful jobs and organizations that implement core values and meet their needs. To develop the above core values, there is need for them to recognize the employee contribution in workplace situation (Theresa, 2006). Workplace recognition is equivalent to performance in the organization. The performer gets the applause and encouragement from the audience, and their coaches.

2.1.6 Employee Performance

According to Nzewi *et al*(2017), there has been increase attention to the construct of employee performance in organizational studies. This is probably owing to the fact that the employee's performance plays an important role on the overall performance of an organization. Supporting this point, Kahya (2009) posits industrial and organizational psychology is perhaps employee job performance. Kemboi *et al* (2014) opined that employee performance has become critical importance and a value for achieving organizational goals. The emphasis of employee performance is on improving, learning and development in order to achieve the overall business strategy and to create a high performance workforce (Nzewi *et al.*, 2017; Dooley, 2000).

The concept of employee performance has been viewed differently by different researchers. Okuribido (2015) posits that existing literature presented employee performance as a complex and multidimensional construct that can be defined and assessed in varying ways. Nzewi *et al* (2017) explicate that performance is all about how well employees are able to perform their duties that only adds values to the organization but also adds values to the customer and their different needs with aid of organizational core values. Frees (2002) states that it is related to that which an individual is hired do in fulfilling he/her tasks, duties and the activities that can be evaluated and measured to maximize the employees' potentials in an organizational, much effort is required. As such, it is usually not an easy task to get the employee to perform better. Many issues must be right; there commitment and engagement level needs to high and they have to be satisfied with their jobs and the environment and

conditions of service. Pushpakumai (2008) stated that a great effort is necessary for the employees to attain high performances in jobs.

2.2 Theoretical Framework

This study was anchored on human value theory. Human value theory was propounded by Schwartz in 1992. Schwartz (1992) developed a theory of basic human values to explain dynamic relations between values. The theory states that values are derived from the universal human needs and are structured around two bipolar dimensions: (i) Self-transcendence versus self-promotion in which an emphasis on the welfare of others opposes an emphasis on oneself. (ii) Openness to change versus conservation in which the dependence of thought, actions and feeling opposes the maintenance of the status quo.

Human value theory has been applied to business research especially the performance of the business organization, as it relates to business (organization) creation. This has important implications to employees' performance and can help explain why core values changes from one company to the other. Studies in management literature have showed that core values play an important role in enhancing employee performance when the stated core values are implemented.

This theory correlates with the present work, as they both seek to examine and emphasize on employees behaviour, values, beliefs, actions, principle of behaviour, feelings, thoughts and welfare of other in workplace, which shape employees minds, as it affects the overall performance of the organization. Furthermore, the theory emphasizes the welfare of others in work situation, that is, group and it relates to teamwork, commitment and recognition of group welfare in workplace. Also, Human value theory is one of the famous theories used to explain values in workplace and it has an advantage over other theories in that it emphasizes factors core values (teamwork, commitment and recognition in workplace) that organization may adopt to shape employee behaviour and mind in workplace. As the theory fit in this study, the focus of this work anchors on core values, which specify acceptable behaviour in work situation and its effect on employee performance in construction companies.

2.3 Empirical Literature

Daniel (2017) examined the effects of Rewards and Recognition on Employee Performance in Public Educational Institutions; A case of Kenyatta University, Kenya. The objective was to investigate the effects of intrinsic rewards on performance of Kenyatta University employees. The methodology adopted was qualitative method. The research design adopted was descriptive survey, which was used to collect data for the study. Primary sources of data collection were used.

Crombach's alpha was used to test and measure the validity and reliabilities of the instrument. The instrument for the study adopted was questionnaire. The method of data analysis adopted was inferential and descriptive statistics which includes mean standard deviation, correlation and regression. The findings revealed that there is a positive relationship between intrinsic reward and performance of Kenyatta University employees. It was recommended that the communication process in the University should be improved in order to increase motivation effectiveness and performance. This work is related to the present study, as they both seek to adopt survey design, questionnaire, and regression analysis.

Musab *et al* (2015) evaluated the relationship between Teamwork and organizational Trust in Turkey. The objective was to examine the effect of teamwork and its dimensions on organizational Trust. The methodology adopted was descriptive surveys. The instrument for the study used was structured questionnaire. Cronbach alpha was adopted to calculate and measure the reliability of the instrument used. The statistical tool of analysis adopted was correlation. The findings revealed that teamwork and its dimensions have a positive relationship on organizational trust. It was recommended that organization must provide participation and trust climate for its workers because it can enhance the team member's confidence in each other, create an environment where there is a more open communication and better information. This study is related to the present work, as they both seek to adopt teamwork and its dimension as a specific variable.

Sheikh *et al* (2011) assessed effect of Teamwork on Employer Performance of Higher Education department in Pakistan. The objectives of this study were to examine the effect of trust, esprit de corps, recognition and reward on employee performance in Pakistan. The methodology adopted in the study was quantitative research technique. The instrument for the study used was questionnaire. The research design adopted was descriptive survey. The method of data analysis adopted was correlation and regression. Cronbach alpha was used to calculate and measure the reliability of the instrument. The findings revealed that there is positive significant strong correlation existing between trust, esprit de corps, recognition and rewards on employee performance of Peshawar province of Pakistan. It was recommended that Peshawar province should develop an atmosphere where employees are well developed with their jobs and cooperation with each other. This work shares similarity with the present study in the area of survey design, regression analysis, since it seeks to examine the influence of recognition on performance.

Theresa (2006) examined the impact recognition has on employees in the Human Resource department of Bemis Company, Inc. in Menomonie.

The objective of the study was to collect data regarding corporate Human Resource employees in Bemis Company, Inc's. View on recognition. The research design adopted was descriptive survey. The instrument for the study adopt was questionnaire. The statistical tool adopted was simple percentage, mean and graph. The finding showed that recognition influence Human Resource department positively. It was recommended that Bemis Company Inc. should adopt the best recognition method so as to improve human resource department. This study is related to the present work as they both seek to use recognition as the independent variable and performance as the dependent variable.

Hafiz (2017) evaluated relationship between organizational commitment and employee's performance evidence from banking sector of Lahore. The objective was to examine the relationship between organizational commitment dimensions and employee performance. The methodology adopted was qualitative method. The research design adopted was descriptive survey. The instrument for the study used was questionnaire. Cronbach alpha was used to calculate and measure the validity and the reliability of the instrument. The statistical tools adopted were mean, standard deviation, correlation and regression analyses. The finding revealed that affective, normative and continual commitments were correlated with employee performance in the banking sector of Lahore. It was recommended that Human Resource department should handle committed employees in the banking sector. This study is related to present work, as they both seek to adopt questionnaire, Conbach alpha for test of reliability and regression analysis.

James *et al* (2010) assessed Core Values in Hospitals: A Comparative Study. The objective was to examine performance excellence. A two-stage analysis of the data was performed to assess whether the core values exist as a uni-dimensional construct and the relative difficult of the core values themselves. The research design adopted was descriptive survey. A two stage pretest was used to measure the validity and the reliability of the instrument. The instrument for the study adopted was questionnaire using a five-point Likert scale format. The method of analysis adopted was regression. The finding showed a positive significant relationship between core values and performance in hospitals. It was recommended that hospitals should define the current level of capability needs so as to increase the current level of performance. This work is related to the present study, as they both seek to adopt recognition as the variable used.

Charlotta *et al* (2012) evaluated the translation of core values in a multinational organization, H and M in Shanghai. The objective was to investigate the impact of core values on employee actions. The methodology adopt was qualitative approach. Primary and secondary source of data collection were used. The

instrument for the study adopted was semi-structured questionnaire. The research design used was descriptive survey. Regression model was adopted as the method of data analysis and the findings revealed a positive significance relationship between core value and employee day to day behavior. This work is related to the present study, as they both used core values as the main independent variable.

Jerry *et al* (2015) examined effects of employees' work values and national management on corporate performance in Chinese and Taiwanese Construction Enterprises. The objective was to evaluate the influence of organizational management on employee's intention to resign. The research design adopted was survey and the instrument for the study used was questionnaire. Test-retest was used to measure the reliability of the instrument. The method of data analysis adopted was descriptive statistics which include mean, percentage and standard deviation while the inferential statistic includes correlation and regression. The finding revealed that the influence of organizational management on employees' tendency to resign were significant. It was recommended that organization should pay attention to defects in its organization management and reduce employees' tendency to resign. This study is related to this present work, as they both seek to adopt regression analysis.

Chinwuba (2008) evaluated shared values and organizational performance of Nigerian Companies: An Empirical Analysis. The objective was to examine dimensions of shared value on organizational performance. The research design adopted was descriptive survey. The research population comprised companies quoted on the Nigerian Stock Exchange, which consisted of 105 and the sample size was 53. The instrument for the study adopted was structured questionnaire. Cronbach alpha was used to analyse and test the validity of the instrument. The method of data analysis adopted was means, standard deviation, correlation and regression analysis. The findings showed a positive and significant relationship of shared organizational value among members and performance. It was recommended that organization should communicate to all levels both in the organizations and the national that appropriate sanctions and rewards systems should be instituted and related to the performance of employees. This study is correlated with the present work, as they both seek to adopt performance as the dependent variable.

Laurie and James (2007) examined aligning employee values and organizational goals. The objective was to examine the influence of service motivation on organizational goals. The research design adopted was descriptive survey. Primary sources of information were used such as interviews and observations. A total number of ninety-seven (97) interviews with 52 employees and managers were used

to elicit information from the respondents. The statistical tool adopted was descriptive method, which was used to analyze the data collected. The finding revealed that service motivation has a positive influence on organizational goals. And those organizational goals are motivating employees to the extent that such strategic goals reflect employees internal, affective, and normative and task oriented value.

3. METHODOLOGY

3.1 Research Design

The survey design was adopted in this study. This method was used because it enables the researcher to collect data for the purpose of describing and interpreting existing condition, prevailing practices, beliefs, attitudes and on-going process. It helps the researcher to find answers to questions, collect first-hand information, elicit information from the respondents, obtain data from primary sources and collect data from the target population regarding organizational core values and employee performance. The accessible population of this study consisted of 264 staff of Julius Berger Plc and 92 Staff of NigerPet Structures Ltd in Uyo. Therefore, the total population of 356 was used in this study (that is, census) and it formed the basis of this study. Also, the units of analysis comprised managers, senior staff, middle and junior staff of the two select construction companies in Uyo, and all the accessible population were used to ensure precision of results. Data for this study were

obtained from primary source and the data were sourced through the use of questionnaire. The instrument for data collection was questionnaire. The questionnaire was designed in line with the dependent and independent variables for the study. It was structured using close ended questionnaire and scored using modified 4-point rating scale, Strongly Agree = (4), Agree = (3), Disagree = (2), and Strongly Disagree = (1)

3.2 Empirical Model

The following econometric regression models were developed to test the null hypotheses of the study.

$$EP = f(Tw, C, R) \tag{1}$$

$$EP = a_0 + a_1 Tw + a_2 C + a_3 R + e \tag{2}$$

Where:

- EP = Employee Performance
- Tw = Teamwork
- C = Commitment
- R = Recognition
- a₀ = Intercept
- a₁, a₂, a₃ = Coefficients of the Independent Variables
- e = Error term

4. EMPIRICAL ANALYSES AND TEST OF HYPOTHESES

4.1 Data Presentation

Table 1: Summary of Questionnaire Administration

Companies	No. of questionnaire distributed	No. of questionnaire filled and returned
Julius Berger Nigeria Plc	264	254
NigerPet Structures limited	92	88
Total	356	344

Source: Researchers' Field survey (2019)

The table 1 shows that two hundred and sixty-four (264) copies of questionnaire were distributed to Julius Berger Nigeria Plc, but two hundred and fifty six copies were filled and returned while ninety two copies of questionnaire were distributed to NigerPet Structures limited, but eighty eight copies of questionnaire were filled and returned. Therefore, three hundred and forty-four (344) form the basis for this analysis

4.2 Analysis of Research Questions

Research Question 1

Is there effect of teamwork on quality of service in Julius Berger Plc and NigerPet Structures Ltd in Uyo.

Table 2: The Result of Percentage Analysis on Effect of Teamwork on Employee Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree (1)	14	4.0	4.1	4.1
Disagree (2)	25	7.2	7.3	11.3
Strongly Agree (3)	157	45.4	45.6	57.0
Agree (4)	148	42.8	43.0	100.0
Total	344	99.4	100.0	

Source: Researchers' Computation (2019)

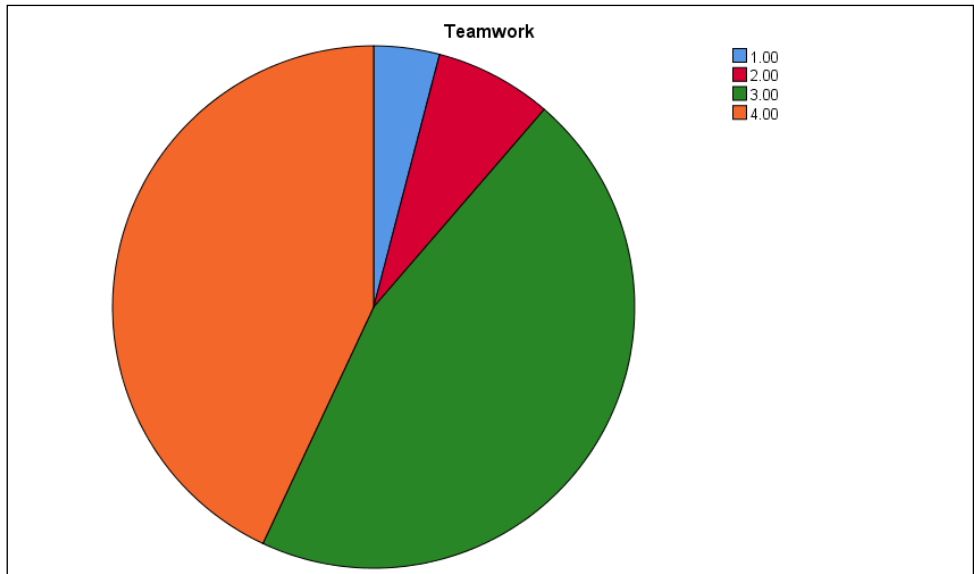


Figure 2: Pie Chart on Teamwork
Source: Researchers' Computation(20`19)

The result in Table 2 reveals the effect of teamwork on quality of service in Julius Berger Plc and NigerPet Structures Ltd in Uyo which shows the percentage and Cumulative Percent with details information shown in the pie chat. The responses on the effect of teamwork on employee performance indicates strongly disagree with frequency and valid percentage 14(4.1%), Disagree 25(7.3%), strongly agree,

157(45.6%), and agree, 148(43%). This implies that teamwork is effective in enhancing quality of service. This is supported by the pie chat shown underneath the table as it enables data comparison at a glance.

Research Question 2

How does commitment affect efficiency in Julius Berger Plc and NigerPet structures Ltd in Uyo.

Table 3: Result of Percentage Analysis on effect of commitment on employee performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree (1)	27	7.8	7.8	7.8
Disagree (2)	26	7.5	7.6	15.4
Strongly Agree (3)	155	44.5	45.1	60.5
Agree (4)	136	39.1	39.5	100.0
Total	344	98.9	100.0	

Source: Researchers' Computation (2019)

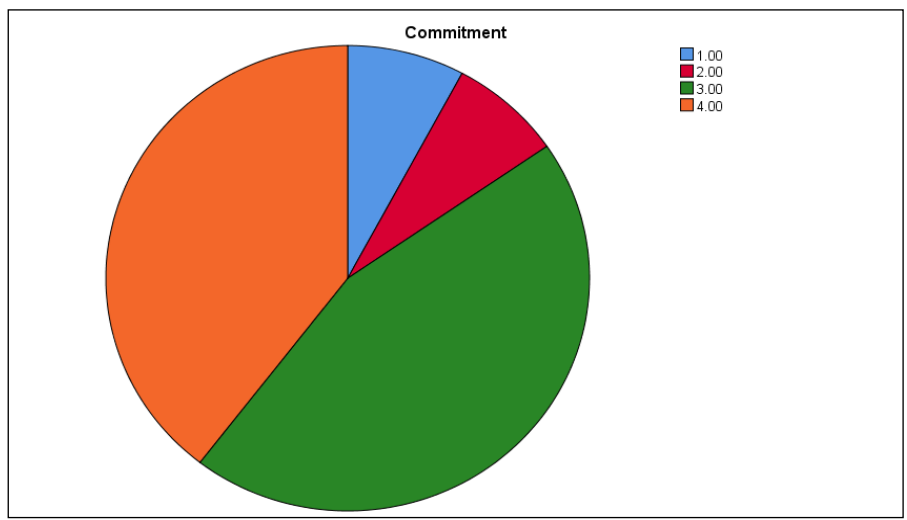


Figure 3: Pie Chart on Commitment
Source: Researchers' Computation (2019)

The result in Table 3 indicates the effect of commitment on efficiency in Julius Berger Plc and NigerPet Structures Ltd in Uyo which shows the percentage and Cumulative Percent with details information shown in the pie chat. The responses on the effect of commitment on efficiency shows strongly disagree with frequency and valid percentage of 14(4.1%), Disagree 27(7.8%), strongly agree, 155(45.1%), and agree, 136(39.5%). This implies that

commitment is effective in enhancing efficiency. This is supported by the pie chat shown underneath the table as it visualizes statistical information and enables data comparison at a glance.

Research Question 3

How does recognition affect employee job satisfaction in Julius Berger Plc and NigerPet Structures Ltd in Uyo

Table 4: Result of Percentage Analysis on effect of recognition on employee performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree (1)	20	3.0	5.8	5.8
Disagree (2)	64	9.7	18.6	24.4
Strongly Agree (3)	109	16.5	31.7	56.1
Agree (4)	151	22.9	43.9	100.0
Total	344	52.1	100.0	

Source: Researchers' Computation (2019)

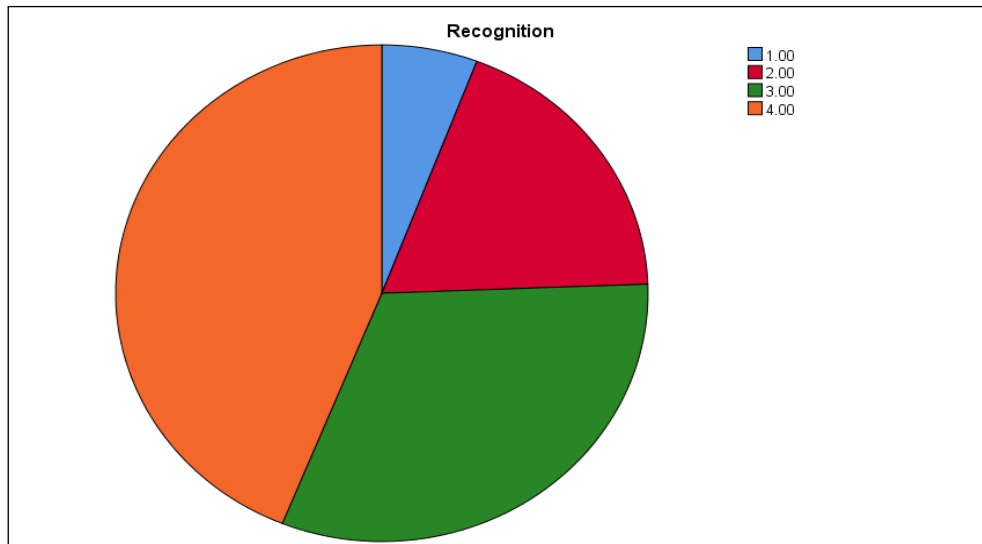


Figure 4: Pie Chart on Recognition

Source: Researchers' Computation (2019)

The result in Table 4 reveals the effect of recognition on employee job satisfaction in Julius Berger Plc and NigerPet Structures Ltd in Uyo which shows the percentage and Cumulative Percent with details information shown in the pie chat. The responses on the effect of recognition on employee job satisfaction shows strongly disagree with frequency and valid percentage 20(5.8%), Disagree 64(9.7%), strongly agree, 109(16.5%), and agree, 151(22.9%). This implies that recognition is effective in enhancing employee job satisfaction. This is supported by the pie chat shown underneath the table as it visualizes statistical information and enables data comparison at a glance

4.3 Test of Hypotheses

Hypothesis 1

There is no significant effect of teamwork on quality of service in Julius Berger Plc and NigerPet structures Ltd in Uyo.

There is significant effect of teamwork on quality of service in Julius Berger Plc and NigerPet structures Ltd in Uyo.

$$QS = f(TW) \tag{1}$$

$$QS = a_0 + a_1TW + e \tag{2}$$

Where:

QS= Quality of service

a_0 = Intercept

a_1 = Coefficient of the Independent Variable

TW = Teamwork

E = Error term

Table 5: The sis on Result of Linear Regression Analysis on effect of teamwork on employee performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
Teamwork	.892 ^a	.796	.795	.38467		
b. Dependent Variable: Quality of service						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	p-value
1	Regression	196.883	1	196.883	1330.583	.000 ^b
	Residual	50.605	342	.148		
	Total	247.488	343			
a. Dependent Variable: Quality of service						
b. Predictors: (Constant), Teamwork						

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.016	.091		.175	.861
	Teamwork	.985	.027	.892	36.477	.000

Source: Researchers' Computation (2019)

The result in Table 5 shows the effect of teamwork on employee performance in Julius Berger and NigerPet Structures Ltd in Uyo with a coefficient of determination as .796, the F-value of 13330.58 with table value of 3.84 at degrees of freedom 1 and 342 and a corresponding p-value of .000. The table reveals that teamwork accounted for 79.6% variance in explaining the criterion variable (employee performance). Therefore, teamwork is effective in predicting employee performance in Julius Berger and NigerPet Structures Ltd in Uyo. This is supported by the Beta coefficient of .892 which implies that a unit increase in standard deviation of predictor variable lead to increase of .892 standard deviations in the criterion (dependent) variable. The result in Table 4.4 further shows that p-value .000 is less than .05 (p < 0.05) based on this result it can therefore be concluded that there is a significant

effect of teamwork on employee performance in Julius Berger and NigerPet Structures Ltd in Uyo.

Hypothesis 2

There is no significant effect of commitment on efficiency in Julius Berger Plc and NigerPet Structures Ltd in Uyo.

There is significant effect of commitment on efficiency in Julius Berger Plc and NigerPet Structures Ltd in Uyo.

$$E = f(c) \tag{1}$$

$$EP = a_0 + a_1C + e \tag{2}$$

Where:

E = Efficiency

a₀ = Intercept

a₁ = Coefficient of the Independent Variable

C = Commitment

e = Error term

Table 6: Result of Linear Regression Analysis on effect of teamwork on employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
Commitment	.883 ^a	.779	.779	.39955		
a. Predictors: (Constant), Commitment						
b. Dependent Variable: Efficiency						
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	p-value
1	Regression	192.890	1	192.890	1208.260	.000 ^b
	Residual	54.598	342	.160		
	Total	247.488	343			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.525	.081		6.465	.000
	Commitment	.860	.025	.883	34.760	.000

Source: Researchers' Computation (2019)

The result in Table 6 further shows the effect of commitment on employee performance in Julius Berger and NigerPet structures Ltd in Uyo with a coefficient of determination as .779, the F-value of 1208.26 with table value of 3.84 at degrees of freedom 1 and 342 and a corresponding p-value of .000. The table reveals that commitment accounted for 77.9% variance in explaining the criterion variable (employee performance). Therefore, commitment is effective in predicting employee performance in Julius Berger and NigerPet structures Ltd in Uyo. This is supported by the Beta coefficient of .883 which implies that a unit increase in standard deviation of predictor variable lead to increase of .883 standard deviations in the criterion (dependent) variable. The Table further shows that p-value .000 is less than .05 (p< 0.05), based on this result it can therefore be concluded that there is a significant effect of commitment on employee performance in Julius Berger and NigerPet structures Ltd in Uyo.

Hypothesis 3

There is no significant effect of recognition and employee job satisfaction in Julius Berger Plc and NigerPet structures Ltd in Uyo.

There is significant effect of recognition and employee job satisfaction in Julius Berger Plc and NigerPet structures Ltd in Uyo

$$EJB = f(R) \tag{1}$$

$$EJB = a_0 + a_1R + e \tag{2}$$

Where:

EJB = Employee job satisfaction

a₀ = Intercept

a₁ = Coefficient of the Independent Variable

R = Recognition

e = Error term

Table 7: The Result of Linear Regression Analysis on effect of Recognition on employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Recognition	.941 ^a	.886	.885	.28747

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	p-value
1	Regression	219.226	1	219.226	2652.846	.000 ^b
	Residual	28.262	342	.083		
	Total	247.488	343			

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.510	.055		9.229	.000
	Recognition	.872	.017	.941	51.506	.000

Source: Researchers' Computation (2019)

The result in Table 7 shows the effect of recognition on employee performance in Julius Berger and NigerPet Structures Ltd in Uyo with a coefficient of determination as .886, the F-value of 2652.84 with table value of 3.84 at degrees of freedom 1 and 342 and a corresponding p-value of .000. The table reveals that recognition accounted for 88.6% variance in explaining the criterion variable (employee performance). Therefore, recognition is effective in predicting employee performance in Julius Berger and NigerPet Structures Ltd in Uyo. This is supported by the Beta coefficient of .941 which implies that a unit increase in standard deviation of predictor variable lead to increase

of .941 standard deviations in the criterion (dependent) variable. The result in Table 4.6 further shows that p-value .000 is less than .05 (p< 0.05) based on this result, it can therefore be concluded that there is a significant effect of recognition on employee performance in Julius Berger Plc and NigerPet structures Ltd in Uyo.

Multiple Regression Estimation

Hypothesis 4

Ho₄: There is no significant Joint effect of teamwork, commitment and recognition on employee performance in Julius Berger plc and Niger Pet Structures Limited in Uyo.

Table 8: The Result of Multiple Regression Analysis on the Joint Effect of Teamwork Commitment and Recognition on Employee Performance in Select Construction Companies in Uyo

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.885 ^a	.783	.781	.45662	.783	409.697	3	341	.000	.107

coefficients ^a							
Model	Unstandardized Coefficients	Standardied Coefficients	T	Sig.	95.0% Confidence Interval for B	Collinearity Statistics	

	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	-.241	.096		-2.521	.012	-.430	-.053		
Teamwork	.568	.032	.520	17.721	.000	.505	.631	.739	1.353
Commitment	.122	.032	.105	3.805	.000	.059	.186	.831	1.203
Recognition	.526	.035	.448	14.864	.000	.456	.595	.700	1.428

Source: Researchers' Computation (2019)

The result in Table 8 shows that teamwork, commitment and recognition yielded a multiple coefficient of determination as $R^2 = 0.783$, the F-value of 409.697 with table value of 2.60 and a corresponding p-value of .000, .000 and .000 respectively. The table reveals that teamwork, commitment and recognition jointly accounted for 78.1% variance in explaining employee performance. Therefore, teamwork, commitment and recognition are effective in predicting employee performance in Julius Berger and NigerPet structures Ltd in Uyo. This is supported by the Beta coefficient of .568, .122 and .526 which implies that a unit increase in standard deviation of each predictor variable (teamwork, commitment and recognition) lead to increase of .568, .122 and .526 standard deviations in the dependent variable (employee performance).

The result in Table 8 shows that p-value .000, .000 and .000 are less than 0.05 ($p < 0.05$) with a corresponding t-value of 17.72, 3.805 and 14.864 and the variance inflated factor (VIF) of 1.353, 1.203 and 1.428 indicated that there is no multi-collinearity, based on this result, it can therefore be concluded that there is a significant effect of teamwork on employee performance in Julius Berger and NigerPet structures Ltd in Oyo. However the null hypothesis which states that there is no significant joint effect of teamwork, Commitment and recognition on employee performance in Julius Berger Nigeria plc and Niger Pet Structures limited in Uyo is rejected and the inverse accepted, which means that, there is a significant joint effect of teamwork, commitment and recognition in Julius Berger plc and NigerPet Structure Limited, Uyo.

5. DISCUSSION OF THE FINDINGS

The finding of hypothesis one revealed that there is a significant effect of teamwork on employee performance in Julius Berger and NigerPet structures Ltd in Uyo and the research question indicated that teamwork is effective in enhancing employee performance. This is because teamwork is an important factor for smooth functioning of an organization. Workload sharing is one of the ways teamwork increases work productivity. If one team member has less work than another, teamwork can help balance that out. When two people work closely together on a project and in the same organisation, they have a better chance of completing it because they shared similar values. Putting more than one mind to the task generally provides better results. One more way teamwork increases employee performance is by boosting moral.

Sharing the workload among team members makes all of them feel included.

Most of the organizational activities become effective to advancement in technology; therefore, teamwork is a major focused of many organizations today. But, teamwork is one thing that increases work productivity and can have great impact on organizational core values and a business. A teamwork environment promotes an atmosphere that fosters friendship trust, honesty and loyalty. These close-knit relationships motivate employees in parallel and align them to work harder, cooperate and be supportive of one another. Individuals possess diverse talents, weaknesses, communication skills, strengths, and habits. This finding is in line with the finding of Sheikh *et al* (2011) whose finding revealed that there is positive significant strong correlation existing between trust, esprit de corps, recognition and rewards on employee performance. The finding is further supported by the finding of Musab *et al* (2015) that teamwork and its dimensions have a positive relationship on organizational trust.

The finding of hypothesis two revealed that there is a significant effect of commitment on employee performance in Julius Berger and NigerPet structures Ltd in Uyo and the research question indicated that commitment is effective in enhancing employee performance. The finding of the study is significant because commitment among employees provides the bed rock for employee performance. It is the degree of an individual's relations and experiences as a sense of loyalty toward one's organization.

In addition to loyalty, organizational commitment consists of an individual's willingness to put more effort in order to achieve an organizations goals and the degree of alignment the organization has with the goals and values of the individual. The success or failure of an organization is closely related to the effort and motivation of its employees. The motivation of employees is often the product of their commitment towards their job. Employees' commitment is an extremely important for organizations to understand. The level to which an employee engages in his or her work (job involvement), commits to and believes in the organization's goals and purpose (organizational commitment), desires to work (work ethic), and commits to a specific career or profession all positive impact on an organization. Organizations are expected to do more with less resources (i.e., people and money),

it is extremely important for organizations to retain their highly productive employees. Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages - including higher productivity and lower employee turnover.

The finding is supported by the finding of Chen (2009) that establishes that employee's commitment is essential for organizational performance, that commitment is taken as future agreement for a specific task in special circumstances and time. The employee's belief and behaviour for an organization is called as organizational commitment. The finding is also supported by the finding of Hafiz (2017) that employee becomes committed when he/she are sincere for duty, assigned tasks, and creative towards work. The commitment of employee with an organization is a huge incentive because in this case they will work for organizational goals and also achieve their objectives.

The finding of hypothesis three revealed that there is a significant effect of recognition on employee performance in Julius Berger and NigerPet structures Ltd in Uyo and the research question indicated that recognition is effective in enhancing employee performance. The finding is supported with a Beta-value of .520 and a corresponding $P=.000(p<0.05)$, which indicated that one-unit increase of recognition will lead to .520 increase in employee performance in Julius Berger Plc and NigerPet Structure Limited in Uyo. This is because recognition of employees brings about improvement of self-concept of employees which the resultant effect is improvement of job performance. Recognition not only promotes higher performance from those who receive it, but also from those who witness it. Just like any powerful tool, recognition's impact is closely related to its application.

Although money receives the most attention as a tool and incentive motivator, and is even equated with reward systems by practicing managers, there is increasing evidence that contingently administered recognition can be a powerful instrument to increase employee performance. Recognition is acknowledgement, approval and genuine appreciation. This recognition can be set up on a formal basis or informally used by a supervisor/team leader in managing individual employee or team behavior. It can be administered on a public (staff meeting, newsletter, or banquet) or on a one-on-one private level, verbally or written. This in no small measure improves and have reverberated effect on employee performance. The finding of this study is supported by the finding of Theresa (2006) whose finding showed that recognition influence Human Resource department positively. The finding is further supported by the finding of Daniel (2017) whose findings revealed that there is a positive

relationship between intrinsic reward and performance in Kenyatta University employees.

6. SUMMARY, CONCLUSION, AND RECOMMENDATIONS

6.1 Summary of the Findings

This study was conducted to examine organizational core values and employee's performance in Julius Berger Nigeria Plc and Niger pet structures limited in Uyo. The specific objectives of the study were: To examine the effect of team work on employee performance, to assess the effect of commitment on employee performance and to ascertain the relationship between recognition and employee's performance. The performance indicators include quality of service, employee job satisfaction, effectiveness and efficiency. This study was carried out in Julius Berger Nigeria Plc and Niger pet Structures Limited in Uyo. A total population of 356 was adopted for the study using population census. This study relied on primary data, which were collected using questionnaire. The questionnaire was administered by the researcher and one research assistant. The researcher collected 344copies of questionnaire which were filled and returned, out of the 356 questionnaires that were distributed to respondents in the two companies under study. Cronbach's alpha coefficients were used to analyze the reliability of the instrument. The coefficients were above the required 0.7 alpha level, hence it was accepted. Simple Linear and Multiple regressions were used to test the null hypotheses for the study while the simple percentages and pie- chart were used to analyze the research questions;

The findings revealed that; there is significant effect of teamwork on employee's performance in Julius Berger Nigeria Plc and Niger pet structure Limited in Uyo. There is significant positive effect of commitment on employee performance in Julius Berger Nigeria plc and Niger pet Structures Limited in Uyo. There is significant relationship between recognition and employee's performance in Julius Berger Nigeria Plc and Nigerpet Structures Limited Uyo.

6.2 Conclusion

This study sought to examine organizational core values and employee's performance in select construction companies in Uyo. Thus, it was concluded among many other things that teamwork, commitment and recognition jointly have significant positive effect on employee's performance in Julius Berger Nigeria Limited and Niger pet Structures Limited in Uyo, and that core values play important roles in determining the success of an organization as well as enhance employee performance of a company.

6.3 Recommendations

The following recommendations were made based on the findings of this study:

1. The Managers should design an effective and efficient team formation process to facilitate implementation of core values, enhance teamwork and improve performance.
2. They should ensure that employees are committed to the core values by constantly emphasizing and communicating these values to their employees during break hours to enforce strict adherence to the core values and improve performance.
3. The Managers should recognize employees' contributions, reward and compensate them appropriately to ensure that, the core values are reflected in their relationships with customers to facilitate operational efficiency and to improve employee performance.

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Cite This Article: Obukor Peter, Ededem Asuakak Edem, Bassey Bassey Akpan, Edem Mary Lynda (2023). Organisational Core Values and Employee Performance in Selected Construction Companies in Uyo, Nigeria. *East African Scholars J Econ Bus Manag*, 6(7), 167-182.
