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EFFECT OF ORGANIZATIONAL VALUES ON EMPLOYEES' PERFORMANCE: A STUDY OF COMMERCIAL BANKS IN WUKARI METROPOLIS OF TARABA STATE

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Abstract

This study examined the effect of organisational values—specifically welfare, capacity building, and job security—on employee performance in three commercial banks operating in Wukari Metropolis, Taraba State: Zenith Bank, United Bank for Africa (UBA), and Unity Bank. The study was motivated by observed dissatisfaction among employees regarding management's non-adherence to core organisational values, particularly those affecting staff well-being. This dissatisfaction appears to have contributed to a noticeable decline in the quality of customer service, as reported by clients of the banks. Equity Theory served as the theoretical framework for the study. A total of 39 employees from the three banks were sampled, and data were collected through structured questionnaires. Descriptive statistics were employed to analyse the data. Findings revealed that employee welfare, capacity building, and job security significantly influence employee performance. Based on these findings, the study recommends that commercial banks prioritise the implementation of employee-centred organisational values as a strategic approach to enhancing performance, sustaining operations, and achieving long-term organisational goals.

Keywords: Organisational values, Employees' Performance, Commercial banks, Welfare, Capacity building and Job security.

Introduction

Organizational values are fundamental principles that guide behaviour, influence decision-making, and shape the culture within an organization. They play a critical role in strategic planning, the achievement of set objectives, and the long-term success and survival of the organization. For any organization aspiring to achieve enduring growth, a strong and coherent value system that aligns with its business strategy is essential.

According to Castilla (2005), fostering peaceful and conducive relationships within the workplace enhances productivity. He emphasises that mutual understanding between management and employees is vital for the attainment of organizational goals. Chandler (2023) further asserts that upholding organizational values among employees

presents both gratifying and challenging effects, reinforcing the argument that values are indispensable instruments for sustainable organisational growth. In the same vein, Amah (2000) and Anozie (2016) note that an organisation's mission and vision statements significantly determine its direction and survival.

Despite the recognised importance of employee performance in the growth and sustainability of commercial banks, preliminary observations suggest a decline in service quality among employees of three commercial banks operating in Wukari, Taraba State—Zenith Bank, United Bank for Africa (UBA), and Unity Bank. These banks, although founded on similar organisational values such as staff welfare, capacity building, and job security, appear to be experiencing challenges in effectively implementing these values. Employees have expressed dissatisfaction with management, citing inadequate attention to their welfare, lack of training opportunities, and concerns over job security.

This dissatisfaction appears to correlate with a noticeable decline in customer service, reduced customer retention, and difficulty in loan recovery. These emerging trends raise concerns about the impact of organisational values on employee performance in the banking sector.

Organisational values such as welfare, capacity building, and job security are essential for motivating employees and enhancing productivity. Maku and Daniel (2021), supported by Sylvester and Daniel (2021), argue that employee welfare significantly influences productivity. Philbin (1996) defines capacity building as the processes and resources organisations require to survive and thrive in a dynamic environment. Furthermore, Simon (2011) and James (2012) highlight the positive relationship between job security and employee loyalty.

Given these perspectives, this study seeks to examine the effect of organisational values—specifically welfare, capacity building, and job security—on employee performance in the operations of commercial banks in Wukari metropolis, Taraba State.

Literature Review

Organizational values

Organisations are dynamically confronted with a perplexing, complex, fast-trending and competing environment that has forced them to address issues on changing customer needs, consolidate market positions and expand into new segments and territorial spreads. (Otwori & Juma, 2017). According to Hofstede (2015), values are the totality of conduct and the general world perception about life. Organisational values are crucial in achieving the goals and objectives of any business, in determining the success of the organisation.

Effect of employees' job performance

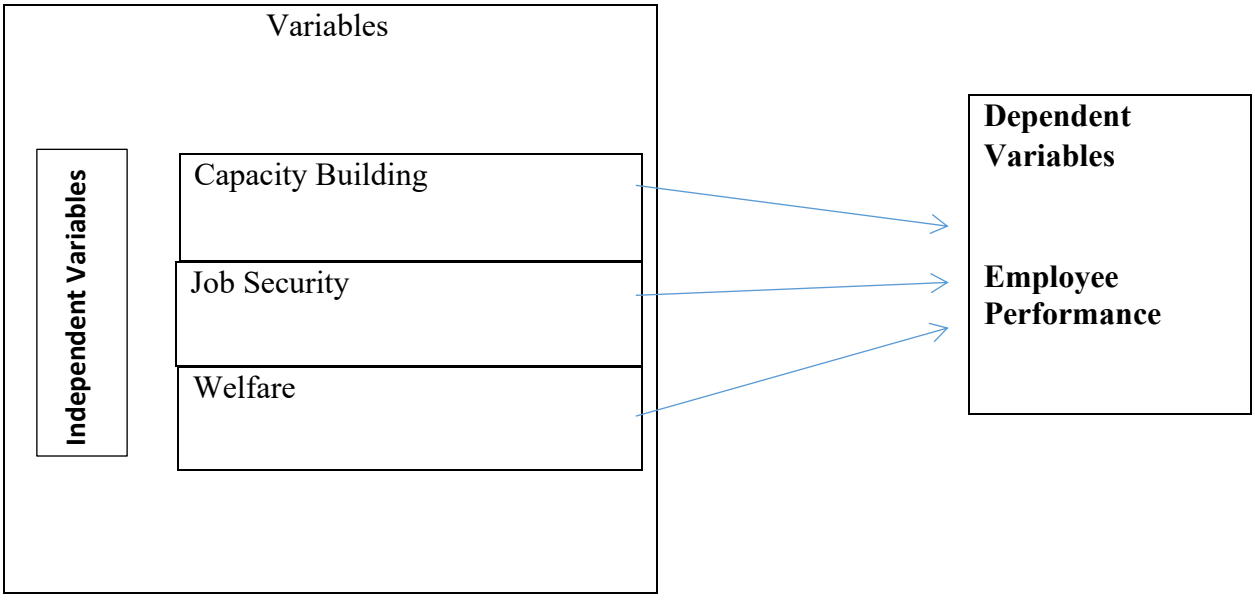
Job performance has a very great effect on organisational success and survival, and therefore can be referred to as undertaking a responsibility to the best of one's ability, involving accuracy, completeness, cost, and speed. It is a set standard for workplace conduct. Evaluation of employees is a function of how successfully employees discharge their assigned roles according to parameters established by the company (Maria, 2022). According to (Ashley 2009) in (Armstrong 2013), employee job performance is synonymous with how employees act in the work environment and the capacity to completely execute the tasks assigned to them. (Egwu 2021) believes that work effectiveness, quality, and efficiency are all aspects of performance.

Punctuality, according to George (2008) opines that punctuality has to do with prompt attendance and time consciousness to a schedule. According to (Lionel 2012), punctuality is associated with self-discipline, particularly adherence to a scheduled engagement fixed on a specific time. According to Anna (2007), punctuality is the

ability to carry out a specified assignment on time.

According to John (2007), the worth of work provided by an individual can be termed quality of work done. It can be expressed as interactivity and the quality of deliverables. (George, Allen, & Mackenzie, 2013) assert that the magnitude of employees' commitment to assigned roles in any organisation has a great effect on the organisation's success. Retention builds a strong foundation for commitment when employees are highly dedicated to a business. Employee dedication, according to Lionel (2012), is a necessity for any organisation's long-term success. Employee commitment, according to Udu & Nwofoke (2020), is a multifaceted term with three components: emotive, continuous, and normative.

Figure 1: Schematic Diagram



Source: The researcher

Commercial banks.

A commercial bank is an institution that accepts financial deposits from the public and gives loans for the purposes of business or contract funding and investment for profit-making.

Commercial banks are banks that deal with corporate, large or medium-sized businesses, different from bank outlets and investment banks. Commercial banks provide financial services to individuals, groups or organisations. They render a wide variety of services to their customers. The functions of commercial banks can be classified as follows: deposit acceptance, credit facilities, contracts and projects supervision as well as agency and financing.

Organisational value and employee performance

Employee welfare is the accompanying benefits provided by an employer for the well-being of employees, such as healthcare, paid time off, and essential amenities. Employee welfare is a strategy for improving the productivity of employees because work-

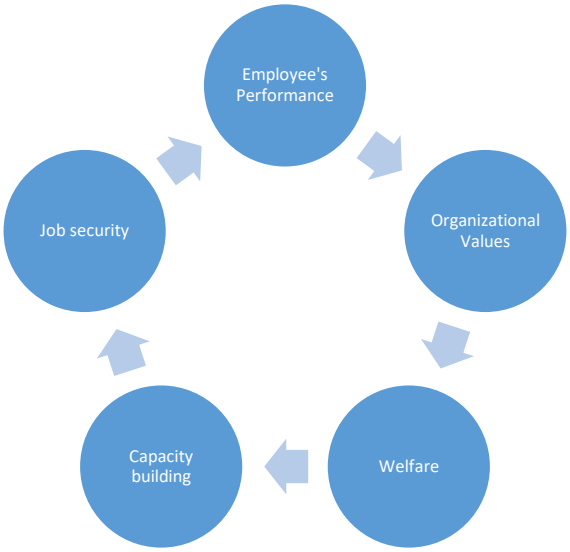
related issues may cause poor quality of life for employees and underperformance. (Manzini & Gwandure, 2021). (Priti, 2019) In Alkailani et al 2012) argues that the role of welfare activities is to promote economic development by increasing efficiency and productivity with the underlying principle being making workers give their loyal services ungrudgingly in a genuine spirit of co-operation and the general well-being of the employee.

(Mwita, 2017) argues that employees spend most of their active time at work; therefore, employee and work-related issues deserve to be solved at the workplace vis-à-vis: health services, medical care services, counselling services, etc.

Capacity building involves programmed activity aimed at specific knowledge acquisition and skills for quality service delivery (Cole, 2017). (Ivancevich et al, 2014) See capacity building as the systematic process of altering employees' behaviour to further organization goals.

According to Philblin (1996), Capacity building involves developing and strengthening employees' skills, abilities that organisations and communities need to survive, adapt and thrive. This definition suggests that capacity building is the element that gives fluidity, flexibility and functionality to an organisation and communities to adapt to the dynamic nature of this world.

Job security and a decent salary is what pay rent or mortgage, put food on the table, cover healthcare, and support children as they grow up. Lack of job security results in employees' emotional destabilisation. Feelings like stress, depression, anxiety, pressure, demotivation, and fear of job loss are manifestations of job insecurity. From the perspective of James 2022), job security has a major impact on the general performance of every organisation's employee, as well as the overall performance of any business. It encompasses the possibility of individuals retaining their jobs to prevent being laid off (Simon, 2021). Firms or organisations that guarantee their employees' security without being fired build employees' confidence. (Simon, 2021; Adebayo & Lucky, 2022) in (Boxx, Odom & Dunn 2014).



Source: Hunter (1986)

Theoretical Review

Equity theory by Adams (1965)

The assumption of equity theory is about how employees are being treated as compared with others in an organisation or in society. Equity theory states that employees will be better motivated if they are equitably treated. The theory is relevant to this study because it reveals the fact that with equity and fairness between the management and employees in their management functions, effective and efficient performance in the areas of staff effectiveness, facilities maintenance, efficiency of customer care and service delivery.

Application of equity theory

The theory emphasised that temporary workers who perform comparable tasks equally as well as their permanent employees, but receive lower pay than the permanent employees, may respond by reducing input efforts to restore equity. Management that wants optimum job delivery from employees should strive to ensure a conducive work environment is provided alongside better conditions of service

regarding welfare, capacity building and job security so as to attract employees, commitment, dedication, sacrifice and maximum obedience.

Relationship with the study

The equity theory is related to the study in the following ways: a commercial bank is a complex social group that requires careful and effective handling of its employees and customers. Therefore, their management is required to provide their employees enabling environment through their leadership roles to harness the interactions of their employees towards the proper management of their organisation. The equity theory emphasises participative management. This means that the commercial banks' management in Wukari metropolis of Taraba state is to be democratic in their approach in policy implementation and should at all times endeavour to carry their employees along in the decision-making process while exhibiting their functions. The theory is related to this study in that it reveals the fact that with equity and fairness between the management and employees in their management functions, it may enhance effective and efficient performance in the areas of employees' effectiveness, facilities maintenance, efficiency of customer care and service delivery.

Empirical framework

(Asaneth, Benjamin & Kosgey 2014) Undertook a study titled "The importance of employee welfare and performance": The case of the university academic staff union at Egerton University, Kenya. This study aligns with the present study that welfare, as a great variable of employee performance, is the propelling force to spur employees to optimum performance. The gap between the two studies is that the previous study was conducted on the University Academic Staff Union in Kenya, while the present study is targeted at three commercial banks in Wukari metropolis of Taraba state, Nigeria.

(Maku & Daniel, 2021) on conducted a study capacity building and employees' performance in Dr Isa Mustapha Agwai I Polytechnic, Lafia, Nasarawa State, Nigeria. The major findings in the study are that there are significant positive relationships between training, education and productivity in Dr Isa Mustapha Agwai I Polytechnic, Lafia. The study recommends, among others, paying attention to academic staff training so as to enhance their commitment to work and consequently achieve the overall objectives of the institution. The gap between the two studies is that the previous study was conducted on employees in Dr Isa Mustapha Agwai I Polytechnic, Lafia, while the present study was conducted on employees of three commercial banks in Wukari metropolis of Taraba state, Nigeria.

(Loreen & Chirasha, 2018), investigated how employee performance at Zimbabwe's First Banking Corporation Limited is impacted by job security. According to the study, high levels of job security improved employee performance, whereas low levels had a negative effect. The study agrees with the present study that job security has great effect on employee performance.

The gap between this study and the present study is that the previous study used a case study design, while the present study used a survey research design.

Methodology

A survey research design was used for the paper. The area of study was Wukari. The sample size was 39 employees of the three commercial banks under study. A self-structured questionnaire was used for data collection. Data collection was done by the researcher and research assistants. The involvement of research assistants in data collection is supported by Emaikwu (2011).

Result and discussion

The researcher took 39 copies of the research instrument to the field for responses. Out of which, 39 copies representing 100% were retrieved and used and there was no mortality.

Data presentation and interpretation were done using the three research questions raised and the three hypotheses tested.

Table 1:Mean score and standard deviation on effect of welfare on employees' performance in commercial banks in Wukari metropolis of Taraba state.

Item No	Item Description	VGE	GE	LE	ME	$\bar{x}$	Std	Decision
1	Commercial banks employees derive their commitment from management welfare policies.	108	87	128	19	2.83	0.94	Great Effect
2	Through organizational values of bank management, good channels of welfare are enhanced.	217	94	18	13	3.51	0.77	Very Great Effect
3	The organizational values' on employees' welfare do not enhance their commitment to performance.	258	35	34	15	3.57	0.84	Very Great Effect

Table 1 indicates the mean scores of items 1-3 as 2.83, 3.51, 3.57, with corresponding standard deviations of 0.94, 0.77, and 0.84 respectively. All the items are above the criterion mean of 2.50. This means that to a great effect, commercial banks employees derives their commitment from management welfare policies, Through organizational values of bank management, good channels of welfare policies are enhanced. They reported that organizational values on employees, welfare to a great effect enhance their commitment to job performance. The cluster mean of 3.29 with standard deviation of 0.84 is higher than the set criterion mean of 2.50. The implication is that welfare has great effect on employees' job performance

Table 2: Mean Scores and Standard Deviations on Effect of Capacity Building on employees' Job Performance in commercial banks in Wukari metropolis of Taraba State

Item No	Item Description	VGE	GE	LE	ME	$\bar{x}$	Std	Decision
4	Organizational values guide management in the right way to employees' capacity building.	168	127	22	25	3.28	0.88	Great Effect
5	Organizational value provides instructions that direct management on how to handle	189	121	15	17	3.41	0.79	Great Effect

	employees' capacity building							
6	Organizational value of commercial banks does not provide instructions that direct management on how to handle employees' capacity building.	112	168	35	27	3.07	0.86	Great Effect

The table above indicates the mean score of items 4-6 as 3.28, 3.41, and 3.07, with standard deviations of 0.88, 0.79, and 0.86. The items above the criterion mean of 2.50 are considered a great effect. The implication is that the people who responded to the research instrument accepted organisational values that guide management in the right way to employees' capacity building.

It was reported that, to a great effect, organisational value provides instructions that direct management on how to handle employees' capacity building

The cluster mean of 3.24 with a standard deviation of 0.87 is higher than the criterion mean of 2.50. This indicates that capacity building has a great effect on employees' performance.

Table 3:Mean scores and standard deviations on effect of job security on employees' performance in commercials banks in Wukari metropolis of Taraba State.

Item No	Item Description	VGE	GE	LE	ME	$\bar{x}$	Std	Decision
7	Management involves employees in decision making which tends to boost their morale in handling of customers relation.	82	225	23	12	3.10	0.66	Great Effect
8	Management provides enabling workplace to employees which propel them in handling customers' issues diligently.	194	118	5	25	3.41	0.84	Great Effect
9	Employees are committed to responsibilities without receiving training and re-training from management.	215	83	27	17	3.45	0.84	Great Effect

Table 3 indicates the mean score of items 7-9 as 3.10, 3.41, and 3.45 with standard deviations of 0.66, 0.84, and 0.84. The mean score of each item is above the criterion mean of 2.50. This shows that the respondents reported that to a great effect, management involves employees in decision making which tends to boost their morale in handling of customers relation. The respondents said that management provides enabling workplace to employees which propel them in handling customers' issues diligently. It was reported that employees are committed to responsibilities without receiving training and re-training from management. The cluster mean 3.33 with standard deviation 0.78 are higher than set criterion mean of 2.50. The implication is that capacity building has great effect on employees' performance in commercial banks in Wuari metropolis of Taraba State.

Conclusion

Based on the findings of this study it was concluded that, welfare, capacity building and job security have significant effect on employees' performance in commercial banks. Generally, employees' performance has great effect for the sustenance and survival of any bank business as well as achievement of set objectives. It is worthy to point out that the empirical reviews conducted on this study tend to agree that the variables of the study which include; welfare, capacity building and job security are key indices for employees' effectiveness and efficiency in commercial banking operation in Wukari metropolis of Taraba State and require optimum attention.

Recommendations

The following recommendations are made:

1. Management of commercial banks should ensure that their organizational value is in agreement with employees' welfare policies towards customers' satisfaction and the achievement of its set goals.
2. Management of commercial banks should develop culture of capacity building for their employees so as to position them for contemporary comparative advantages.
3. Management of commercial banks should develop strategies for ensuring job security of employees of the banks for confidence and trust building aimed at optimum job performance and customers' needs satisfaction.

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