WORKPLACE VALUES AND EMPLOYEES' PERFORMANCE IN FEDERAL POLYTECHNIC, BIDA, NIGER STATE, NIGERIA

BY

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Abstract

The study main objective is to examine the effect of workplace values on employees' performance in Federal Polytechnic, Bida, Niger State, Nigeria. The specific objectives were to examine the effect of; physical environment on employees' commitment; internal communication on employees' job satisfaction and time factor on employees' effective and efficiency. Being a correlational research, the study adopted Cochran (1997) formula to determine the randomly selected sample size of 232 employees of the target institution. A structured self-administered questionnaire was adapted, validated and used for data collection. The Cronbach's Alpha coefficients for the two questionnaires were .68 and .79 respectively. The response rate to the 278 copies of the questionnaire administered was 70.7%. Data were analyzed using descriptive and multiple regression analysis with SPSS statistical software version 20. The findings of the study revealed that physical environment has significant positive effect on employees' commitment ($\beta = .201$; p < .05); internal communication has significant positive effect on employees' job satisfaction ($\beta = .213$; p < .05) and timing has significant positive effect on employees' effective and efficiency ($\beta = .305$; p < .05). It recommended in this regard that organisation's administrator should pay attention to physical environment, internal communication and time factor in order to improve the overall performance of their employees' and achievement of the organizational goals.

Keywords: Workplace value, Time factor, Physical environment, Job satisfaction, Employee commitment

Introduction

In this 21st century, businesses are moving towards more strategic approach of environmental management in order to enhance their productivity through improving and managing employees' level of performance. One of the main goals of an organisation is to increase performance for profit maximisation. Most organizations are now reconsidering how their workplace values are designed to have far-reaching effects on the performance of their employees and that of the organisation. Workplace values is a concept, which has been operationalised by analyzing the extent to which employees perceive the immediate surroundings as fulfilling their intrinsic, extrinsic and social needs and their reason of staying with an organization (Haynes, 2008). Values are reasons for enjoying doing something. They are principles that interest an individual,

give him/her enjoyment and motivate him/her towards engaging in an activity. In one hand, workplace values are beliefs or principles relating to one's career or organisation in which one works (Waters, 2021). It depicts the believe system of an employee on what matters as regards his/her career. For example, some employees believe that being an achiever through work is a core priority in their career; while others might believe that having a healthy work-life balance is important than anything else. In the context of this study, workplace value is an organizational value that involves the principles that govern the business, its philosophy or how it expects the employees who work for it to act. Values are overarching; that is, they are not about a single situation but act as a guide to how an organisation should approach everything it does and its interactions (Meta, 2021). While company mission statements pronounce where it is going; its core values tell where it will act along the way.

On the other hand, employees' performance is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. Good organisational performance refers to the employees' performance (Iqbal, Ahmad, Haider, Batool & Ain, 2013). Armstrong (2001) viewed performance as behaviour which shows the way in which teams and individual within an organisation get work done. Performance is not only related to result but it also relates with activities and behaviours of staff that they used to achieve their goals. It is conventional practice that every organisations set some core values, so also are the employees of such establishment. Employees have their own core values which may align or against that of the organisation they are working for. For example, some organisations might value transparency, trust and punctuality; while others might value teamwork and effective communication. So, any employee whose values or personality devoid of the core values highlighted by his/her employer might find it difficult to perform and succeed in such setting. Thus, balance between the employees' values and workplace values determine the work culture and the optimal career path of the employees. In the Metlife's (2017) study, it was found that almost all the employees were willing to trade some of their salary to work at a company whose values match their own.

In addition, since employees spend most of their daily time at work, the workplace values impact employee's morale, productivity and satisfaction with the job. Investing in an organsiation that contradicts one's cove values can become exhaustive and non-productive for an employee even when the salary or reward of the job is remarkably huge. How employee's values align with the values of the organisation they work for is strongly associated with employees' engagement and both, in turn, impact job performance (Amistad & Davies, 2020). Measuring the importance that an employee places on different values can offer real insight into how likely they are to be motivated and engaged at work, their preferred ways of engaging with others, and how they can best develop (Amistad & Davies, 2020).

There are different workplace values held by different organisations. The workplace values considered in this study are physical work environment, internal communication and timing as related to the employees' performance (commitment, job satisfaction and effectiveness and efficiency) in the Polytechnic setting. Physical work environment involves the geographical locations as well as the immediate surroundings of the workplace. It also involves security, additional perks and benefits of employment (Beiz, 2001). According to Onuka (2012), the level of cooperation desired to achieve the institutional goal demand a deliberate and fortified work environment for both the employers and employees. Ushie, Ogaboh and Okorie (2015) findings

revealed that work environment such as manageable workload, availability of electricity and workplace that is free from dangers are positively associated with employees' commitment, and hence performance. Communication is vital in an organisation. It is the process of sharing useful and meaningful information or ideas among members of the organisation. This may be from top management to the bottom employees or from the bottom employees' to the top management. Akintayo (2010) stated that keeping employees' happy and productive requires frequent and open communication. Internal communication takes place within an organizational framework to coordinate organizational resources (Oyetunde & Oladejo, 2012). It conveys information through letters, memos and circulars to employees. The finding from the study of Steingrimsdottir (2011) showed that employees are most satisfied with internal communication factors regarding relationship with supervisor and co-workers. Supervisors are willing to give employees more feedback, such as praise and information about their performance; while employees also wish to receive more information from top management and want to be more involved in the decisions made at the top. Thus, when employees are involved in decision making process in an organisation, they tend to be more productive and satisfied with their job than when they are less involved in making important decisions that may affect their performance. Internal communication is one of key factors enhancing employees' satisfaction with their job (Tourani & Rast 2012; Milan, 2013; Kulachai, Narkwatchara, Siripool & Vilailert, 2018).

Timing is workplace value linked to employees' performance. Ojo and Olaniyan (2008) described time as a unique, scarce and indispensable resource; that cannot be accumulated like money as it passes at a pre-determined rate whatever happens. Furthermore, everybody is equally endowed with the same amount of time irrespective of social status; thus, time must be managed and used judiciously. Time to work is a crucial element of a performance management system with performance measurement monitoring that shows where change is required and which will in turn produce the desired behaviour that will produce improved performance (Wijaya & Supriyanto, 2019). The primary function of time to work and performance measurement is to specify broad and abstract goals and missions to enable evaluation of the outlined timing in the organization and also on what basis to measure it. Daniel and Santeli (2020) finding revealed that a positive relationship between effective time schedule and the employees' and organizational performance.

Statement of the Problem

Of all human resources, employees are the most dynamic and very difficult to understand and control in an organisation. Organsiations are sometimes surprised at the under-performance and non-commitment of their employees despite proactive implementation of fair human resource practice to motivate and retain them. Perhaps, many organisations are particular about employees' wages and salaries or compensation policies ignoring vital aspect of workplace environment, communication and timing that intrinsically motivate employees' performance for the success of the organisation. Effective timing is worrisome in an organization where employees' tasks are said to be time-bound assigned duties largely affects organisational performance. This study is set to bridge the gap observed from the previous studies as just a few has been conducted in a Polytechnic institution setting. For example, the studies by Osborne and Hammoud (2017); Vyas-Doorgapersad (2017); Habeeb and Khan (2018); Wijaya and Supriyanto (2019) were conducted in the developed world. That of Howladar, Rahman and Uddin (2018); Kolodinsky, Giacalone and Jurkiewicz (2018); Frimpong-Manso, Ofosu-Koranteng and Berko (2018); Maziriri, Mapuranga, and Madinga (2018) were carried out in other African countries.

While those conducted in Nigeria such as Longe (2015); Isaiah, Ojiaboand Alagah (2017); Offorbike, Nnadi and Agu (2018) focused on Industrial organisation. Hence, the need to examine the effect of workplace value on employees' performance in Federal Polytechnic, Bida, Niger State, Nigeria.

Objectives of the Study

The general objective of the study is to investigate the effect of workplace values on employees' performance in the Federal Polytechnic, Bida, Niger State.

However, the study specific objectives are;

- 1. To determine how physical environment poses effect on employees' commitment in Federal Polytechnic, Bida, Niger State.
- 2. To examine whether internal communication have effects on employees' job satisfaction in Federal Polytechnic, Bida, Niger State.
- 3. To determine whether time factor have effect on employees' efficiency in Federal Polytechnic, Bida, Niger State.

Research Hypotheses

The following null hypotheses metamorphosed from the study's objectives:

Ho1: Physical environment has no significant effect on employees' commitment in Federal Polytechnic, Bida, Niger State.

Ho2: There is no significant effect of internal communication on employees' job satisfaction in Federal Polytechnic, Bida, Niger State.

Ho3: Time factor has no significant effect on employees' efficiency in Federal Polytechnic, Bida, Niger State.

Methodology

The research design adopted for this study is survey design. Since this study examined the effect of an independent variable on the dependent variable; the study therefore resorts to using primary source of data collection which is the administration of questionnaire. The study population comprises 722 non-academics staff of Federal Polytechnic, Bida, Niger State. Using Cochran (1997) formula, 328 respondents were selected as its sample size. Simple random technique was employed in the study in order to give respondents equal chance to participate in the study. Questionnaires on workplace value and employees' performance were used to collect data for this study. The questionnaire was divided into two sections which are: Section A and B with Section A consisting of the bio-data of the target respondents; the questionnaire was also constructed based on a 5-point Likert scale of 5-strongly agree, 4-agree, 3-neutral, 2-disagree and 1-strongly disagree. The instruments were validated by three experts in business and entrepreneurship; and Cronbach's Alpha reliability indices of .68 and .79 respectively were obtained. The data collected was analysed using descriptive statistics and regression analysis. The Statistical Package for Social Sciences (SPSS) version 20 was used to aid in the analysis.

Results

Ho1: Physical environment has no significant effect on employees' commitment in Federal Polytechnic, Bida, Niger State.

Table 1: Regression Coefficients for Physical Environment on Employees' Commitment

Variable	${f F}$	В	В	T	р
Constant		4.869		9.732	.000
PE	142.310	.314	.201	15.724	.000

Note: R^2 adj = .340 (N = 233; p = .000).

The regression analysis in table 1 above shows that the independent variable explained 34% (R^2 adj = .340) proportion of variance in the dependent variable. This shows that physical environment scores significantly predicts employees' commitment, β = .201, F (1; 231) = 142.310; p = .000 < .05; hence, the null hypothesis is rejected. This therefore means that there is a significant effect of physical environment on employees' commitment in Federal Polytechnic, Bida, Niger State.

Ho2: There is no significant effect of internal communication on employees' job satisfaction in Federal Polytechnic, Bida, Niger State.

Table 2: Regression Coefficients for Internal Communication on Employees' Job Satisfaction

Variable	F	В	В	T	P
Constant		1.484		5.987	.000
JS	190.652	.832	.213	21.428	.001

Note: R^2 adj = .401 (N = 233; p = .000).

The regression analysis in table 2 shows that the independent variable explained 40% (R^2 adj = .401) proportion of variance in the dependent variable. This shows that internal communication scores significantly predicts employees' job satisfaction, β = .832, F (1; 231) = 190.652; p = .001 < .05; hence, the null hypothesis is rejected. Therefore, there is a significant effect of internal communication on employees' job satisfaction in Federal Polytechnic, Bida, Niger State.

Ho3: Timing has no significant effect on employees' effectiveness and efficiency in Federal Polytechnic, Bida, Niger State.

Table 3: Regression Coefficients for Timing on Employees' Effectiveness and Efficiency

Variable	\mathbf{F}	В	В	T	р
Constant		5.959		7.285	.000
Timing	124.456	.732	.304	19.042	.000

Note: R^2 adj = .495 (N = 233; p = .000).

The regression analysis in table 3 shows that the independent variable explained 49.5% (R^2 adj = .495) proportion of variance in the dependent variable. This shows that timing scores significantly predicts employees' effectiveness and efficiency, $\beta = .304$, F (1; 231) = 124.456; p = .000 < .05; hence, the null hypothesis is rejected. Therefore, there is a significant effect of timing on employees' effectiveness and efficiency in Federal Polytechnic, Bida, Niger State.

Discussion

The key finding of this study revealed that there is a significant effect of physical environment on employees' commitment in Federal Polytechnic, Bida, Niger State. This means that the physical environmental conditions of an organisation determined the employee's level of commitment to the development of the Polytechnic. An environment that is conducive such as a well furnished office, safety of life and properties, flexible workload and provision of appropriate equipments or materials to work with is likely to motivate employees to work and concentrate all their energy in achieving the target goals and objectives of the organisation. On the other hand, when employees are not comfortable and pleased with the physical work environment, they develop discontent towards work and underperform; thus, contributing less to the attainment of the organisational goals. The finding of this study is consistent with the previous studies such as Ali and Zia (2010); Ushie, Ogaboh and Okorie (2015) have indicated that work environment have a direct effect on employees commitment at work. This current finding corroborates the previous studies such as the one conducted among non-academic staff of the Federal Polytechnic, Bida whose work roles are similar to those in factory or industrial sector as also discovered in the previous studies. The finding of this study suggests that employees' performance could be affected by work environment not only in business or profit making ventures but also in educationally-based institution.

The second finding of this study revealed that there is a significant effect of internal communication on employees' job satisfaction in Federal Polytechnic, Bida, Niger State. This implies that internal communication within an organisation could exert influence on job satisfactions of employees. An organisation that carried along its employees in decision making and listen to their grievances is more likely to have employees who are satisfied with their job and consequently perform towards the upliftment of such organisation. Conversely, when employees feel marginalized in organizational decision making and uncomfortable with information flow within the organisation, they may become dissatisfied with the job and exert less effort in accomplishing the set tasks for the development of the organisation. The finding of this study is in tandem with the studies of Steingrimsdottir (2011); Tourani and Rast (2012); Milan (2013); Kulachai, Narkwatchara, Siripool and Vilailert (2018) whose findings in their studies showed that internal communication significantly contribute to job satisfaction among employees of an organisation. The agreement of this current finding with previous studies could have resulted from the fact that many organisations in this 21st century have recognised the impact of communication in gaining loyalty of the employees and fulfilling their job satisfaction for the overall attainment of the organizational objectives. This finding suggests that nonacademic employees in the Polytechnic institution requires to be duly communicated on their affairs and that of the institution so that they can become fulfilled at the job and consequently perform beyond expectations in meeting the institutional target objectives.

Thirdly, the finding of this study revealed that there is a significant effect of timing on employees' effectiveness and efficiency in Federal Polytechnic, Bida, Niger State. This means that work timing has contributions in determining the effectiveness and efficiency of employees in an organisation. A time schedule that is flexible and convenient for an employee is more likely to bring about his/her level of efficiency than a time schedule that is fixed and rigid. Employees may sometimes consider a specific time appropriate to do a particular job; while the supervisor or the boss in charge may felt all work must be as it comes; such misunderstanding may lead to inefficiency in employees and felt discouraged in performing their duty optimally. In contrary,

an organisation that provides employees with flexible time to accomplish their daily tasks may bring about the effectiveness and efficiency those employees. This current finding is similar with the finding of Verplanken (2004); Daniel and Santeli (2020) which revealed that significant effect of timing exists of employees' efficiency. The finding of this study concurs with the past studies as indicated above that time is recognised as a significant factor in ensuring employees' efficiency for the achievement of the organisational goals and objectives. This finding suggests that timing is a key factor for ensuring employees' efficiency in the educational setting.

Conclusion

The study concluded that there is a direct effect of workplace values on employees' performance as it significantly contributes to employees' level of commitment, job satisfaction, as well as, efficiency of the employees in the Polytechnic institution. This suggests that workplace values are indeed drivers of employees' high level of productivity and the overall performance and success of an organisation. Thus, administrators in the Polytechnic need to consider workplace value in the human resource programmes and policies for achieving the aims and objectives of the Polytechnic education system.

Recommendations

Based on the findings of this study, it was recommended that:

- 1. Administrators of the Polytechnic should provide an enabling environment for their employees to work in so that they can commit all their energy in performing their assigned roles and contribute positively to the overall achievement of the institution's aims and objectives.
- 2. The administrators of Polytechnic should ensure a free flow of communication within the organisation. Employers should communicate from the top than to the down line of employees and vice-versa in order make the job satisfactory to their employees and for collective achievement of the institutional goals.
- 3. The Polytechnic administrators should introduce a flexible time schedule in their human resource policies so that they can make their employees efficient at their work; thereby, working assiduously to achieve the institution's goals and objectives.

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