

Impact of Values on Performance on the Telecommunication Industry in Kaduna Metropolis

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ABSTRACT

The study investigates the impact of values on performance in the telecommunication industry in Kaduna metropolis, Nigeria. The study uses a survey research design, which utilizes questionnaires as the main instrument for data collection. The population of study is 115 employees with a sample size of 107 of the selected telecommunication companies namely; MTN, GLO, 9 MOBILE and AIRTEL. Regression analysis using statistical package for social science (SPSS) was employed to analyze the data and test the hypotheses. The findings reveal that self-direction values have a positive, strong significant impact on operational performance. The study concludes that core company values have significantly impacted on the operational performance which is speed and flexibility of the selected telecommunication companies in Kaduna metropolis. The study recommends that the management of these telecommunication companies should provide proper communication of these values during induction and in-house training of new and existing employees and motivate them to be operationally efficient at work.

Keywords: *values, self-direction, speed, flexibility and operational performance.*

Introduction

The importance of values in all types of businesses cannot be overemphasized. This paper is focusing on self-direction values that are gotten from the organic need for mastery and control, interactional need for autonomy and independence for example innovating, freedom and exploring.

The telecommunication industry initially had plain old phones as its biggest revenue generator but due to network technology advancement that has now changed having new generation subsectors like e commerce and digital marketing on the media. It allows us to share our thoughts speak and do business with nearly anyone not withstanding where in the world they might be. Advancement in network technology didn't just happen. It took a lot of innovation and freedom to act and try new ideas

and methods. For one's innovation to become acceptable and put into use, it would need the help of a team of experts or individuals to honestly support that particular idea or ideas.

The telecommunication industry has contributed to the social economic and political environment in Nigeria. This could be seen in the areas of social interaction and communication, the opportunity of employment and payment of taxes, sponsorship of programs, political campaigns and so on. The concepts of self-direction values have come a long way but research on them and operational performance in the telecommunication industry in the Nigerian context is still rudimentary. It is on this premise that the study seeks to fill the literature and environmental gaps.

This paper is focusing on the impact investigation of values which is self-direction on operational performance (speed and flexibility) in the telecommunication industry which include MTN, GLO, 9MOBILE, AIRTEL telecommunication companies in Kaduna metropolis. The findings will serve as a reference for further research, add value to existing literature on values and assist new and old organizations with company values adoption. The objective of this study is to find the impact of self-direction values on operational performance.

The study formulated the hypothesis in a null form
Ho: self-direction values do not have a significant impact on operational performance.

Literature Review

This section provides the highlights of studies in the field of values and gives an overview of concepts related to the studies, empirical reviews in Nigeria and outside Nigeria by other researchers and theories of relevance.

Values

Super (1980) defines a value as “an objective either a psychological state, a relationship or material condition, that one seeks to attain” while Hofstede (1984), defines value as a broad tendency to prefer certain state of affairs over others. A more elaborate definition is given by Schwartz (1992) “who define values as desirable states, objects, goals, or behaviours, transcending specific situations and applied as normative standards to judge and to choose among alternative modes of behaviours”. In the opinion of Krueger (1996), values are a set of beliefs that influence the way people and groups behave; they are the “soul” of the organization; effective values are deep rooted; and core values help form a social psychology that can support or overcome individual psychology”. According to Haralambos (2000) “a value is a belief that something is good and desirable”. Mukerjee (1949) a pioneer Indian sociologist who initiated the study of social values states that “values are socially approved desires and goals that are internalized through the process of conditioning learning or socialization and that become subjective preferences, standards and aspirations. A value is a shared idea about how something is ranked in terms of desirability, worth or goodness. Values can also be categories from the point of viewing their hierarchal arrangement which includes intrinsic

values: these are values that are related with goals of life. They are sometimes known as ultimate and transcendent values. They determine the schemata of human rights and duties of human virtues. In the hierarchy of values, they occupy the highest place and superior to all other values of life. Secondly, instrumental Values: - are values that come after the intrinsic values in the scheme of gradation of values. These values are means to achieve goals (intrinsic values) of life. They are also known as incidental or proximate values. (Puja Mondal Society, 2015).

Rokeach (1973) defines values “as an ending 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”. Values can be classified into two broad categories: Firstly, individual values are values relate with the development of human personality or individual norms of recognition and protection of the human personality such as honesty, loyalty, veracity and honor. Secondly, collective values are values connected with the solidarity of the community or collective norms of equality, justice, solidarity and socialness are known as collective values.

Concept of Self-Direction

Schwartz (2012) states that the concept of self-direction is simply the reliance upon one's own judgments and comfort with the diversity of existence.

According to Rogers (1961) self-direction simply means that one chooses and then learns from consequences. In the opinion of Ispring (2015) self-directed employees could be created through workplace culture and they include:

Self-testing that help employees to see how directed they are which will help them to find their weakness and strengths, Peer to peer training, an institutionalized spirit of inquiry that is willingness to ask why. Clear self-directed learning resources such as appropriate meetings, webinars, periodicals books and e-courses etc. Self-directed goal setting which encourages initiative, creates accountability and foster incentive both internal (goal met) and external rewards (bonuses, promotion and recognition) Self-directed learning through the use of mobiles to enrich commutes and lastly, Journal keeping because they assist in collating **ideas**,

records success works through knotty problems and progress tracking. The great thinkers and producers (creators) in history have all used journals. It should be encouraged in workers.

Operation Performance

Andy (2007) explains that operational performance is a firm's performance after being measured against the prescribed or required quality, speed, flexibility, dependability and cost. The research now defines operational performance as the performance of a firm measured against standard indicators of efficiency, effectiveness and environmental responsibility such as quality, waste reduction, speed, cost, regulatory compliance, flexibility and dependability.

Objectives of Operational Performance

Billie (2017) explains that an operational performance objective includes; quality, speed, dependability, flexibility and costs.

Quality: Andy (2007) states that quality is more than just conformance to specification but how well a product or service performs its intended function, the product feature desirability and its reliability. Andy views quality in another sense means product durability, the ease with which the product is serviced and the extent to which the customers believe the service or product meet their needs.

Speed: this simply means the rate at which a company can generate sales quotas and how rapidly and often a company can deliver its services and products (Andy 2007). In addition, speed refers to issues such as the time required to manufacture one or more products and the time a company requires to research and develop a new product or service.

Dependability: A company can measure dependability in terms of the products ability to function as designed, as expected and to perform or work consistently over a reasonable amount of time. Andy (2007) regards to a company's operation as dependable if the company produces and delivers products to its consumers and customers on time and according to agreed costs and prices.

Flexibility: operations are flexible if a company can configure the product lines to deal with various requirements of a product and if the operations can adjust to new requirements quality. Flexibility also

requires a company to adapt its operations to meet new or changing production volumes and delivery schedules.

Cost: this objective means the variation in unit cost as a result of changes in the volume produced by a manufacturer and the variety of products produced. Most at times, the higher the variety of products produced, the lower the volume produced and the higher the cost per unit and vice versa. Most importantly the cost of each product will be different which will affect the prices of the product, profits and running cost.

Empirical Reviews

The research by Kamiaband Kupuusamy (2017) assessed the interaction between personal values; organizational citizenship behavior (OCB) and service quality of all branches of two commercial banks (May bank and CIMB) in Malaysia with a total number of 117 branches. The portrait value questionnaire (PVQ) was used to measure the values. The employee sample consisted of 351 (one manager or assistant manager and two non-managerial employees from each branch, the sample of customers was 585 clients from all 117 branches. Partial least squares (PLS) approach was utilized to estimate the structural equation models and to evaluate the causal relationship between variables. The findings showed that conservation values (conformity, security and tradition) had the highest impact on bank service quality while self-transcendence value (Benevolence and Universalism) did not have any relationship with service quality with mediation role of OCB same as the result in direct effect. Openness to change and self-enhancement values had an effect on service quality but not considerable. They recommended that conservation values of employees should be paid more attention.

A qualitative study of the relationship between core values and managerial work in a knowledge intensive firm was carried out by Isabell, Olivia and Lena (2015). In Sweden the study tried to interpret the ways core values are expressed in managerial work and as well as the impact of values on managerial work in the knowledge intensive firm. A qualitative method was used and the empirical data was collected through observations and semi-structured interviews with 5 different managers. A convenience based sampling was used to select the

managers. The study suggests that core values are expressed with implicitly and explicitly in managerial work in the form of trust and freedom, creating some sense of confidence in their ability and guide their actions to the right direction. Recommendation suggested that there is a need to conduct further research.

In Gonzalez, Diaz-Fernandez and Simonetti (2014) research study which aimed to explore whether Schwartz's value theory was applicable to the social science students who were Spanish at the undergraduate level and also to bring new knowledge to the relationship between basic values and those patterns which determine perception under social initiative carried out by a company. A self-completion structured questionnaire was used to collect quantitative data from 1060 university students. Regression analysis and correlation was used for the study. The analysis revealed that the best predictors for acceptance were Benevolence, Universalism, Security, Conformity and gender and they positively influence the acceptance of social initiative developed by the company and also women like the social initiative more than men. Self-direction, stimulation, security, and tradition values were positively correlated to the support dimension. Universalism, Achievement, Security, and Conformity influenced the perceived usefulness dimension positively. Gonzalez, Diaz-Fernandez and Simonetti (2014) did recommend that individuals should be educated using CSR/Business ethics programs to provide better understanding of the concept but also cultivating on them the awareness of being responsible with the environment and society.

By and large, Gonzalez, Diaz-Fernandez and Simonetti (2014) was logical and organized, it did look at modern theory of Schwartz and also dimensions of social initiative but the introductory part of the research could have expressed the researchers ideas in words rather than have too many citations, a regression analysis was conducted but there was no model to show how the variables correlate. The research is on values and corporate social initiative not on value system and operational performance in the telecommunication industry Kaduna metropolis, Nigeria.

The impact of value orientation on socio psychological capital was analyzed by Tatarko

(2013). Three ethnic groups were used as sample which included the Russians $n = 103$, Chechen $n = 100$ and the Ingush $n = 109$. These groups are representatives of the North Caucasus federal district of Russia. A simultaneous confirmatory factor analysis was carried out and the results showed that the study lacked measurement invariance for the three ethnic groups therefore modeling analyses were conducted separately for each ethnic group. Some variables were evaluated through questions from the (WVS) World Value Survey. Findings show that self-transcendence values have positive impact on socio psychological capital and self enhancement values have negative impact. Openness to change values positively influences civic identity but negatively affect perceived social capital. Conservation values also demonstrated a positive relationship with civic identity, however in this study; this effect was manifested only in the Ingush sample. In conclusion, the influence of values orientations on socio psychological capital is not decisive but essential.

For the most part, Tatarko (2013) was well conducted and detailed but failed to clearly state the recommendations of the study. The research is on orientation of value and socio-psychological capital while the present study is on the impacts of some of those values on performance operationally in the telecommunication industry.

Pot, Karolus, Peter, Robert and Steven (2012) accessed the relationship between work place innovations Human Resource Management and information technology automation and organizational performance and employee's commitment. A cross-sectional random sample of Dutch establishment, stratified on branch and establishment size was taken from a database of Dutch establishments. Data was gotten from the Netherlands employers work survey (NEWS) gathered late 2010. A survey was carried out among a sample of Dutch profit and non-profit organizations using telephone, internet link or postal questionnaire. Logistic and hierarchical multiple linear regression analyses were carried out on the dependent variable, entering the independent variables in blocks: findings showed that there was a positive relationship between work place innovation on one hand and quantitative and qualitative organizational commitment of

employee on the other hand a relatively large flexibility buffer was positively related to performance but not employee commitment. Workplace innovation index was measured by four sub scales autonomy, self-directed team, link internal flexibility and innovation. Organizational performance (qualitative and quantitative organizational performance but the research study intends to identify the impact of value system (self-direction and benevolence) on operational performance

Okafor (2008) researched on the relationship between shared values and organizational Nigerian Stock Exchange (NSE). Proportional stratified sampling method was utilized. Expost factor and cross-sectional survey research methods were used as data collection method. Ordinary least square (OLS) regression models were used to analyze the data collected. performance was conducted on quoted companies were randomly selected on the 1st tier of the Findings showed that shared values among organization members were positively related to organizational performance (Return on Total Assets, ROTA). Okafor (2008) recommended that these values should be communicated to all levels both in the organization and nation and also appropriate sanctions and reward system should be instituted and related to employee performance. By and large the study is on shared values and organizational performance while the present research is on value system and operational performance and it intends to fill the environmental gap in relation to studies on values in Nigeria.

These theories are fundamental to the understanding of values.

Rokeach Theory of Values

Rokeach (1973) theory of values did set out to give an answer to the meaning of values in his book “the Nature of Human Values” which defines values as enduring beliefs that a specific or particular mode of conduct or end-state of existence is personally or socially preferred to a converse or an opposite mode of conduct or end-state of existence in other words he believed that: Individuals have values for themselves and values for society. The values may be the same or different. For instance you may believe in forgiveness while the society doesn't. Enduring beliefs means that values usually or generally stable, although can change as people

continue to make decisions that has to do with putting one value over another. There is a distinction between values that are modes of conduct and values that are existence of end-state. Values that are modes of conduct are regarded to as instrumental values and terminal values for those that are end-states of existence. Terminal values are the goals that individuals work towards and view as most desirable. They are also seen as the goals that individuals would like to achieve during our lifetime. Rokeach developed a list of 18 terminal values which are: A world at peace, Security of family, Freedom, Equality, Self-respect and others Instrumental values can be simply defined as specific methods of behavior, they provide the means by which an end, aim or goal is accomplished or achieved. Rokeach developed a list of 18 instrumental values which include: Ambitions, Imaginative, Broadminded, Independent, Capable and others. Instrumental values in the opinion of Rokeach are useful because they provide acceptable ways of behaving which helps or allows us to reach our terminal values. However, Rokeach was criticized by Clawson and Donald (1978) that his values omitted a number of values that a large portion of the population holds. The value theory (Schwartz, 2006) adopts a conception of values that specifies six main features that are implicit in the writings of many theorists: values are beliefs linked inextricable to affect. Values refer to desirable goals that motivate action. Values transcend specific actions and situations. Values serve as standard or criteria. Values are ordered by importance relative to one another. Values that are multiple guides action. The value theory defines ten broad values according to the motivation that is expresses or underlies each of them and it has been empirically validated in at least 65 countries.

Schwartz theory of Basic value

Self-direction: Defining goal: independent thought and action – choosing, creating and exploring. Self-direction derives from organic needs for control and mastery (Bandura, 1977; Deci 1975) and independent requirements of autonomy and independence (Kluckhohn, 1951; Kohn and Schooler 1983) Simulation: Defining goal; excitement, novelty, and challenge in life. Simulation values derives from organic need for variety and stimulation in order to maintain an optimal, positive, rather than threatening, level of activation (Berlyne, 1960).

Hedonism: Defining goal: pleasure or sensuous gratification theorists from many disciplines (Freud, 1933) mention hedonism.

Achievement: Defining goal: personal success through demonstrating competence according to social standards. Competent performance that generates resources is necessary for individuals to survive and for groups and institution to reach their objectives.

Power: Defining goal: Social status and prestige, control or dominance over people and resources value analysts have mentioned power values as well (Allport, 1961).

Security: Defining goal: safety, harmony and stability of society of relationships and of self. Some security values serve primarily individual interests (e.g. clean) other wider groups interest (e.g. National security).

Conformity: Defining goal: restraint of actions; inclinations, and impulses likely to upset or harm other and violet social expectations or norms. (obedient, self-discipline, politeness, honouring parents and elders) (loyal and responsible).

Tradition: Defining goal: respect, commitment, and acceptance of the customs and ideas that one's culture or religion provides.

Benevolence: Defining goal: preserving and enhancing the welfare of those with whom one is in frequent personal contact (the in-group). (helpful, honest, forgiving; responsible, loyal, true friendship, mature love).

Universalism: Defining goal: understanding, appreciation, tolerance, and protection for the welfare of all people and for nature. According to this theory, all these values are very important in both individuals and work place settings and that is a major reason for the study to be hinged on this theory.

Methodology

This section sets out the methodology and design of the study. It describes the source of data, method of collection and a summary of analysis that were carried out.

In an attempt to empirically examine the impact of

value systems on performance, the study uses primary data using a survey research design. The data was collected using questionnaires. The instrument of data collection used is the modified version of Schwartz value survey questionnaire (SVS) (Schwartz, 1996) for values while Wu (2009) questionnaire was used to develop questions for speed and flexibility.

The total population of the study is 114 members of staff of the telecommunication companies. 115 staff members which include 30 staff from Etisalat, MTN 25, GLO 40, and Airtel. The Krejcie and Morgan (1970) sample determination table was used to arrive at a sample size of 107 staff members; having 28 for 9MOBILE, 24 MTN, 36 for GLO and 19 for AIRTEL.

Model Specification

In functional form it's represented as follows;

$$OPP = f(V)$$

Operational performance is a function of values

In equation form is represented as follows:

$$OPP = f(V)$$

Operational performance is a function of values

In equation form is represented as follows:

$$OPP = \alpha + B_1 SFD + E_i$$

Where;

V = values

OPM = Operational Performance

SFD = self-direction values

E_i = Standard Error of Estimate

α = Constant or Intercept

B₁-B₃ = Coefficient of Independent Variable

Variable Measurement

Performance Measurement.

In the study, the Dependent Variable performance is measured as:

Operational Performance = Quality of product and services. Andy (2007)

Explanatory Variable Measurement

Variable	Proxy	Measurement
Values self-direction	freedom and innovation	

Results and Discussion

Presentation of Regression Results and Hypothesis Testing

In this section, the regression results of the models of the study are presented and interpreted. The hypothesis formulated for the study is also tested from the results as presented below;

Summary of Regression Result

Variables	Co-efficient	t-statistics	p-values
Constant	0.200	0.311	0.756
SFD	0.342	4.106	0.000
R	0.498		
R ²	0.248		
ADJ R ²	0.217		
F-Stat	8.145		
F-Sig	0.000		
DW	1.497		

Source: SPSS 22 (Appendix ii)

The above table present the regression results of OLS model.

This section presents, interprets and discusses the regression result of the dependent variable (Operational performance) and the independent variables of the study (Self-direction values). The presentation of the result takes the form of analyzing the relationship between the dependent variable and each independent variable as well as the analysis of the combined result of the model.

Self-direction values and Operational Performance. Hypothesis: Self-direction values do not have a significant impact on the operational performance of telecommunication industry in Kaduna metropolis.

Self-direction values are found to be statistically positive and significantly associated with the operational performance of telecommunication industry in Nigeria. Table 4.3 reveals that Self-direction has a t-value of 4.106, coefficient value of 0.342 and a significance value of 0.000. This evidence shows that Self-direction values are positive and significantly influencing operational performance of telecommunication industry in Nigeria. The result is not surprising because it is in line with priori expectation that freedom and creativity which are measurement of Self-direction

values will lead to increased operational performance of telecommunication industry in Kaduna Metropolis, Nigeria.

Conclusion and Recommendations

On the overall, the study concludes that value system has significantly impacted on the operational performance of telecommunication companies in Kaduna metropolis. Therefore the responsibility for ensuring the value system is vested with the management of the telecommunication companies. Thus the management should ensure as much as possible that:

Since self-direction is the most representative indicators that measure operational performance. Any default in self-direction values can generate large loss, which could lead to business collapse. The management of these telecommunication companies should provide proper communication of these values during induction and in-house training of new and existing employees and should encourage their employees to be more creative at work.

Efficient and effective security should be adopted by the management to ensure that the employees feel very safe and secure at their work place in order to ensure operational efficiency. Since telecommunication companies are less efficient when there is a security breach.

The telecommunication companies should maintain a consistent level of innovation and freedom through motivation to the employees, in order to encourage them to be more operationally efficient.

Further research should be conducted in this area of study by scholars and researchers to add value to literatures on values, particularly on self-direction values.

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