

## **An Appraisal of Organizational Culture on the Performance of Employees of AG Vision Construction Nigeria Limited, Abuja**

**Faruna, D.O. Ph.D<sup>1</sup>, Ikupolati, A. O. Ph.D<sup>2</sup>, Olaleye, Y. O. Ph.D<sup>3</sup>, Adelodun S.S. Ph.D<sup>4</sup>, Aliu, J.N. Ph.D<sup>5</sup>**

### **Abstract:**

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This study seeks to assess organizational culture on the performance of employees of AG Vision Construction Nigeria Limited, Abuja. This was achieved by investigating effects of employee's orientation on resource utilization and examining the effects of team management on employee's accomplishment of self development in AG Vision Construction Nigeria Limited, Abuja. The study used explanatory research design with both quantitative and qualitative research approach in order to meet the objectives. The target population for the study was employees of AG Vision Construction Nigeria Limited, Abuja. The firm has 414 permanent employees, 240 employees were selected using stratified random sampling technique. 168 respondents returned fully answered questionnaire representing 70%. Data collected were analyzed using both descriptive and inferential statistics (mean, t-test and chi-square). The study revealed that there was statistically significant positive relationship between the two organizational culture dimensions and employees performance. The result of the t-test analyzed that teamwork has effect on employee's performance at 95% confidence level. While for the employee's orientation, the p-value of 0.000 is less than alpha value of 0.05, thus the null hypothesis is rejected, this concludes that employees orientation does change employees performance in AG Vision Construction Nigeria Limited, Abuja. The study therefore recommended that the firm should have an organizational standard and expectation that will define the individual employees and a transparent reward system put in place to recognize positive behavior of employees. The firm should also ensure that employees are made comfortable with adequate communication/information in the workplace changes.

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**Keywords:** Construction Industry, Culture, Environment, Organizations and Organizational culture

### **1. Background to the study**

Organizational culture is a set of shared meanings that allow group members to interpret their environment and act accordingly (Olaleye, 2019). The existence of organizational culture depends on a defined organization in the sense that many people interact with each other to achieve the same goal in their defined environment. It is the collective programming of the mind that separates the members of the organization from others. Culture defines the core values, assumptions, interpretations and approaches characteristic of an organization (Gajevdran, Brewer, Dainty, & Reareason, 2012). Three cultural perspectives are used to explain the conceptualization of culture and the description of the cultural environment: integration (culture shared throughout the organization), differentiation (culture shared by part of the unit) and fragmentation (culture can be shared or not) (Viehrä, 2015).

Globally, the construction industry has a significant contribution to its economy because it encompasses all aspects of human activity (Delvic, Radliowack, Masimon, & Peculsisa, 2013). Its contribution ranges from enabling the procurement of goods and services to providing buildings and other infrastructure that provide employment opportunities to the workforce while contributing immensely to the Gross Domestic Product (GDP) (Makhdoomi, 2018). Despite the fact that organizational culture plays a significant role in the performance of employees, there is a lack of empirical research on the relationship between organizational culture and employee performance at AG vision construction Nigeria Limited, Abuja.

### **1.1 Specific Objectives**

1. To assess the effects of employee's orientation on resource utilization in AG Vision Construction Nigeria Limited Abuja.
2. To scrutinize carefully the effects of team management on employees accomplishment of self development in AG Vision Construction Nigeria limited, Abuja

### **1.2 Research Hypothesis**

1. Ho: Employee orientation does not change resource utilization in AG Vision Construction Nigeria Limited, Abuja.
2. Ho: Team Management does not differ with employee accomplishment of self development in AG Vision Construction Nigeria Limited, Abuja.

## **2. Literature Review**

### **2.1 Employee orientation**

Researchers have used cultural ideas like semiotics, rituals, ceremonies, stories, and language, along with theories from sociology, anthropology, and social psychology, to understand the behavior of individuals and groups in organizations (Ouchi & Wilkima, 1985). There are differences between researchers in terms of what they consider to be relevant factors to examine and how objective and subjective, conscious or unconscious, they employ these terminology and constructions. Scholars have generally concurred that culture can be understood as a shared set of cognitions among members of a social group. The commonalities among these groups were well-explained by Rousseau (1990), who also proposed a framework comprising underlying presumptions, values, behavioral norms and expectations, and a more extensive pattern of conduct.

Parson argued that a cultural tradition revolves around values, which are described as components of a common symbolic system that act as a standard or criterion for choosing among the orientation options that are inherently available in a given circumstance. In this sense, fundamental principles can be viewed as internalized normative ideas that serve as behavioral cues. Shared values among members of a social unit can serve as the foundation for social norms and expectations. If these are even more broadly disseminated within a broader social grouping, there might be a value system or organizational culture. The psychological process of identity development, in which people seem to seek a social identity that provides meaning and connection, is profoundly tied to the pervasiveness and relevance of values in organizational culture (Ashforth & Meal, 1989).

The pervasiveness and importance of value in Organizational culture are fundamentally linked to the psychological process of identifying formation in which individuals appear to see a social identity that provide a meaning and connectedness (Ashforth & Meal, 1989)

People can manage their life in a way that helps them select roles, jobs, and even organizations that are congruent by drawing on underlying principles. It was suggested by (Albert & Wolten, 1985) that people might be drawn to groups they believe share their ideals. Organizations also make an effort to choose candidates who are likely to share their beliefs. After that, individuals who do not fit in are expelled while newcomers are further socialized and absorbed. Values serve as the foundation, and selection and socialization procedures work in tandem as complimentary strategies to ensure that employees are well-suited to their organizations (Chattman, 1988). Therefore, the key to employee-cultural fit may be the alignment of an individual's values with those of a company (Chelagat, Komir & Kibet, 2019).

### **2.2 Team Management**

Any organization's ability to succeed is largely dependent on its personnel and how they are managed to maximize resource utilization for productive and successful outcomes. There are numerous statistics that demonstrate that strong teams are the cornerstone of a prosperous company. Forbes reports that workers who believe their opinions are valued at work are just five times as likely to give it their all. Your company will benefit more from this since motivated teams generate 21% more revenue. People are more likely to perform well and stick around at work if they are happy there. Those who feel appreciated and included at work are the happiest employees. Indeed, according to a different survey, 90% of workers believe that empathy is the most valuable asset.

### 2.3 Team management Skills and Strategies.

#### i. Focus on goals

Micromanaging is one of the easiest ways to break a team quickly. Employees who are subjected to micromanagement may feel defensive, insecure, and that you do not respect or trust their opinions and experiences. Stay goal-oriented to avoid micromanaging, particularly in a remote work situation. Building a stronger and more dependable team will come from putting less emphasis on arbitrary performance metrics like hours worked and more on outcomes.

#### ii. Have clear expectations

To oversee a group without clear desires for your group individuals. It is troublesome to meet objectives and simpler to urge in to strife. For best performance, your group individuals got to know what is anticipated of them, when, where and why. Finding adjust inside your group and ensuring that obligations are dispersed equitably is imperative for fruitful group administration. On the off chance that you are doing not have clear desires from the starting, it is much less demanding for one group part to require on more work and ended up overpowered or feel un-appreciated.

#### iii. Stay in touch

Solid groups are built on communication. communication assurance may shift depending on the work, but numerous effective directors discover that every day check in calls are a accommodating way to remain associated and on assignment. For group to be impressive and well educated, communication is key and exceptionally critical. This not as it were progress your efficiency but can offer assistance moreover in bond particularly in the event that you've got a farther or crossover group because it creates their certainty and believe.

Grasp innovation.

#### iv. Embrace technology

Leveraging innovation to back your group may be a extraordinary technique and one that getting to be prevalent. Group chief ought to make beyond any doubt that staff has access to the technology they have to be succeed. You'll be able moreover depend on Technology like Video Conferencing and webinars for group building works out and preparing. In the event that you've got a farther group, innovation can moreover assist you collaborate with apparatuses like Google Docs and other cloud-based record sharing frameworks. Keep in mind, utilizing innovation ought to streamline your work and reduce push not cause perplexity.

#### v. Be human

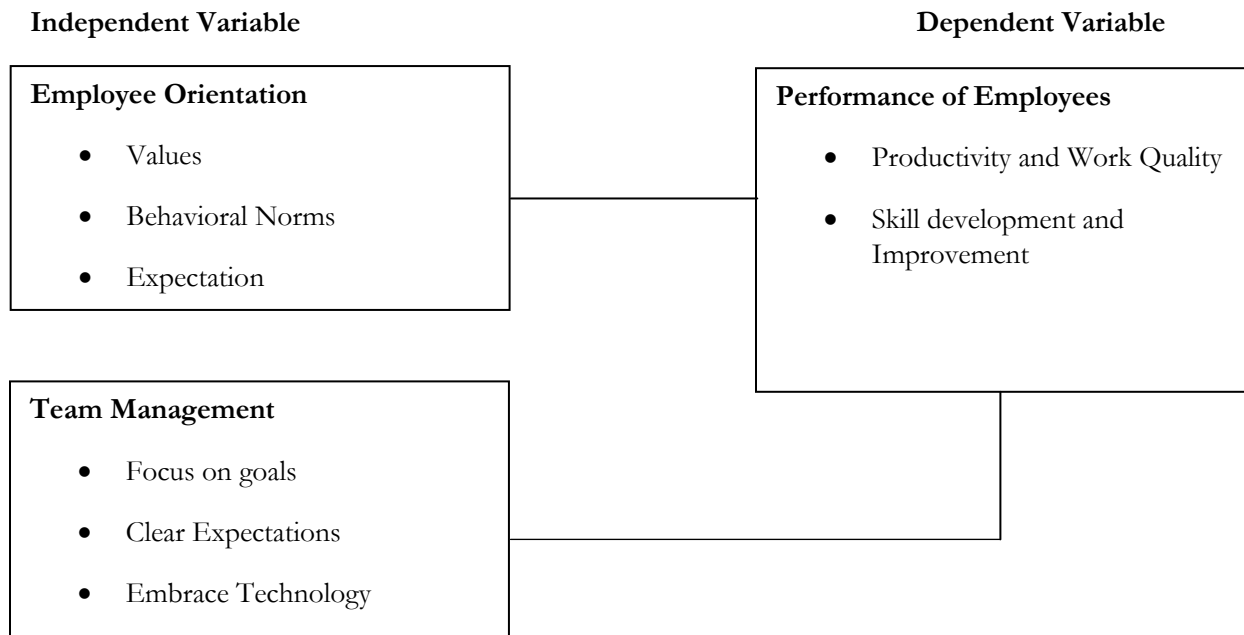
Concurring to Forbes, 89 percent of workers nowadays anticipate their managers to assist them adjust work and personal commitments. Group supervisor should remain adaptable and get it that your group individuals are human. Remaining sympathetic, working around peoples' interesting needs, and making beyond any doubt representatives take time to appreciate their lives exterior work will assist you create a upbeat, solid, faithful and tried and true group.

### 2.4 Descriptive and Normative Theories

These two sorts of speculations are recognized (Hebb, 2003). A graphic sort of hypothesis endeavors to depict the nature of the relationship among different sub-systems of the organization and its environment. It gives distant better;a much better;a higher;a stronger;an improved">a higher viewpoint of understanding organizations which leads to superior administration hones. A standardizing hypothesis, too alluded to as prescriptive hypothesis, recommends how things ought to be or what can be done to conditions recognized by clear hypothesis. It illuminates supervisors around what they ought to do. It there for makes a difference supervisors to look for to progress different perspectives of an organization so as to accomplish organizational productivity and adequacy.

### 3 Research framework

The primary variable of interest of the study is the dependent variable of performance of employees of AG Vision Construction Nigeria Limited, Abuja. The performance of employees in the firm are measured by productivity and work quality and skill development and improvement. The independent variable that may affect the dependent variable are employee orientation on resource utilization and team management on employee accomplishment of self development. The relationship between the dependent and independent variables are shown in figure 1.



**Figure 1: Relationship between independent and dependent variable**

**3.1 Research Method**

For the purpose of data collection, a survey questionnaire was conducted among employees of AG Vision Nigeria Limited, Abuja. The research questionnaire was divided into three main sections which evaluated the respondents background, background of the employees, and the performance determinants of the employees. The main research instrument used in this study was the open-ended format of questionnaire. To test the content validity, the questionnaires were initially distributed to expert panel of 3 comprising an experienced employee, statistician and academic knowledgeable in the area of employee performance. This was followed by a pilot survey to get initial feedback on the content of the questionnaire. During the pilot survey, 21 responses were collected and the questionnaire was then amended according to the comments of the expert. After one month period, 168 (70%) response rate of the questionnaire were returned before the actual feedback began. In the survey, a total number of 240 questionnaire was usable. The data was analysed by using t-test analysis to establish the findings.

However, in the content of the study, employees performance is defined in terms of productivity and work quality and skill development and improvement of the employees.

**4 Data analysis**

**4.1 Measurement of Mean**

Mean indicates to what extent the sample group on average agree or disagree with the different statements. According to Nrzyye, Demattoe & Festinger (2003), the lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statements. According to Zaidato & Bogheri (2009) in (Wogari, 2016), the score below 3.39 is considered low, 3.79 is considered as moderate and mean score above 3.8 is considered as high.

Table 1: Mean Value

No	Mean Value	Description
1	Less than 3.39	Low
2	3.40 – 3.79	Moderate
3	Greater than 3.80	High

**Objective 1**

To assess the effects of employees orientation on resource utilization in AG Vision Construction Nigeria Limited, Abuja.

**4.2 Descriptive analysis**

The study focused on employee values, employees behavioral norms and employees expectations. Employees values were measured through dominant characteristics, organizational leadership, management of employees, strategic emphasis and criteria of success have their means between 3.70 and 4.04 which indicated that the measurements are high except strategic emphasis with a mean of 3.78 which is considered as moderate mean. Generally, employee values are an important dimension in employees orientation in performance of employee with a mean of 3.87 in AG Vision Construction Limited, Abuja.

Employee behavioral norms were measured through asking the following questions: Are you satisfy with the company culture, Do you feel respected in the workplace, what will make the company a better place to work, Would you recommend someone to work in the company and what can be done to improve the company culture. All the items measured have their mean above 3.8 which signify high measured mean except for recommending some to work in the firm with a mean of 3.75 which is considered as a moderate mean. Generally employee behavioral norms is an important dimension in employees orientation in performance of employees with a mean of 3.83 in AG vision Construction Nigeria Limited, Abuja.

Employees expectations were measured through the following questions, employee’s achievement, way to improve skills developed, company development, feedback on use of tools and equipment, your experience in the workplace, future expectations and how you can help. All the items measured have their mean above 3.8 which signify a high measured mean except for feedback on tools and equipment with a mean of 3.77 which is considered as a moderate mean. Generally, employee expectation is an important dimension in employee’s orientation in performance of employees with a mean of 3.89 in AG Vision Construction Nigeria Limited, Abuja

**4.3 Inferential Analysis**

Ho: Employees’ orientation does not change resource utilization in AG Vision Construction Nigeria Limited, Abuja

Table 2: showing t-test of employees orientation on employees resource utilization in AG Vision Construction Nigeria Limited, Abuja

Value		Levene’s test for equality of variance		t-test for equality of Means						
		F	Sig	T	df	Sig 2 tailed	Mean diff	Std error diff	95% Conf. interval	
									lower	Upper
	Equal variable assumed	1.157	0.296	5.939	18	0.000	6.800	1.14504	4.3949	9.2563
	Equal variable not assumed			5.393	16.981	0.000	6.800	1.4504	4.3838	9.21624

**Objective 2**

To scrutinize carefully the effects of team Management on employees accomplishment of self development in AG Vision Construction Nigeria Limited, Abuja.

**4.4 Descriptive Analysis**

The study focused on management goals, clear expectation of management and the management enhancing technology. Management goals are measured by employees performance, level of execution of activities and workload for employees all have their means ranging between 3.67 and 3.87 which indicated that the measurement are moderate except for employee performance with a mean of 3.87 which is considered a high mean. Generally management focus on goals are important dimensions in team management in performance of employees with a mean of 3.75 in AG Vision Construction Nigeria Limited, Abuja.

Clear expectations of the team management were measured through team members knowing what is expected of them, when, where and why. All the items measured have their means between 3.56 -3.94. The items showing team members knowing what is expected of them and where is to be carried out have a moderate mean of 3.68 and 3.56 respectively. The items showing team members when and why activities have to be done have a high mean of 3.89 and 3.94 respectively. Generally, team members clear expectations are an important dimension in team management in performance of employees with a mean of 3.75 in AG Vision Construction Nigeria Limited, Abuja.

Enhancing technology of the team members were measure through the operations of the firms, flexible and easily adapt new technology, firms response to changes in construction environment and firm openness to change in terms of its operation. All the items measured have their mean between 3.45 – 3.66 which indicated that the measurements are moderate. Generally, enhancement of technology in the firm is important decision in team management in the performance of employees with a mean of 3.55 in AG Vision Construction Nigeria Limited, Abuja.

**4.5 Inferential Analysis**

Ho; Team Management does not differ with employee’s accomplishment of self development in AG Vision Construction Nigeria Limited, Abuja

Table 3: showing t-test of team management on employees self development in AG Vision Construction Nigeria Limited, Abuja

		Levene’s test for equality of variance		t-test for equality of Means						
		F	Sig	T	df	Sig 2 tailed	Mean diff	Std error diff	95% Conf. interval	
									lower	upper
Value	Equal variable assumed	0.031	0.862	0.578	85	0.570	-0.500	0.865	-2.3168	1.31675
	Equal variable not assumed			0.578	17.88	0.570	-0.500	0.865	-2.3177	1.31762

**5. Discussion**

The consider built up that larger part of the respondents concurred that representatives introduction influences employee’s execution in AG Vision Development Nigeria Restricted, Abuja. Workers introduction was measurably critical in clarifying representatives execution within the firm by centering on organizational values, behavioral standards and firms desires. A larger part of the respondents pointed out that all the things measured for organizational culture alter upgraded workers execution in AG Vision Development Nigeria Restricted, Abuja. Organizational culture changes all had positive impacts on employee’s execution.. The study also established that a majority of the respondents supported the argument that team management had a role in employees performance in

AG Vision Construction Nigeria Limited, Abuja. Team management was statistically significant in explaining employees performance in the firm by focusing on firm goals, clear expectations and enhancing technology.

A majority of the respondents point out that all the items measured in team management enhanced employees performance in AG Vision Construction Nigeria Limited, Abuja. The employees who significantly adapt to various changes in the job environment are more efficient and effective in performing their duties.

## 6. Conclusion

On the average, employee's orientation has a mean of 3.86 which shows a high mean that respondents agree with the statement. With the use of the independent sample t-test, the p-value 0.000 is less than the alpha value which is 0.05, the researchers reject the null hypothesis and conclude that employee orientation does not change employees performance in AG Vision Construction Nigeria Limited, Abuja. Also, on the average, team management has a mean of 3.68 which is a moderate mean. majority of the respondents agree that all the items measured have effect on employees performance positively in AG Vision Construction Nigeria Limited, Abuja. With the use of the independent sample t-test, the p-value which is 0.570. this is greater than alpha value which is 0.05, the researcher does not reject the null hypothesis and concludes that team management has effect on employees performance positively in AG Vision Construction Nigeria Limited, Abuja.

## 7. Recommendations

Based on the findings of the study, the researchers recommend the following:

1. AG Vision Construction Nigeria Limited, Abuja should have an Organizational Standard and expectations that will define the individual employee. A transparent reward system should also be developed to recognize positive behavior in employees.
2. AG Vision Construction Nigeria Limited, Abuja should ensure that employees are made comfortable with adequate communication/ information in the workplace changes.

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