

Effects of Organisational Values on Employee Performance: A Study of Selected Multinational Corporations in Lagos State, Nigeria

ATURU-AGHEDO, Caroline, PhD; CHUKWUMA, Nancy Nnenna, PhD; ADEGBOLA, Eunice Abimbola, PhD; ARAGA, Abdullahi Shehu, PhD; UME, Eucharia, PhD; and OKHIRIA, Vincent Omozojie*

Department of Business Administration, National Open University of Nigeria

*Corresponding Author

DOI: <https://dx.doi.org/10.47772/IJRISS.2024.804273>

Received: 14 April 2024; Revised: 23 April 2024; Accepted: 27 April 2024; Published: 24 May 2024

ABSTRACT

The main aim of this study was to examine the effects of organisational values on employee performance: a study of selected multinational corporations in Lagos state in Nigeria. A total of three hundred and fifty (357) copies of questionnaire were administered to the entire staff of five multinational corporations, i.e., Cadbury Nigeria Plc, PZ Cussons Nigeria Plc, Unilever Nigeria Plc, Nestle Nigeria Plc and Vitaform Nigeria Plc in Lagos State, Nigeria while three hundred and fifty (350) were fully completed and returned. The analysis was carried out using Statistical Packages for Social Science (SPSS). Simple percentages were adopted to analyze the responses of the questionnaire while linear regression statistics were used to analyze the hypotheses raised in this study. The findings show that there is a strong and positive relationship between integrity and employee performance multinational in Lagos, Nigeria. The findings also show that there is a strong and positive relationship between innovation and employee performance multinational in Lagos, Nigeria. Again, the findings show that there is a strong and positive relationship between collaboration and employee performance multinational in Lagos, Nigeria. Furthermore, the findings show that there is a strong and positive relationship between teamwork and employee performance multinational in Lagos, Nigeria. Finally, the findings show that there is a strong and positive relationship between passion and employee performance multinational in Lagos, Nigeria. The study, therefore concluded that there is a strong and positive relationship between organisational values and employee performance multinational in Lagos, Nigeria. It was recommended that management lead by example and ensure employees imbibe and adhere to organisational values expected of them. It was also suggested that further studies should be replicated in other sectors, either in the public or private sectors.

Keywords: Organisational Values, Integrity, Innovation, collaboration, Teamwork, Passion.

INTRODUCTION

We live in a world that is ever more complex and dynamic, so also is the corporate world and the business environment where market competitions constitute the order of the day. Organisations are established to make profit, have an advantage over their competitors and ensure a large share of the market (Mutuma *et al* 2022). Organisations have rules, regulations, procedures, cultures, amongst others, that are established to ensure a conducive working environment. One such established rule is the values upheld by the organisation.

Organizational values are a variant or integral part of the organizational culture. Organisational culture is the shared values, beliefs, norms and attitudes of an organisation's workforce in its day-to-day business

(Adamonienė *et al* 2021). Adamonienė *et al* (2017), posit that Organizational values are the essence of organizational culture, and united acknowledgement of these values makes it strong. That is why values are the main element of organizational culture". Values are long-term belief, connecting members of the organization for common activity and striving for goal. Every member of the organization has to realize them, sustain them, and follow them (Demirtaş, 2018).

Nowadays organisations are taking the initiative to ensure organisational values are now more emphasized, espoused and propagated than organisational culture, especially to outside stakeholders (Vveinhardt, 2013) (Luinstra, 2019). Most organisations, after the mission and vision statements what follows is their value statement, either on their website or in their annual reports and financial statements. Ofori and Sokro (2010, submit that there is no organisation that does have their organisational values, even if such values are not officially communicated

The organisational values of any organisation set it apart from other organisations. Prospective employees look forward to working with such organisations. Management and staff, customers, suppliers, lenders, creditors and other stakeholders are proud of such organisations, because of their adherence to their espoused organisational values. Other organisations that have partnerships, alliances, collaborations, among others, with that organisation also take into consideration its organisational values. Malbašić and Posarić (2017), opine that what makes every organisation to be unique and identifiable is its organisational values. Hence, values are significant to any organization, because they impact greatly on their businesses. Similarly, Mash *et al* (2013), stated that it is widely acknowledged that a company's success is directly related to how strong its culture is. Success is increasingly determined by who you are and the principles you uphold. Hence, the organisational values of an organisation make the organisation distinct from others.

It is pertinent to state that organisational values have many dimensions or constructs viz, integrity, innovation, professionalism, teamwork, accountability, transparency, fairness, collaboration, passion, customer-focus, commitment, excellence, diligence, leadership, compassion, inclusion, independence, among others (Bourne, Jenkins and Parry, 2019). Many scholars and researchers, (Prosvirkina, 2012), (James, 2014), (Ofori and Sokro, 2010), (Avota, McFadzean and Peiseniece, 2015) and so on that wrote on the topic selected the organisational values that suit their research work. This study will cover only five of these constructs, namely integrity, innovation, collaboration, teamwork and passion.

Employee performance, on the other hand, can be measured in terms of the quantity, quality of his/her output and the efficiency and effectiveness with which he/she carries out his/her assigned duties and responsibilities. It is the quality, efficiency and effectiveness of his/her output in relation to his/her input. Al Mehrzi and Singh (2016) propose that performance is the outcome or degree of success of an individual over the course of a given period in carrying out activities in comparison to numerous alternatives, such as work standards, targets, or mutually agreed-upon established criteria.

Researchers and scholars have done so much work on organisational values and employees' performance elsewhere around the world, except in Africa (Ofori and Sokro, 2010); and Nigeria in particular where very little research have been done in this area. This study intends to bring the gap and contribute to knowledge in the areas of organisational values and its effect on employee performance, as no such studies has been conducted in Lagos, Nigeria.

LITERATURE REVIEW

Employee Performance

Performance is the process or art of carrying out or discharging one's duties, tasks, responsibilities or functions assigned by a superior or taken on by oneself, the aim being to meet some given objectives or

goals. In the workplace, employees undertake one form of activities or tasks day in day out. Some of these activities are routine in nature, some are ad hoc; some are carried out to meet long-term or short-term objectives. All these activities constitute performance or employee performance. To Hamida *et al* (2022), performance in general is the outcome of quality and quantity of work that an employee is able to accomplish while carrying out his primary obligations as an employee under the responsibilities assigned or granted to him. Thus, according to the foregoing definition, performance involves an employee carrying out some tasks which should meet some prescribed level of quality and quantity.

Similarly, employee performance is usually measured in the form of the quality and quantity of output of the employee. It is the quality, efficiency and effectiveness of his/her output in relation to his/her input. Usmani *et al* (2019), define employee performance as the ability to achieve goals and objectives prescribed by an organisation. Bataineh (2017) argues that an employee's performance is a result of their ability to complete their daily activities effectively and efficiently in order to meet their stakeholders' expectations. Anitha (2013) asserts that employee engagement, knowledge management procedures, organizational activities, policies, and practices all have a significant impact on how well an individual or an organization performs. These factors play an essential role in encouraging high levels of employee performance. On the other hand, Islami, Mulolli and Mustafa (2018), consider performance management as a structured process with agreement, measurement, support, feedback, and positive reinforcement as its major components.

Thus, employee performance is measured by the level of his/her productivity, which can be expressed as quantity and quality of output, efficiency and effectiveness, disposition, among others. Mathis *et al* (2009), cited in Ndulue and Ekechukwu (2016) summed it up by stating that, Employee productivity relates to quantity, quality, punctuality, presence or attendance on the job, morale at work, efficiency of the work accomplished, and effectiveness of the task completed.

organisation.

Organisational values

Organisational values have been the subject of discourse amongst researchers, academicians and practitioners over the last five decades. Just as there are individual or personal values so also there are organisational values. Organisational values are the beliefs and norms of an organisation that guides the decisions and actions of that organisation towards the attainment of its goals and objectives. Adamonienè *et al* (2017), define organisational value as “a long-term belief that connects members of the organization for co-operation and for implementation of the goals of organization”. They emphasis that ‘values also serve as a yardstick for assessing employees’ conducts and organizational successes. Furthermore, they stressed that perceived organizational values refer to employees’ beliefs about what practices are acceptable or appropriate in their organization.

Otwori and Juma (2015) define organizational values as “the acceptable standards which govern the behavior of individuals within the organization, lack of which may lead employees’ behavior being influenced by their personal values resulting in unacceptable behavior to the organization” Thus, Otwor and Juma (2015) in their definition, argue that organisational values should align with the personal values of the employees in order to avoid unacceptable behaviour on the part of the employees.

Every organisation institutes its organisation values in the same way that it develops its mission and vision statements. In doing so, organisations take into consideration the mission, vision and objectives of the organisation, leadership and tone at the top amalgam, the structure or oganogram of the organisation, image or brand of the organisation, type of goods produced or services renders, interest or buy in of the stakeholders (external and internal), frequency of review because of the dynamic nature of the environment,

amongst others.

Organisational values are the catalysts that aid the attainment of organisational mission and vision. According to Ofori and Sokro (2010) “organisational values are viewed as the pivot around which organizational life revolves. They act as catalysts for managerial thinking and a navigator of employee behaviour. They are the guiding principles for conduct in an organisation. It is the values that rule, not the whims and caprices of management or individuals in the firm”. Once an organisation is able to sell its values to its employees, customers, suppliers and other stakeholders, it becomes easier to achieve its organisational mission, vision, goals and objectives.

Integrity

Integrity as a dimension of organisational values means the practice or quality of being honest and having strong moral and ethical principles and values. According to Wikipedia (n.d.), the adjective *integer*, which means whole or whole in Latin, is where the word integrity first appeared. It continues by defining integrity as the act of upholding strong moral and ethical standards and ideals with consistency and without compromise. Integrity is defined in ethics as being honest, true, or accurate in one’s activities. It signifies “wholeness of virtue, wholeness as a person, wholeness in the sense of being an integral part of something larger than the person – the community, the corporation, society, humanity, the cosmos....” (Solomon, 1999) in (Becker, 2009).

Integrity means honesty in an employee’s relationship with customers and other stakeholders as far as the organisation is concerned. Kelly *et al* (2005), in their survey in three region (North America, Europe and Asia/Pacific) identified ethical behaviour/integrity, commitment to customers, commitment to employees, teamwork and trust, commitment to shareholders, honesty and openness, accountability, social responsibility/corporate citizenship, innovativeness and entrepreneurship, drive to succeed, environmental responsibility, initiative, commitment to diversity and adaptability, as the most often expressed corporate values in organizations’ formal statements of corporate value. Ethical behaviour/integrity came on top with 90% rating.

Leadership has a role to play in inculcating integrity in employees’ attitudes and behaviours. If a has the right quality and attributes of integrity his/her follower will emulate him/her. Sabil *et al* (2021), suggest that the ability to persuade others for the right motives is a leadership skill.

On the other hand, employee performance will be at its optimal if the employee possesses integrity, honesty, possesses the integrity, honesty, trustworthy, faithfulness, and so on, in the discharge of his/her duties and responsibilities. Ferial and Syamsir (2021) posit that issues with employee integrity, such as poor work ethics, dishonesty, a lack of responsibility, and others, are frequently observed. Employee performance improves in direct proportion to their level of integrity.

Innovation

Innovation can be described as new ways of doing things, or new ideas, methods, or new devices. According to the Oxford Advanced Learner’s Dictionary, innovation is the introduction of new things, ideas or ways of doing something. We live in a world where nothing remains the same. Technology innovations, new scientific discoveries, inventions, new products and devices, amongst others, are commonplace nowadays. So also, organisations are coming up with new ways of doing things, new products and services and whatever necessary improvement needs to be made to make the customers happy and retained by the organisation.

Innovativeness and entrepreneurship were also identified as one of the most often expressed corporate

values (Kelly, *et al*, 2005). Also, in their research findings, Pedersen, Gwozdz and Hvass, (2018) revealed that organizations with flexible and discretionary values are more likely to have business models that are innovative, and that organizations with these values are also more likely to address corporate sustainability. Innovation is the application of fresh organizational strategies to an organization's internal processes, working environment, and external interactions (Organization for Economic Co-operation and Development [OECD] 2005; Camison and Villar-Lopez 2014).

Innovation comes in different forms and types, such as product innovation, service innovation, process innovation, technological innovation, business model innovation, marketing innovation, architectural innovation, social innovation and the like.

The quality of life worldwide has considerably improved, before and since the turn of the century, and this is made possible through the transformation of technology, an offshoot of innovation. The invention of vehicles, airplanes, ships, spacecrafts, electricity, global system of mobile telecommunication (GSM), internets, computers, and so forth, are the products of innovations.

Employees play greater roles in innovation processes. Awan and Javed (2015) affirm the role of employees in the innovation process has a significant impact on how well organisations achieve their goals and objectives. This indicates that the development of a workforce with creative skills also involves the Human Resources Department in a significant way.

Collaboration

Collaboration is another organisational value most organisations cherish so much in their quest to remain in business and meet the needs of their stakeholders. Collaboration is the coming together of two or more individuals or organizations to work towards achieving a common goal or objective. In organisation setting, collaboration could be in form of brainstorming, committee meetings, group discussions, and others. In external relations with other organizations, collaboration could be partnership, alliances, joint ventures, etc. Collaboration is the degree to which people consult and interact with one another in making decisions (Miller and Lee, 2001).

Collaboration brings out the best performance in an employee. Unlike teamwork where team members have similar skills, in collaboration members of the collaborative team have different skills which they harnessed to achieve common goals.

Collaboration as organisational values is a tool to achieve goals which could have been a mirage or pipe dreams.

Teamwork

Teamwork is similar to collaboration, except that teamwork is perceived as activities that take place more within the organization and among employees. Teamwork involves employees coming together to brainstorm or work collectively in order to achieve a common goal or objectives. Larson and Lafasto (1989) cited in Al Salman and Hassan (2016) define a team as a group of two or more people who organize and relate with each other in order to accomplish a common mutual goal. According to Cohen and Bailey (1999) an employee team is a group of people who are interrelated in their duties and who are collectively responsible for their outputs. Team members enhance their skills, knowledge and abilities while working in teams (Froebel and Marchington, 2005). Team can be defined as a group of individuals who work collectively to achieve the same purposes and goals to provide an excellent quality of services (Sanyal and Hisam, 2018).

Teamwork as an organisational value ensures that employees are committed and work together to meet deadlines and deliver services to customers. Teamwork elicits bonding among staff; through teamwork workers understand themselves better. They know each other’s strengths and weaknesses.

Passion

Passion is the zeal, the burning desire or the innate driving force in an individual to strive to achieve a given objective. It is passion in an employee that makes him/her work harder even in difficult circumstances. An employee who has passion for his job is willing to learn, bond with colleagues and committed to his duties and responsibilities. Vallerand (2008) defines passion as a strong inclination for a self-definitive activity that one values highly and to which they commit a large amount of time and effort.

Theoretical Framework

The Theory of Milton Rokeach of Value

Many theories have been propounded by researchers and scholars (Woodward and Shaffakat, 2014) about organisational values and the impact of such values on employee performance. One such theory is that of Milton Rokeach. Milton Rokeach had done so much research prior to and after his 1973 work. Rokeach, in his 1973 book, *The Nature of Human Values*, defines values “as an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence” (Tuulik *et al*, 2016). Rokeach came up with a list that had two sets of values, viz: terminal values and instrumental values. The terminal values are the “desirable and end-state existence; the goals that a person would like to achieve during their lifetime and may vary among different groups of people in different cultures”. While the instrumental values are the “preferable modes of behaviour; means of achieving the terminal values”. The two sets of values (terminal values and instrumental values) have thirty-six values (36) values with each having eighteen (18) values as set out in the table below.

Table 2.1: List of Terminal and Instrumental Values (Rokeach, 1973)

Terminal Values (End-States)	
Social (Focus on others)	Personal (Self-Focused)
A World at Peace	A Comfortable Life
A World of Beauty	An Exciting Life
Equality	A Sense of Accomplishment
Family Security	Happiness
Freedom	Internal Harmony
Mature Love	Pleasure
National Security	Salvation
Social Recognition	Self-respect
True Friendship	Wisdom
Instrumental Values (Behavioural)	

Moral (Focus on Morality and Relations)	Competence (focus on competence)
Broadminded	Ambitious
Forgiving	Capable
Helpful	Clean
Honest	Courageous
Loving	Imaginative
Cheerful	Independent
Obedient	Intellectual
Polite	Logical
Responsible	Self-Controlled

Source: Rokeach (1973): Adapted from Tuulik, Õunapuu, Kuimet and Titov (2016)

Though there are criticisms (Wet *et al*, 2022), against Milton Rokeach’s theory of the nature of human value, some scholars (Jadaszewski, 2018; Tuulik *et al*, 2016)) believe that the theory has survived the test of time, and it is still relevant today.

Postulated Assumptions of Values (Shalom H. Schwartz, 1992)

Another scholar who has done so much research work on values is Shalom H. Schwartz. In one of his early works entitled ‘*Universals in the Content and Structure of Values: Theory and Empirical Tests in Twenty Countries*’, Schwartz (1992) propounded eleven postulates which he referred to as ‘Postulated Associations of Single Values with Motivational Types of Values’. The table below depicts the eleven postulates.

Table 2.2: Postulated associations of Single Values with Motivational Types of Values

Primary motivational type and value	Secondary motivational type
Self-direction	
Freedom	_____
Creativity	_____
Independent	_____
Choosing own goals	_____
Curious	_____
Self-respect	_____
Stimulation	_____
An exciting life	_____
A varied life	_____
Daring	_____
Hedonism	
Pleasure	_____
Enjoying life	_____
Achievement	
Ambitious	_____
Influential	Power

Capable	_____
Successful	_____
Intelligent	Self-direct, universalism
Self-respect	_____
Power	
Social power	_____
Wealth	_____
Authority	_____
Preserving my public image	Security
Social recognition	Achievement
Security	
National Security	_____
Reciprocation of favours	Conformity
Family security	_____
Sense of belonging	_____
Social order	_____
Healthy	Hedonism
Clean	Conformity
Conformity	
Obedient	_____
Self-discipline	_____
Politeness	_____
Honouring of parents and elders	Tradition
Tradition	
Respect for tradition	_____
Devout	Spirituality
Accepting my portion in life	Spirituality
Humble	Conformity
Moderate	Security
Spirituality	
A spiritual life	_____
Meaning in life	Universalism
Inner harmony	Universalism, security
Detachment	_____
Benevolence	
Helpful	_____
Responsible	Conformity
Forgiving	_____
Honest	_____
Loyal	Conformity
Mature love	Universalism
True friendship	_____

Universalism	
Equality	_____
Unity with nature	Spirituality
Wisdom	_____
A world of beauty	_____
Social justice	_____
Broad-minded	_____
Protecting the environment	_____
A world at peace	_____

Source: Adapted from Schwartz (1992)

The Theory of Shalom H. Schwartz (2012)

Schwartz (2012) refined his theory and reduced the values from eleven to ten basic values. According to Fatoki (2014), each of the ten basic values by Schwartz (1992) can be characterised by describing its central motivational goal, thus:

- (1) Self-direction: describe as self-sustaining belief and efforts.
- (2) Stimulation: describe elated or elation, creativity, and life encounters.
- (3) Hedonism: describe joy and passionate fulfilment for self.
- (4) Achievement: describe as individual triumph by way of showing skills in accordance with societal norms.
- (5) Power: describe as societal standing and reputation, authority or supremacy over human beings and wealth.
- (6) Security: describe as protection, peace, and safety in the community, of relations, and self.
- (7) Conformity: describe self-control, dispositions, and instincts expected to perturb or hurt other people and breach communal standards or beliefs.
- (8) Tradition: describe as regards, dedication, and acknowledgement of the traditions and knowledge that one's customs or religion provides.
- (9) Benevolence: describe as conserving and strengthening the well-being of those with whom one is in constant relationships.
- (10) Universalism: describe appreciation, acknowledgement, patience, and safeguarding the well-being of all citizens and for the whole world (Schwartz, 2012).

Prior to the value theory of Schwartz, 2012, the value theory by Schwartz (1992, 2006) specifies six main features of values, namely:

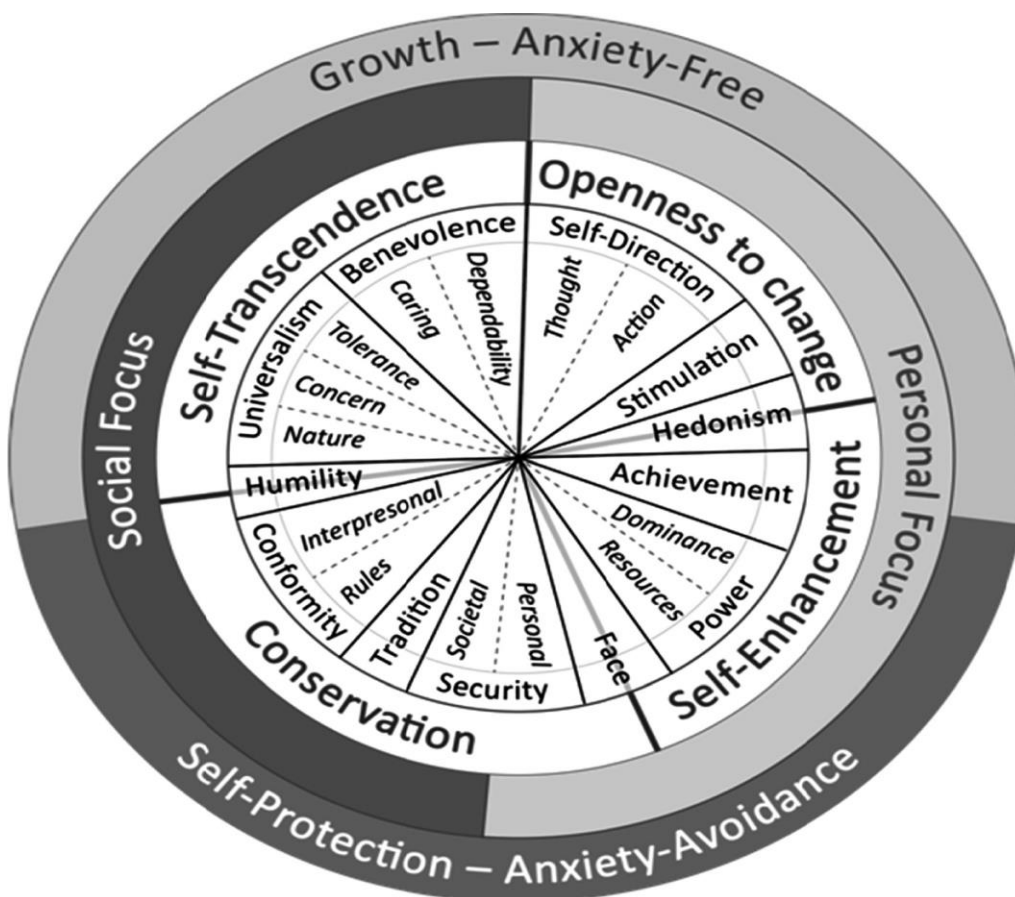
- (1) Values are norms connected completely to affect.
- (2) Values refer to beneficial ideas that inspire action.

- (3) Values cut across actions and circumstances.
- (4) Values serve as norms or benchmarks.
- (5) Values are directed by significance comparative to one another; and
- (6) The relative importance of several values direct action (Fatoki, 2014).

Each of the above main features of values were illustrated and explained with examples by Schwartz. For instance, in number one above (Values are beliefs linked inextricably to affect), he explained it further by stating “**Values are beliefs linked inextricably to affect.** When values are activated, they become infused with feeling. People for whom independence is an important value become aroused if their independence is threatened, despair when they are helpless to protect it, and are happy when they can enjoy it”.

It is important to remember that disagreement and criticism of Schwartz’s idea do not inevitably render it invalid. The idea has been widely applied to cross-cultural research and offers an invaluable foundation for comprehending how cultural values affect many factors, including employee selection.

Figure 2.1: Circular Motivational Continuum of the Values in the Schwartz Value Theory



Source: Adopted from Schwartz, 2021

Geert Hofstede’s Cultural Dimensions Theory

Geert Hofstede was a Dutch psychologist who developed the theory of cultural values dimensions between 1967 and 1973. The first theory called the four dimensions of cultural values, were (1) individualism-

collectivism, (2) uncertainty-avoidance, (3) power distance – strength of social hierarchy and (4) masculinity-femininity – task-orientation versus person-orientation. According to Wikipedia “Hofstede’s cultural dimensions’ theory is a framework for cross-cultural communication, developed by Geert Hofstede. It shows the effects of a society’s culture on the values of its members, and how these values relate to behavior, using a structure derived from factor analysis. Hofstede developed his original model as a result of using factor analysis to examine the results of a worldwide survey of employee values by IBM between 1967 and 1973”.

The original four dimensions were refined later with a fifth one (long-term orientation) added after independent research in Hong Kong. Hofstede added a sixth dimension in 2010, called indulgence versus self-restraint (Wikipedia).

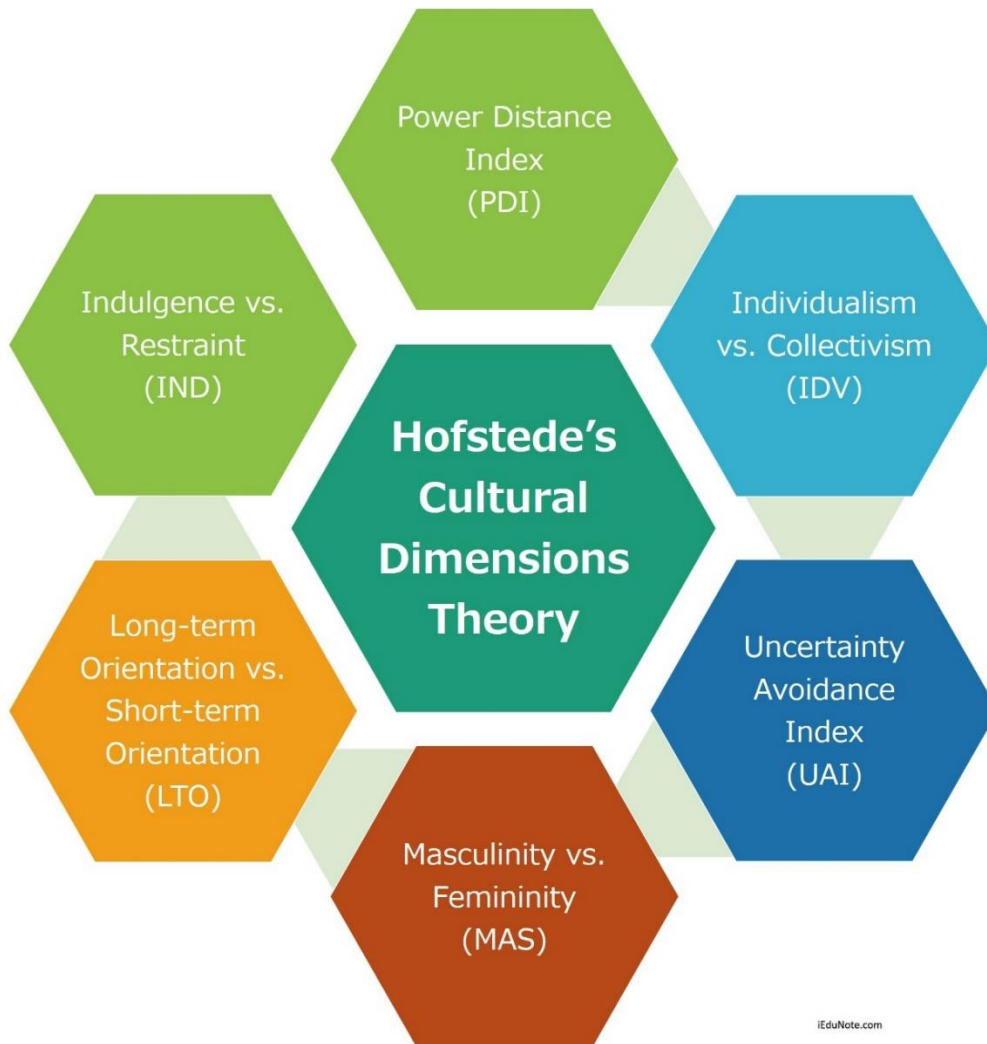
Dimensions of national cultures (as they are presently, by Hofstede):

- **Power distance index(PDI):** is defined as “the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally”. Those at the lower ladder of society consider inequality and power and adjudge the situation accordingly. If there is higher degree of the power distance index this suggests there is case of hierarchy that society. A lower degree of this index implies that the mass has the capacity to interrogate the status quo and influence the distribution of wealth and power.
- **Individualism vs. collectivism (IDV):** This index explains the “degree to which people in a society are integrated into groups”. According to this index individualistic societies people are only interested in the affairs of their immediate families, hence they stress the word “I” rather than the word “We”. On the other hand, collectivism talks about a society in which both the immediate and extended family are close family ties. In such community family members and the larger society care for one another in time of peace or during period of crisis.
- **Uncertainty vs. avoidance(UAI):** The uncertainty vs. avoidance index is defined as “a society’s tolerance for ambiguity”, whereby citizens accept or avoid any occurrence or unforeseen or mysterious circumstances. Societies that score highly on this index are usually strict in compliance and observance with laws, norms, standards of behaviours, regulations rules and other norms of the societies that well known by everybody. If this index is lower in degree, it means such society have tolerance for different shades of opinion or views.
- **Masculinity vs. Femininity (MAS):** In this dimension, masculinity is defined as “a preference in society for achievement, heroism, assertiveness, and material rewards for success.” Its counterpart represents “a preference for cooperation, modesty, caring for the weak, and quality of life.” In masculine societies, women tend to compete with their men counterpart in terms assertiveness, taking on the role of male gender, etc., but they still acknowledge the physical prowess of the men. This dimension is usually unacceptable in societies that are male dominated. On the other hand, in feminine societies, women are seen as compassionate and kind-hearted in their relationship with fellow women and men.
- **Long-term orientation vs. short-term orientation(LTO):** This dimension is associated with how the traditions of a society is related to the current and future circumstances of that society. If this index is lower in degree (short-term) the implication is that traditions are cherished and maintained. Communities having this index at a high level (long-term) regards adjustment to change and living up to the dynamics of reality is something they cannot do without. A less developed country that frequently has short-term economic plans often experiences slow grow in terms of economic prosperities, while long-term oriented countries have rapid economic development.
- **Indulgence vs. Restraint(IND):** This index is related to the degree of freedom that societal beliefs and values give to citizens in satisfaction of their human fulfilments. Indulgence is defined as “a society that allows relatively free gratification of basic and natural human desires related to enjoying

life and having fun”. Its counterpart is defined as “a society that controls gratification of needs and regulates it by means of strict social norms”.

The popularity of Hofstede’s thesis is still widespread, nevertheless. Indeed, other academics have made unsuccessful attempts over the years to reproduce Hofstede’s findings (Weil, 2023).

Figure 2.2. Hofstede’s Cultural Dimensions Theory



Source: <https://www.iedunote.com/hofstedes-cultural-dimensions-theory>

EMPIRICAL REVIEW

This section of the study will discuss the work of other scholars and researchers who have carried out research similar to the present study and their findings. The objectives of their studies, the methodologies adopted, recommendations and further studies will also be discussed.

Sadaf, Mukhtar, Nemati, Yousaf and Javed (2022) researched “Impact of Organizational Value System, Perceived Organizational Support and Job Satisfaction on Organizational Commitment”. According to the results of regression analysis, there is a strong positive correlation between perceived organizational support, work satisfaction, organizational values, and organizational commitment.

Mutuma, Moguche and Mutea (2022) investigated “Effect of Organizational Values on Employee

Productivity in Public Universities in Mt. Kenya Region”. The study established that organizational values when regressed severally against employee productivity have a significant effect. The research come the conclusion that employee behaviours and attitude play a major role in the day-to-day action and activities of the employees. Hence the necessity to establish that employees at all have the optimum attitudes towards their tasks, duties and responsibilities.

Caga (2022) studied “The Effect of Organizational Values on Organizational Effectiveness in XYZ Company in the Philippines: A Basis for A Proposed Intervention Program”. The objective of the study was to investigate the impact of organizational values on organizational effectiveness. The researcher used quantitative research methods to collect primary data. Sixty-four full-tme employees of XYZ company in the Philippines from different departments in the head office, were selected; only thirty-nine (39) valid responses were returned. Organizational values were categorized into business, relational, development, and contribution values. The hypotheses were tested using multiple linear regression. The findings showed that organisational values have a significant effect on organisational effectiveness. Thus, the management were advised to encourage the employees to adhere to the tenets of organizational values, in order to enhance the organizational performance.

Gorenak, Edelheim and Brumen (2020) investigated “The Influence of Organizational Values on Job Satisfaction of Employees”. The results show a noticeable but weak positive correlation between organizational values and job satisfaction of employees as regards work. Furthermore, the researchers found a positive correlation between organizational values and fulfilment with workplace conditions.

Dixit and Narendran (2019) studied the “Impact of Organisational Values Elements and Employee Engagement outcomes on Business Performance Indicators”. The analysis clearly indicates that with the increase in Employee engagement score and Organizational Values score for different researched years in company no 1, Business Performance Indicators also moves up correspondingly. Also, analysis clearly indicates that with the increase in Employee engagement score and Organizational Values score for different researched years in Company no 2, Business Performance Indicators also moves up correspondingly.

Conceptual Model

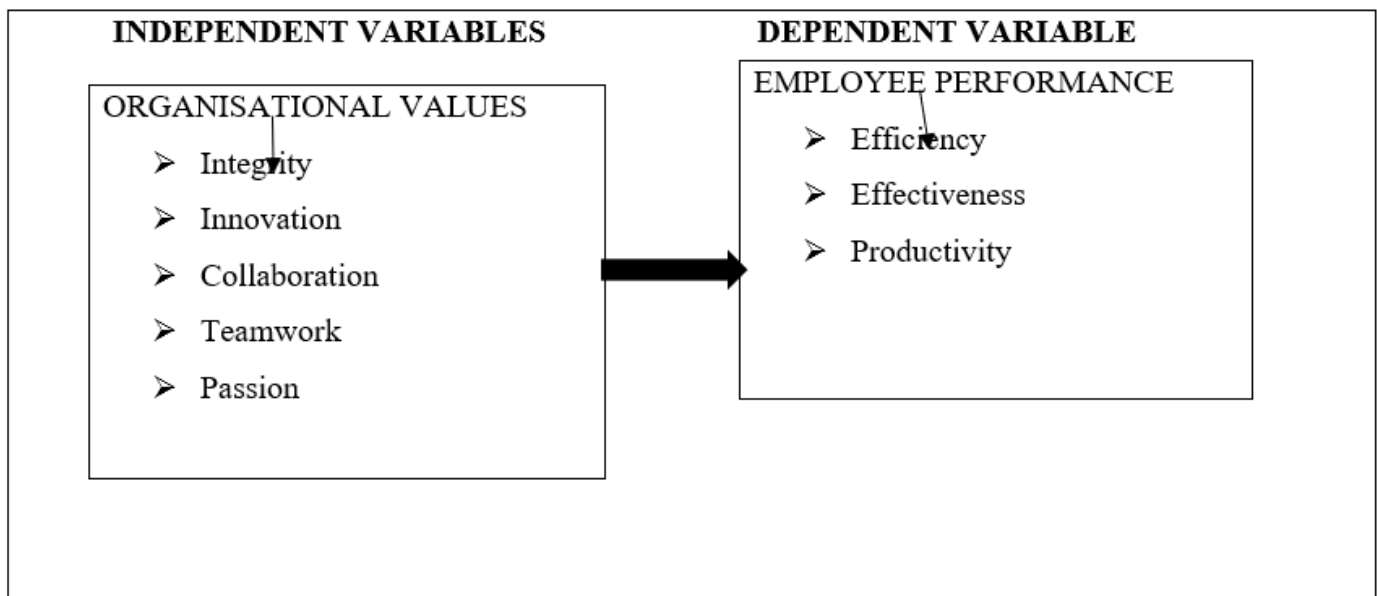


Figure 3.1: Conceptual Model: Shows the Relationship among all the Variables.

Source: Author’s Illustration, 2023

METHODOLOGY

The researcher used survey research design to establish the relationship between organisational values and employee performance in five multinational corporations (MNCs), i.e., Cadbury Nigeria Plc, PZ Cussons Nigeria Plc, Unilever Nigeria Plc, Nestle Nigeria Plc and Vitafoam Nigeria Plc, Ikeja, Lagos State, Nigeria.

The population of interest for this study is four thousand eight hundred and six number of staff (4,806) which comprised the entire staff of the five MNCs. The total population of. The population was obtained from the 2022 annual reports of MNCs.

The required sample size for the study was determined using a popular technique, *Krejcie and Morgan (1970)*. The *Krejcie and Morgan (1970)* table shows that for a population of four thousand eight hundred and six (4,806) (approximately five thousand – 5,000) which is the population of this study, the sample size is three hundred and fifty-seven (357).

The sources of data for this study were primary and secondary. The primary data were collected using a questionnaire administered to the necessary personnel in the selected organisations (MNCs). The secondary data for the study were obtained from published sources i.e. internet.

The questionnaire was adopted for collecting data from the respondents by the researcher and was designed to obtain information needed for analyzing and interpreting the result in order to aid answering the research questions. All the scale items were measured using a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree.

In analyzing data, descriptive and inferential statistics were adopted to analyze the bio-data information as well as the research questions raised and in testing the hypotheses formulated. The Spearman's rank correlation coefficient statistics was adopted to accept or reject the hypotheses formulated.

Statement of Hypotheses

The following hypotheses are proposed for this study:

Ho₁: There is no positive and significant relationship between integrity and employee performance in Multinational Corporations in Lagos State, Nigeria.

Ho₂: There is no positive and significant relationship between innovation and employee performance in Multinational Corporations in Lagos State, Nigeria.

Ho₃: There is no positive and significant relationship between collaboration and employee performance in Multinational Corporations in Lagos State, Nigeria.

Ho₄: There is no positive and significant relationship between teamwork and employee performance in Multinational Corporations in Lagos State, Nigeria.

Ho₅: There is no positive and significant relationship between passion and employee performance in Multinational Corporations in Lagos State, Nigeria.

DATA ANALYSES AND INTERPRETATION OF RESULTS

A total of three hundred and fifty-seven (357) copies of questionnaire were administered while three

hundred and fifty (350) were fully completed and returned. The analysis was carried out using Statistical Packages for Social Science (SPSS). Simple percentages were adopted to analyze the responses of the questionnaire while linear regression statistics were used to analyze the hypotheses raised in this study. All statistical analysis was tested at 5% level of significance.

Test of Hypotheses

Ho₁: There is no positive and significant relationship between integrity and employee performance.

Correlation

		Integrity	employee performance
Integrity	Pearson Correlation	1	.720 ^{**}
	Sig. (2-tailed)		.002
	N	350	350
employee performance	Pearson Correlation	.720 ^{**}	1
	Sig. (2-tailed)	.002	
	N	350	350

** . Correlation is significant at the 0.05 level (2-tailed).

Interpretation

The above hypotheses tested revealed that there is positive and significant relationship between integrity and employee performance. This was observed at (.720) Pearson correlation value and significant value (.002) Hence, the null hypothesis was rejected while the alternate was accepted. This implies that there is a positive and significant relationship between integrity and employee performance.

Ho₂: There is no positive and significant relationship between innovation and employee performance.

Correlation

		Innovation	employee performance
Innovation	Pearson Correlation	1	.515 ^{**}
	Sig. (2-tailed)		.001
	N	350	350
employee performance	Pearson Correlation	.515 ^{**}	1
	Sig. (2-tailed)	.001	
	N	350	350

** . Correlation is significant at the 0.05 level (2-tailed).

Interpretation

The above hypotheses tested revealed that there is a positive and significant relationship between innovation and employee performance. This was observed at (.515) Pearson correlation value and significant value (.001) Hence, the null hypothesis was rejected while the alternate was accepted. This implies that there is a positive and significant relationship between innovation and employee performance.

Ho₃: There is no positive and significant relationship between collaboration and employee performance.

Correlation

		Collaboration	employee performance
Collaboration	Pearson Correlation	1	.699**
	Sig. (2-tailed)		.003
	N	350	350
employee performance	Pearson Correlation	.699**	1
	Sig. (2-tailed)	.003	
	N	350	350

** . Correlation is significant at the 0.05 level (2-tailed).

Interpretation

The above hypotheses tested revealed that there is a positive and significant relationship between collaboration and employee performance. This was observed at (.699) Pearson correlation value and significant value (.003) Hence, the null hypothesis was rejected while the alternate was accepted. This implies that there is a positive and significant relationship between collaboration and employee performance.

Ho₄: There is no positive and significant relationship between teamwork and employee performance.

Correlation

		Teamwork	employee performance
Teamwork	Pearson Correlation	1	.799**
	Sig. (2-tailed)		.000
	N	350	350
employee performance	Pearson Correlation	.799**	1
	Sig. (2-tailed)	.000	
	N	350	350

** . Correlation is significant at the 0.05 level (2-tailed).

Interpretation

The above hypotheses tested revealed that there is a positive and significant relationship between teamwork and employee performance. This was observed at (.799) Pearson correlation value and significant value (.000) Hence, the null hypothesis was rejected while the alternate was accepted. This implies that there is a positive and significant relationship between teamwork and employee performance.

Ho₅: There is no positive and significant relationship between passion and employee performance.

Correlation

		Passion	employee performance
Passion	Pearson Correlation	1	.586**
	Sig. (2-tailed)		.001
	N	350	350
employee performance	Pearson Correlation	.586**	1

Sig. (2-tailed)		.001	
N		350	350
**. Correlation is significant at the 0.05 level (2-tailed).			

Interpretation

The above hypotheses tested revealed that there is a positive and significant relationship between passion and employee performance. This was observed at (.586) Pearson correlation value and significant value (.001) Hence, the null hypothesis was rejected while the alternate was accepted. This implies that there is a positive and significant relationship between passion and employee performance.

DISCUSSION OF FINDINGS

Taking a critical look at the results collated from the questionnaire administered to respondents, it was observed from hypothesis one that there is a positive and significant relationship between integrity and employee performance.

Further findings revealed from hypothesis two that there is a positive and significant relationship between innovation and employee performance.

Moreover, observation revealed from hypothesis three tested that there is positive and significant relationship between collaboration and employee performance.

It was further revealed from the result findings that there is a positive and significant relationship between teamwork and employee performance. The results support the positive impact of team empowerment on team performance and organizational attitudes. The moderator role indicated that team labor flexibility and age diversity decreased the positive effect of team empowerment on team performance. Perceived work based social support positively, moderated the impact of team empowerment on team productivity, whereas work-based organizational support moderated its effect on customer service. Finally, perceived fairness and team gender diversity were also positively related to job satisfaction.

Further observation revealed that there is a positive and significant relationship between passion and employee performance.

CONCLUSION AND RECOMMENDATIONS

In conclusion the overall findings show that there is positive and significant relationship between organisational values and employee performance. Indeed, this finding can be supported by alluding to the finding of Sadaf, Mukhtar, Nemati, Yousaf and Javed (2022) researched “Impact of Organizational Value System, Perceived Organizational Support and Job Satisfaction on Organizational Commitment”. According to the results of regression analysis, there is a strong positive correlation between perceived organizational support, work satisfaction, organizational values, and organizational commitment. Mutuma, Moguche and Mutea (2022) investigated “Effect of Organizational Values on Employee Productivity in Public Universities in Mt. Kenya Region”. The study established that organizational values when regressed severally against employee productivity have a significant effect. The research come to the conclusion that employee behaviours and attitude play a major role in the day-to-day action and activities of the employees. Hence the necessity to establish that employees at all times have the optimum attitudes towards their tasks, duties and responsibilities.

It is therefore recommended that management should ensure that employees adhere strictly to the

organisational values in all their relationship both with their colleagues and external stakeholders. Management should also lead by examples and maintain this right attitude abiding by the propagated and enacted values of the organisation.

Future studies should focus on other sectors such as the telecom companies, insurance sector, local manufacturing organisations or other institutions in the public sector. The Partial Least Square (PLS) and Structural Equation Model (SEM) as an analytical tool could also be used for future studies, as a way of finding out whether better results could be achieved.

REFERENCE

1. Adamonienė, R., Litavniecė, L., Ruibytė, L. & Viduolienė, E. (2021). Influence of Individual and Organisational Variables on the Perception of Organisational Values, *Engineering Management in Production and Services*, 13(2), 7-17. doi: 10.2478/emj2021-0008
2. Adamonienė, R., Ruibytė, L. & Viduolienė, E. (2017). Organizational Values: Comparison of Organizational Features Across Different Types of Public Sector Organizations, *Montenegrin Journal of Economics*, 13(4), 7-18
3. Al Mehrzi, N., & Singh, S.K. (2016), Competing through employee engagement: A proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 831- 843.
4. Al Salman, W., & Hassan, Z. (2016). Impact of Effective Teamwork on Employee Performance. *International Journal of Accounting & Business Management*, 4(1), 76-85
5. Anitha, J. (2013). Determinants of Employee Engagement and their Impact on Employee Performance. *GRG School of Management Studies*, 63, 1741-0401.
6. Avota, S., McFadzean, E. & Peiseniece, L. (2015). Linking Personal and Organisational Values and Behaviour to Corporate Sustainability: A Conceptual Model, *Journal of Business Management*. 2015(10), 124-138.
7. Awan, A. G., & Javed, A. (2015). Impact of Innovation on the Performance of Employees. *Industrial Engineering Letters*, 5(12), 1-10.
8. Bataineh, K. A. (2017). The Impact of Electronic Management on the Employees' Performance. *Journal of Management and Strategy*, 8(5), 86-100. <https://doi.org/10.5430/jms.v8n5p86>.
9. Becker, G. K. (2009). Integrity as Moral Ideal and Business Benchmark. *Journal of International Business Ethics*, 2(2), 70-84.
10. Bourne, H., Jenkins, M. & Parry, E. (2019). Mapping Espoused Organizational Values, *Journal of Business Ethics*, 2019(159), 133–148. <https://doi.org/10.1007/s10551-017-3734-9> (Retrieved on August 29, 2022).
11. Caga, C. M. (2022). The Effect of Organizational Values on Organizational Effectiveness in XYZ Company in the Philippines: A Basis for A Proposed Intervention Program. *International Journal of Research Publications*, 107(1), 193-213 Doi:10.47119/IJRP1001071820223796
12. Camisón, C., & Villar-López, A. (2014). Organizational Innovation as an Enabler of Technological Innovation Capabilities and Firm Performance. *Journal of Business Research*, 67(2014), 2891-2902
13. Cohen, S.G., and Bailey, D.E. (1999). What Makes Teams Work: Group Effectiveness Research from the Shop Floor to the Executive Suite. *Journal of Management*, 23(3), 239-90.
14. Demirtaş, Z. (2018). The Relationships between Organizational Values, Job Satisfaction, Organizational Silence and Affective Commitment. *European Journal of Education Studies*, 4(11)
15. Dermol, V. & Sirca, N. T. (2018). Communication, Company Mission, Organizational Values, and Company Performance. *Procedia – Social and Behavioral Sciences*, 238(2018), 542 – 551
16. Dixit, S. & Narendran, R. (2019). Impact of Organisational Values Elements and Employee Engagement outcomes on Business Performance Indicators. *Asian Journal of Management*. 10(3), July- September.
17. Fatoki, O. (2014). The Personal Values of University Students in South Africa. *Mediterranean Journal of Social Sciences*, 5(23)

18. Ferial, R. M., & Syamsir (2021). The Influence of Integrity on Employee Performance. *Asian Journal of Behavioural Sciences*, 3(1), 97-104.
19. Froebel, P., and Marchington, M. (2005). Teamwork Structures and Worker Perception: A Cross National Study in Pharmaceuticals. *International Journal of Human Resource Management*, 16(2), 256-276.
20. Gorenak, M., Edelheim, J. R. & Brumen, B. (2020). The Influence of Organizational Values on Job Satisfaction of Employees. *Human Systems Management*, 39(2020), 329–343.
21. Gorenak, M. & Ferjan, M. (2015). The Influence of Organizational Values on Competencies of Managers. *Ekonomika a management*, 1(XVIII), 67-83.
22. Hamida, L. O., Israwati, M., Nur, & Supriaddin, N. (2022). Analysis of Human Resources Development to Improving Employee Performance at Class I Immigration Office TPI Kendari. *Global Scientific Journals*, 10(12), 1072-1083.
23. Howell, A., Kirk-Brown, A. & Cooper, B. K. (2012). Does Congruence between Espoused and Enacted Organizational Values Predict Affective Commitment in Australian Organizations. *The International Journal of Human Resource Management*, 23(4), 731-747
24. Hornby, A.S. (2006). *Oxford Advanced Learner's Dictionary*. International Student's Edition, 7th Edition. Oxford, UK. Oxford University Press
25. Islami, Mulolli, & Mustafa (2018). Using Management by Objectives as a performance appraisal tool for employee satisfaction. *Future Business Journal*, 4(1), 94-108. <https://doi.org/10.1016/j.fbj.2018.01.001>
26. Jadaszewski, S. (2018). Milton Rokeach's Experimental Modification of Values: Navigating Relevance, Ethics and Politics in Social Psychological Research, *Psychology from the Margins*, 1(1) 2, 1-25.
27. James, P. S. (2014). Aligning and Propagating Organizational Values, *Procedia Economics and Finance*, 11(2014), 95 – 109.
28. Kelly, C., Kocourek, P., McGaw, N. & Samuelson, J. (2005). "Deriving Value from Corporate Values". The Aspen Institute, January, 1-12
29. Koontz, H. & Weihrich, H. (1988). *Management*. International Edition, Ninth Edition, Singapore, McGraw-Hill Book Co.
30. Luinstra, H. (2019). *Espoused Corporate Values on Corporate Performance*. Master of Business Administration Thesis. University of Twente. https://essay.utwente.nl/78004/1/Luinstra_MA_BMS.pdf (Retrieved on August 29, 2022)
31. Malbašić, I. & Posarić, N. (2017, May 24-27). *A Comparison of the Organizational Values of the World's Largest Companies with the Organizational Values of Large Croatian Companies: A Balanced Approach (Conference Session)*. MIC 2017 Management International Conference, Monastier de Treviso (Venice), Italy.
32. Mash, R. J., Govender, S., Isaacs, A. A., De Sa, A. & Schlemmer, A. (2013). An Assessment of Organisational Values, Culture and Performance in Cape Town's Primary Healthcare Services, *South African Academy of Family Practice/Primary Care*, 55(5), 459-466
33. Miller, D., & Lee, J., (2001). The People Make the Process: Commitment to Employees, Decision Making, and Performance. *Journal of Management*, 27 (2001), 163–189.
34. Mutuma, G., Moguche, A., & Mutea, F. (2022). Effect of Organizational Values on Employee Productivity in Public Universities in Mt. Kenya Region. *Journal of Human Resource and Leadership*, 2(1), 1-9
35. Ndulue, T. I. & Ekechukwu, H. C. (2016). Impact of Job Satisfaction on Employees Performance: A Study of Nigerian Breweries Plc Kaduna State Branch, Nigeria. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 5(11), 13-23
36. Ofori, D. F. & Sokro, E. (2010). Examining the Impact of Organisational Values on Corporate Performance in Selected Ghanaian Firms. *Global Management Journal*, 2(1), 52-65.
37. Organization for Economic Co-operation and Development [OECD]. 2005. *Oslo Manual: Guidelines for Collecting and Interpreting Innovation Data*, Third Edition, OECD Publishing, Paris.

- <https://ec.europa.eu/eurostat/documents/3859598/5889925/OSLO-EN.PDF>
38. Otwor, N. L. & Juma, D. (2015). Effect of Organizational Values on Employee Performance: A Case of Urban Roads Authority. *International Journal of Science and Research*, 6(6), June.
 39. Pedersen, E. R. G., Gwozdz, W. & Hvass, K. K. (2018). Exploring the Relationship Between Business Model Innovation, Corporate Sustainability, and Organisational Values. within the Fashion Industry. *Journal of Business Ethics*, 149(2), 267-284.
 40. Prosvirkina, E. (2012, December 26-27). Corporate Values, Codes of Ethics, and Performance of Russian Top Banks, *International Conference on Education, Applied Sciences and Management (ICEASM'2012) December 26-27, 2012, Dubai (UAE)*
 41. Sabil, S., Hakim, L., Martias, A., Kamal, F., Oktiani, N., Hadi, S. S., Masahere, U., & Wiyanti, R. (2021). How Leadership and Integrity affect Employee Performance with Organizational Commitment. *Research Journal of Industrial Engineering & Management*, 2(5), 164-172.
 42. Sadaf, M., Mukhtar, U. M., Nemati, A. R., Yousaf, R. & Javed, W. (2022). Impact of Organizational Value System, Perceived Organizational Support and Job Satisfaction on Organizational Commitment. *Journal of Entrepreneurship, Management, and Innovation*, 4 (1), January.
 43. Sanyal, S., & Hisam, M. W. (2018), The Impact of Teamwork on Work Performance of Employees: A Study of Faculty Members in Dhofar University. *IOSR Journal of Business and Management*, 20 (3), ver. I, 15-22.
 44. Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. *Advances in Experimental Social Psychology*, 25,1-65.
 45. Schwartz, S. H. (2012) 'An Overview of the Schwartz Theory of Basic Values'. *Online Readings in Psychology and Culture*, 2(1), 1-12.
 46. Tuulik, K., Öunapuu, T., Kuimet, K. & Titov, E. (2016). Rokeach's Instrumental and Terminal Values as Descriptors of Modern Organisation Values. *International Journal of Organizational Leadership*, 5(2016), 151-161
 47. Usmani, S., Asif, M. H., Mahmood, M. Z., Khan, M. Y. & Burhan, M. (2019). Generation X and Y: Impact of Work Attitudes and Work Values on Employee Performance. *Journal of Management and Research*, 6(2), 51-84
 48. Vallerand, R. J. (2008). On the Psychology of Passion: In Search of what makes People's Lives Most worth Living. *Canadian Psychology*, 49, 1-13
 49. Vveinhardt, J. (2013). Value Congruence in the Context of Social Responsibility: Best Practices for Sports Organizations, *Lase Journal of Sport Science*, 4(2).
 50. Vveinhardt, J., Gulbovaitė, E. & Ahmed, R. R. (2017, May). Congruence of Personal and Organizational Values: Structuring Components of the Phenomenon. Proceedings of the 29th International Business Information Management Association Conference 3-4 May, 2017, Vienna, Austria. *International Business Information Management Association (IBIMA)*.
 51. Weil, N. (2023). Critique of Hofstede's Theory. [https://socialsci.libretexts.org/Bookshelves/Anthropology/Cultural_Anthropology/Speaking_of_Culture_\(Weil\)/06%3A_Beliefs%2C_Values%2C_and_Cultural_Universals/6.03%3A_Critique_of_Hofstede%E2%80%99s_theory](https://socialsci.libretexts.org/Bookshelves/Anthropology/Cultural_Anthropology/Speaking_of_Culture_(Weil)/06%3A_Beliefs%2C_Values%2C_and_Cultural_Universals/6.03%3A_Critique_of_Hofstede%E2%80%99s_theory)
 52. Wet, J. d., Wetzelhütter, D., Nnebedum, C., & Bacher, J. (2022). Testing the Relative Comprehensiveness of Schwartz's Ten Value Types with Help from Rokeach. *Journal of Social Sciences*, 18, 107-125.
 53. Wikipedia (n.d.). https://en.wikipedia.org/wiki/Hofstede%27s_cultural_dimensions_theory (Accessed November 12, 2022).
 54. Wikipedia (n.d.). <https://en.wikipedia.org/wiki/Integrity> (Accessed on October 31, 2022).