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## Evaluating Organizational Core Values Implementation on Business Performance of Construction Firms in Nigeria

**Ikupolati, A. O, Ph.D<sup>1</sup>, Olaleye, Y.O. Ph.D<sup>2</sup>, Faruna, D.O. Ph.D<sup>3</sup>, Adelodun, S. S. Ph.D<sup>4</sup>, and Abang, S.E. Ph.D<sup>5</sup>**

<sup>1</sup> Department of Entrepreneurship Studies, University of Abuja, Nigeria.

<sup>2</sup> Department of Quantity Surveying and Commercial Mgt, University of Westminster, UK.

<sup>3</sup> AG Vision Construction Nigeria Limited, Abuja, Nigeria.

<sup>4</sup> Department of Banking and Finance, University of Abuja, Nigeria.

<sup>5</sup> Department of Entrepreneurship Studies, University of Abuja, Nigeria.

### ORCID iD:

<sup>1</sup> 0009-0003-5953-2394, <sup>2</sup> 0009-0007-4617-6625, <sup>3</sup> 0009-0005-6409-4661

<sup>4</sup> 0009-0008-1615-5070, <sup>5</sup> 0009-0004-2839-9428.

**Address for Correspondence:** Ikupolati, A. O., Department of Entrepreneurship Studies, University of Abuja, Nigeria. (Email: alexikupolati@yahoo.com)

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**Abstract** The aim of the study is to investigate organizational core values implementation on business performance of construction firms in Nigeria. This was achieved by evaluating the relationship between implementation of organizational core values and business performance of construction firms in Nigeria. The survey research method was used for the study. The population of the survey constituted the management and non-management staff and customers of selected construction firms in Nigeria. A purposive sampling technique was used with a sample size of 240. However, 174 questionnaires were returned and deemed usable representing 72.5% of the respondents. The use of statistical software's SPSS 20.0 was used to test the data gathered. Both descriptive and inferential statistics were generalized between the variables. Findings of the study provide empirical backing that successful implementation and practice of organizational core values in construction firms in Nigeria will boost business performance. The study concluded that construction firms in Nigeria believe that organizational core values was a key contributing factor to business performance. From the findings and conclusion, the researchers recommend that firms should endeavor to deliver and maintain products and services within budget, so that business values and return on investment can be successfully achieved in the construction industry in Nigeria.

**Keywords** Business Performance, Construction Industry, Core ethics, Gross Domestic Product (GDP) and Implementation

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### Reviewers

Dr. Kumoro Asto Lenggono, Department of Public Health Sciences, Faculty of Sports Sciences, State University of Malang, Indonesia; ORCID iD: <https://orcid.org/0000-0003-1411-8221>; Email: [kumoroasto72@gmail.com](mailto:kumoroasto72@gmail.com); Phone: +62 895 4132 51196.

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## Background to the study

Organizational core values describe the core ethics or principles which the company will abide by no matter what. They inspire employees' best efforts and also contain their actions. Clearly articulated values should be a true reflection of your organization aspirations for appropriate workplace behavior and play an important role in building a positive culture at your organizational.

Globally, the construction industry is a significant contributor to its respective economy as it cut, across all aspects of human activities (Dele, Radlaback, Maksimor and Peculsisa, 2023). Its contribution ranges from enabling the procurement of goods and services to the provision of building and other infrastructures thereby providing employment opportunities to its labour force while contributing, immensely to the gross domestic product (GDP) (Makhajooml, 2018). According to [Chukwuka \(2016\)](#), the contribution of the Nigerian construction is yet to measure up to those of the western world like the United Kingdom and Australia due to its developing nature, whereas the construction industries of other developed countries are responsible for about 25% of their respective GDP, the response case is different as it contributes slightly below 16% of its economy.

Despite the widespread acknowledgment of the important role of organizational core values implementation on business performance, there is a gap in empirical literature exclusive the relationship between organizational core values implementation and business performance in the construction firms in Nigeria.

## Specific Objectives

To establish the effects of organizational core values implementation on business performance of the construction forms in Nigeria.

## Research Hypothesis

Ho: There is no significant relationship between organizational core values implementation and business performance in the construction firms in Nigeria.

## Statement of problem

The declining indices of building construction projects performance have not received sufficient attention in many developing countries, even though a few scholars like [Ofori \(1991\)](#), [Nesely, Nills, plats and Bovine \(2002\)](#) and Xio and proverbs (2003) have drawn attention to the need for improved business performance within the industry. current situation confronting the Nigerian construction sector demands or greater proactive and innovative improvements to achieve the desired business performance.

Many criticisms have directed to the construction industry for generally having shoddy workmanship. It not only the final product that is subjected to criticism but among others include the processes, the people, materials are under tremendous pressure for better quality in construction. (Mahmood, Mohammed, Misman, Yusuf and Bakri (2006). Sodangi, Idris and Khamidi 2010). From a general knowledge, a number of construction firms in Nigeria under pay their workers, with this poor salary package, construction labours tend to focus more on the number of hours worked.

## Literature Review

This study looked at organizational core values under: employee morale, productivity, and turnover.

## Employee Morale

This is the attitude, satisfaction and overall outlook of employee during their association with an organization or a business. When employees have confidence in the capability of their company leadership, they tend to have positive morale when they share a vision for where the company is headed and are positive about the direction, employee also exhibit high morale. Employees morale can be kept high through communication level, workload, teamwork mindset, overall front, incentive programs, recognition and turnover rates.

## Productivity

This means adopting an attitude for contained improvement. Being efficient means driving at every movement, what we consciously chose to do and not what we feel we are being forced by circumstances. Productivity measures the efficiency of a company production process. It is calculated by dividing the outputs produced by a company by the inputs used in its production process. Productivity boost, morale and creates a company culture of excellence, resulting in an improved workplace environment. When a company is highly productive and successful, incentives like pay likes, bonuses medical insurance etc are made available to the employees. However, work environment, training and career development opportunities, process, pay structure, employees wellness, diversity and technology and production factor all affect productivity in a company.

## Turnover

It is sometimes referred to as gross revenue or income. It is an important measure of your business performance knowing your turnover figures is useful throughout the whole life of your business from planning and securing investment, through measuring performance to valuing your company. Employee turnover does happen when you are losing good employees sometimes to competitors causes include problems with the company's cultures, its benefits and compensation structure, its career path and training managers and much more.

High voluntary turnover impacts profitability and often, customer satisfaction. When employee turnover happens, companies may lose employee productivity, be forced to recruit need employees, suffer from lower morale, miss out on sales opportunities and have to deal with additional expenses that could been avoided if they just held onto the employee in the first place. High turnover rate also contributes negatively to the growth of a company.

## Customer Satisfaction.

It is been referred to as one of the levels of business performance. The focus on customers has become a part or organizational core value. According to Jarved and Chester, (2008), successful implementation of organizational core values and return on investment. Thus, customers focus in firms incorporates customers satisfaction, acceptability, adoption and sustainability of productivity service.

## The Classical School

Organization and management theories in this category perceive organization issues from different directions. We have two main purportive:- this school; Fradrick Winslw Taylor (1856-1915) and Henri Faysi (1841-1925).

Taylor focused on rationalizing jobs beginning from the lowest level of the organizations. Fayol concentrate on providing a rational model for top management of an organization ([Harder, Robertson and Woodward, 2004](#)).

Taylor attempted to develop the principles of scientific management which some theorists in later years considered to be dehumanizing and exploitative of workers. He emphasized the need to attain efficiency and how management could maximize its return on labour by employing his principles. According to Henri Fayol, the management functions of co-ordination and speculation are extremely important, and coordination is best achieved using four of the principles.

- i. The scalar chain
- ii. Unit of command
- iii. Span of control
- iv. Expectation principles

Meanwhile, specialization was achieved by how department were formed and how jobs were grouped, therefore, the departmentalization principle. The approaches of Fredrick Taylor and Henri Fayol have two things in common.

- i. They proposed the best way to manage organizations
- ii. They attempted to develop rational techniques to help build structure and process necessary to co-ordinate actions in an organization.

### Conceptual Framework

The primary variable of interest of the study is the dependent variable of business performance which is measured by the customer satisfactions. The independent variable that may influence the dependent variable are employee morale, productivity and turnover.

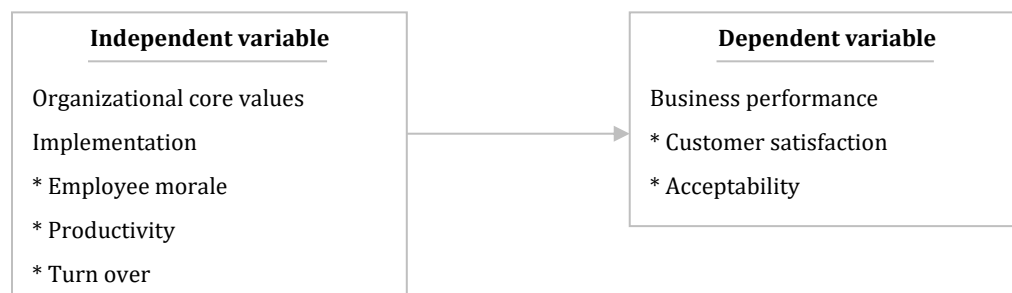


Fig. 1: showing the relationship between organization core value implementation and business performance.

### Research Methodology

For the purpose of data collection, a survey questionnaire was conducted among employers of construction organizations registered with corporate affairs commission directory of 2015. The research questionnaire was divided into three sections, which evaluated the respondents background, background of the employees and the performance factors of the customers. The main research instrument used in this study was the open-ended format of questionnaires. To tact the content validity, the questionnaires were initially distributed to export panels of 3 comprisals customers, satisfactions performance. This was followed by a pilot survey to get initial feedback on the content of the questionnaire. During the pilot survey, 15 respondents from registered organizations with corporate affairs commission were collected and the questionnaire was then amended according to the comments of customers before the actual feedback began. In the main survey, a total number of 240 questionnaire were sent out to employees in Abuja, Ibadan, Lagos, Aba and Kaduna town. After two months period, 174 (72.5%) response rates of the questionnaire were returned deemed usable. The data was analyzed by using regression an Anova analysis used to establish the findings. However, in the content of the study, business performance is defined in terms of customer satisfaction and acceptability of product/services. In business world, these two indicators are highly used by researchers to measure business performance due to their clarity in definition in terms of the size of the organization and to the accessibility by researchers.

### Data Analysis

#### Measurement of mean

Mean indicates to what extent the sample group on average agrees or disagree with the different statements. According to [Nizyyta, Demotax and Festinger \(2005\)](#), the lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement. According to Zaidato and Bagheri (2009) cited in (Wogari, 2009) the score below 3.79 is considered low, 3.79 is considered as high;

Table 1:

S/no.	Means value	Description
1.	Less than 3.79	Low
2.	3.40 - 3.79	Moderate
3.	Greater than 3.8	High

### Objectives

To establish the effects of organizational core values implementation on business performance of the construction firms in Nigeria.

## Descriptive Analysis

The study sought to establish whether organizational core values affect business performance in the construction firms in Nigeria. Specially, the study focused on employee morale, productivity and turnover factor. The following is an analysis of the relationship between the variables and business performance.

### Employee Morale

How is employee morale measured in the firm?

**Table 2: Analysis of Employee Morale**

Description (Using)	N	Mean	SD
Observation	174	3.7	1.382
Attitude	174	3.63	1.214
Company records and reports	174	3.63	1.221
Counseling	174	3.58	1.88
Employee opinion survey	174	3.58	1.125
Employee conveniences	174	3.78	1.078
Suggestion boxes	174	3.78	1.065
Morale		3.68	1.176

Source: Own Survey Data (2023)

From table 2, all items measured have their mean between 3.4-3.79 which indicated that the measurement are moderate. Employee morale was an important dimension in organizational core values on business performance with a mean of 3.68 and SD of 1.126 in construction firm in Nigeria.

### Employees Productivity

How is effectiveness of productive effort measured in terms of the rate of output per unit in your firm?

**Table 3: Analysis of Productivity**

Description (Using)	N	Mean	S. D
Establishing a base line	174	4.11	0.979
Define and measure tasks	174	3.98	0.930
Set clear objectives and goal	174	3.94	1.017
Carryout a client survey	174	3.83	1.015
Consider culture	174	3.77	1.079
Identified bench mark and target	174	3.86	1.111
Track individual progress	174	3.80	1.092
Request daily update		3.80	1.037
Productivity		3.89	1.033

Source: Own Survey Data (2023)

From table 3, all the items measured have their mean above 3.8 which signifies a high mean except for culture with a mean of 3.79 and standard deviation of 1.079 productivity is an important dimension in organizational core value on business performance with a mean of 3.89 and S.D. 1.033 in construction firms in Nigeria.

### Turnover rate

How do you measure turnover rate in your firm

**Table 4: Analysis of Turnover Rate**

Description (Using)	N	Mean	S.D
<b>Voluntary turnover</b>	174	3.52	1.466
<b>Involuntary turnover</b>	174	3.45	1.283
<b>Retirement</b>	174	3.60	1.251
<b>Internal transfer</b>	174	3.66	1.131
<b>Turnover rate</b>		<b>3.56</b>	<b>1.283</b>

Source: Own Survey Data (2023)

From table 4, all the items measured have their mean between 3.40-3.79 which signifies a moderate mean. Employee turnover rate is an important dimension in organizational core values in business performance with a mean of 3.56 and S.D. 1.283 in construction firms in Nigeria.

### Inferential Analysis

To scientifically confirm the result of this study, the researchers used regression analysis to test for existence of relationships before the exploratory variables and the dependent variable. This section presents inferential analysis based on the findings obtained at the end of each question. Regression and ANOVA have been used to interpret the results obtained and draw conclusion on the study. Regression model for the variable have been fitted.

Business performance in terms of customers satisfaction and acceptability was regressed on organizational core values implementation. The relationship among the variables is depicted below:

Y:  $Bo + bx$  where

Y = Business Performance of construction firms in Nigeria

$\beta_0$  = Constant (coefficient of intercept)

$\beta$  = Regression coefficient

x = Organizational core values implementation

Linear regression was used to measure the linear relationship between the independent and dependent variables.

Table 5, shows that the correlation coefficient(R) between organizational core values implementation and business performance of construction firms in Nigeria is 0.671 implying a strong linear relationship between organizational core values implementation and business performance of construction firms in Nigeria. the coefficient of  $R^2$  adjusted is 0.446 indicating that 44.6% of the variation in business performance of construction firms in Nigeria was explained by organizational core values implementation.

**Table 5: Model Summary**

Model	R	L <sup>2</sup>	Adjusted R <sup>2</sup>	Std error of test
<b>1</b>	671	446	446	08711

a. Predictor (Constant) Organizational core values implementation

Table 6: Shows an ANOVA test performed on organizational core values implementation, it has a private equal to 000 which is lower than  $\alpha(0.05)$  therefore conclude that the model is significant and therefore fit for use.

**Table 6: ANOVA**

Model	Sum & sequence	$\Delta f$	Mean square	f
<b>Regression</b>	0.950	1	0.930	122.519
<b>Residual</b>	1.138	173	0.008	
<b>Total</b>	2.088	174		

a. dependent variable business performance of construction firms b. Predictor (Constantly) organizational core values implementation

From table 7 (Regression coefficient)  $\beta$  is standardized because it has a bound, thus confidence interval can be formed. The table shows a linear relationship between organizational core values implementation and business performance of construction firms in Nigeria is  $Y=0.686+0.241x$  where Y is the business performance of construction firms in Nigeria and x is organizational core values implementation. The P-value of the slope of the model (6.000) is less than  $\alpha$  (0.05) therefore  $H_0$  is rejected and it is considered that organizational core values implementation have a significant role in business performance of construction firms in Nigeria.

**Table 7: Regression Coefficient**

Model	Unstal Coefficient $\beta$	Coefficient Std Error	Std Coff $\beta$	f
<b>Constant</b>	0.686	0.19	---	36.513
<b>Organizational core value implementation</b>	0.241	0.221	0.671	11.069

a. Dependent variable: Business performance of construction firms.

In conclusion, the test of the hypothesis for significant relationships between organizational core values implementation and business performance of construction firms in Nigeria indicating 44.6% of the variation in the relationship is further confirmed by the literature review according to [Jarrad and cheater \(2008\)](#) that successful implementation of organizational core value include among other customer satisfaction and acceptability.

## Conclusion

This study has established that construction firms in Nigeria believe organizational core values is a key contributing factor to business performance. Finding provide empirical backing that successful implementation and practice of organizational core values in construction firms will bloat business performance in terms of customer satisfaction and acceptability of these construction firms.

## Recommendations

From the findings of the study, the following are recommended;

- i. Top management commitment is vital for successful implementation of organizational core values in the construction firms; thus, managers should be involved from onset to finish of both production of products and services.
- ii. Firms should endeavor to deliver and maintain products and services within budget, so that business values and return on investment can be successfully achieved in the construction industry in Nigeria.

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**Ethical Approval:** Not applicable.

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## Author Biography

**QS. Dr. Ikupolati Alexander Oluwadare** started his career at Ramat Polytechnic, Maiduguri in 1991. Joined Kaduna Polytechnic in 1995. He lectures at the Department of Entrepreneurship Studies, University of Abuja, Nigeria. He obtained an M.Sc. in Construction Management from Ahmadu Bello University, Zaria 2004, Master of Philosophy Degree in Entrepreneurship from Jomo Kenyatta University of Agriculture and Technology, Kenya, 2011, a Ph.D in Entrepreneurship in 2016 from the same University. He obtained a postgraduate Diploma in Education (Technical) from Kaduna Polytechnic in 2010. Member of the Nigerian Institute of Quantity Surveyors, Member of the Nigerian Academic Management of Nigeria, Registered Quantity Surveyor, Registered Entrepreneur and a Registered Teacher with the Federal Republic of Nigeria. An adjunct lecturer to several Universities. A resource person to the National Board for Technical Education and the Nigerian Institute of Quantity Surveyors. He is married and blessed with a Barrister of the Supreme Court of Nigeria.

**Qs. Dr. Olaleye Yetunde Olanike** is a Lecturer at the Department of Quantity Surveying and Commercial Management, University of Westminster, UK. She obtained her Ph.D. in Quantity Surveying from Ahmadu Bello University, Zaria, Nigeria, after her M.Sc. Construction Management. She obtained a postgraduate diploma in Technical Education from the Federal University of Technology, Minna. She is a Fellow of the Nigerian Institute of Quantity Surveyors (NIQS) and a Registered Quantity Surveyor. She has made several presentations at both academic and professional conferences. Her work has been published in journals and conference proceedings. She has co-authored a textbook titled "Basics of Building Economics". She is an external examiner to other polytechnics and has served on the accreditation team of the National Board for Technical Education (NBTE). She has served as a reviewer for several Journals and Conferences. Most of her works have focused on Quality Management, Organizational culture and Entrepreneurship.

**Faruna Damian Omaye** was born on 1st May 1980 to the family of Mr. & Mrs. Faruna in Agojeju-odoh, Omala Local Government Area of Kogi state, Nigeria. Attended LEA Primary School 1986 -1992, proceeded to Iyaji Commercial Secondary school 1993 -1999 to obtain west African Senior secondary Certificate Examination then Federal polytechnic Idah in Kogi and Nasarawa states where I obtained National Diploma and Higher National Diploma in Accountancy 2023 and 2027 respectively, thereafter went to Nasarawa state University where I obtained Masters in Business Administration in Accounting and then The University of America and obtained PhD in management. I belong to various professional body like the Institute of Chartered Accountant of Nigeria (ICAN) which am a Fellow, Chattered Institute of Taxation of Nigeria, chartered (CITN) Institute of Forensic and Investigative Professionals of Nigeria



(CIFIPN), Fellow -Chartered Institute of Public Diplomacy and Management (CIPDM) and have made several publications.

**Dr. Adelodun, Segun Sadraq** (RDF-ICRED), is a visionary leader and transformative educator with profound contributions to education, finance, and public service. Held a Ph.D in Educational, Personnel, and Financial Management, he is a Certified Management Consultant (CMC) and Research Development Fellow of the Institute for Commerce Research and Enterprise Development (RDF-ICRED). Dr. Adelodun's expertise spans across educational planning, financial management, and strategic policy formulation. He held influential positions in academia, banking, and public service, demonstrating diverse capabilities and a commitment to nation-building as a prolific author and scholar. He is a dedicated philanthropist, ethical entrepreneur, and community advocate, empowering youth and professionals across Nigeria. With over two decades of impactful service, he continues to shape institutional excellence and sustainable development across Africa, leaving a legacy of vision, excellence, and commitment to societal betterment. His professional credibility is reflected in memberships with esteemed bodies like ICAN, NIM and CIBN.

**Dr. Abang Stanley Eno** is of the Bwan Kadem dynasty in Ntamante Village, Boki Local Government Area, Cross River Nigeria. Married to Abang Eunice Banshum-Obi, of the Nigeria Police Force, FCT Command, Abuja Nigeria. Currently a senior Lecturer with the department of Entrepreneurship Studies, Faculty of Management Sciences, University of Abuja Nigeria. Dr. Abang holds a Ph.D in Entrepreneurship studies, with research interest in social entrepreneurship, a Master of Science degree(M.Sc) in Business Administration ( Enterprise Financing), Master of Business Administration (MBA,SMEs Financing), Post graduate diploma in Banking and Finance (PGDB/F) and Bachelor of Science degree(B.Sc) in Business Administration (Fianace). Dr. Abang's lecturing experience spanned over two decades in various institutions of higher learning including the Nigeria police Academy Wudil, Kano, Nigeria. He has authored over thirty peer-reviewed articles in both domestic and off-shore journals.

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