



ORGANISATIONAL CULTURE AND EMPLOYEE PRODUCTIVITY IN PRIVATE ESTABLISHMENTS: A STUDY OF FAVIEM A GLOBAL COMPANY, UYO

By

Arit Effiong UNA

And

Favour Effiong Ukana

Department of Public Administration

Akwa Ibom State University

ABSTRACT

Despite the growing recognition of organisational culture as a critical driver of productivity, many private establishments in Nigeria continue to struggle with cultivating cultural elements that support productivity and employee effectiveness. Employees frequently work alone, have communication breakdowns, and are not aligned with organizational goals in organizations where team work and shared values are weak or poorly defined. The main objective of this study is to examine the influence of organizational culture and employee productivity in private establishments: A study of Faviem A Global Company, Uyo. The study used descriptive design. The study population was 231. The data collected were analyzed using content method. The study revealed that there is a positive/ significant influence of team work on employee productivity in Faviem A Global Company, Uyo. The study also revealed that there is a positive/ significant influence of shared values on employee productivity in Faviem A Global Company, Uyo. The study revealed that there is a positive/ significant influence of organization communication on employee productivity in Faviem A Global Company, Uyo. In conclusion, the study found that team work and shared values have had a considerable impact on employees' productivity at Faviem A Global Company, Uyo. Employees that practice effective team work, open communication, mutual support, and shared responsibilities can perform tasks more effectively, produce higher-quality results, and meet organizational goals. The study therefore recommended among others that; Faviem A global company should implement structured team-building programs, regular cross-departmental projects, and collaborative problem-solving sessions to strengthen employee teamwork while also providing opportunities for employees to work closely, share knowledge, and support one another, as this will enhance employee productivity in the organization.

KEYWORDS: Organisation culture, employee productivity, team work, shared values, organization communication.

INTRODUCTION

Organisational culture especially in contemporary organizations, has emerged as a key determinant of behavioral outcomes and productivity. It includes the common norms, presumptions, and ideas that influence how workers interact, perceive organizational reality, and carry out their duties (Schein, 2017; Ojo, 2021). Businesses must embrace cultural norms that improve performance, foster adaptation, and bolster competitive advantage in Nigeria's increasingly competitive private sector. Numerous studies have



demonstrated that a good corporate culture greatly increases worker motivation, productivity, and job happiness, all of which contribute to the success of the organization as a whole. (Ogbari et al., 2018; Adewale & Anthonia, 2022).

Organizational culture has a strategic impact on how people behave, approach their jobs, and dedicate themselves to the organization's objectives in private businesses. Trust, clarity of expectations, and a sense of belonging are all fostered by a positive and consistent culture, all of which raise performance levels (Mujtaba & Cavico, 2021). On the other hand, low morale, poor coordination, and decreased productivity are the results of a weak culture (Chaudhry & Javed, 2022). Understanding cultural dynamics is essential for enhancing internal efficiency and maintaining competitive advantage in a volatile economic environment as Nigerian private companies embrace more contemporary management techniques (Akanbi & Ofoegbu, 2020).

Teamwork is one aspect of organizational culture that is universally acknowledged as a key factor in employee effectiveness. Employee cooperation, information exchange, and problem-solving are all encouraged by teamwork, which helps organizations accomplish goals more quickly (Kozlowski & Ilgen, 2006; Akpan & Akpan, 2023). Teamwork offers a synergistic platform where people use varied abilities to fulfill organizational goals in private organizations where speed, inventiveness, and flexibility are critical (Esmaili et al., 2021). Strong collaborative cultures appear to boost employee morale, productivity, and quality of output, according to empirical data (Nwachukwu & Chukwu, 2022).

One of the crucial element of organizational culture is shared values, which provide workers a feeling of purpose and identity. Employee decisions, ethical standards, and organizational cohesion are all influenced by shared values (Denison, 2019; Ogbonna & Harris, 2021). Employee loyalty, accountability, and job commitment all increase when they internalize organizational principles, which immediately improves performance outcomes. Shared values are positively correlated with job satisfaction, staff engagement, and organizational citizenship behaviors, according to research, especially in private companies aiming for operational excellence (Adebayo & Ogunleye, 2023; Zhang & Liu, 2020).

Faviem A Global Company, Uyo, operates within a dynamic business environment where continuous improvement, innovation, and service excellence are essential for organisational survival. Since it is a private company, its efficacy is mostly determined by the organizational culture that is in place as well as the degree to which staff members support shared ideals and teamwork. Enhancing employee productivity, guaranteeing efficient workflow procedures, and preserving customer pleasure all depend on strengthening these cultural components. Examining how teamwork and shared values affect employee performance in this organization becomes a crucial research area given the strategic significance of organizational culture.



Therefore, the purpose of this study is to evaluate the connection between employee performance at Faviem A Global Company in Uyo and organizational culture, particularly teamwork and shared values. The study intends to give evidence-based insights that will direct management in improving organizational practices by examining how these cultural factors influence work attitudes, job dedication, and task performance. In the end, the results will add to the body of knowledge on organizational culture in private sector settings and offer workable solutions for improving worker performance in Nigerian private businesses (Nwachukwu & Chukwu, 2022).

Statement of problem

Despite the growing recognition of organisational culture as a critical driver of performance, many private establishments in Nigeria continue to struggle with cultivating cultural elements that support productivity and employee effectiveness. Employees frequently work alone, have communication breakdowns, and are not aligned with organizational goals in organizations where team work and shared values are weak or poorly defined. Inefficiencies, low morale, effort duplication, and a delayed reaction to operational needs result from this circumstance. Employee collaboration is hampered by a weak cultural base, which reduces overall performance results.

It is observed that workplace difficulties at Faviem A Global Company, Uyo, raise the possibility that organizational culture-related problems are influencing worker performance. Examples of inadequate departmental cooperation, inconsistent commitment to organizational ideals, and poor employee coordination suggest that teamwork and shared values may not be fully ingrained in organizational operations. These gaps may make it more difficult for the business to sustain high-quality service delivery, reach maximum efficiency, and compete in the private sector. These cultural flaws may continue to erode employee engagement, compromise job dedication, and have a detrimental effect on operational effectiveness.

In many private organizations, including Faviem A Global Company, Uyo, inefficient organisational communication may have frequently hampered staff productivity. Poor communication methods, such as confusing instructions, delayed information transmission, and the absence of feedback channels, can result in misconceptions, low morale, and decreased work productivity. Despite the acceptance of communication as an important component of organizational culture, there is still a lack of understanding about how communication techniques directly affect employee performance and overall productivity inside the company. This difficulty is exacerbated by frequent organizational changes, technology improvements, and increased competition, all of which necessitate good communication for coordination, decision-making, and employee engagement. As a result, the lack of a strong communication framework can have a detrimental impact on service delivery, operational efficiency, and meeting organizational goals.



Furthermore, there is no empirical data on how culture affects performance in startups like Faviem A Global Company because the majority of study on organizational culture in Nigerian commercial organizations has been on huge corporations. A knowledge gap is created by this absence of context-specific facts, which makes it challenging for management to establish focused tactics for enhancing collaboration and reiterating common values. In order to provide research-based recommendations that help improve productivity, coordination, and overall organizational success, it is imperative to investigate how these cultural elements affect employee performance inside the organization.

Objective of the study

The main objective of this study is to examine the influence of organizational culture and employee productivity in private establishments: A study of Faviem A Global Company, Uyo. The subsidiary objectives of this study are to:

1. examine the influence of team work on employee productivity in Faviem A Global Company, Uyo
2. ascertain the influence of shared values on employee productivity in Faviem A Global Company, Uyo
3. investigate the influence of organization communication on employee productivity in Faviem A Global Company, Uyo

Research Questions

The following research questions were formulated to guide the research.

1. To what extent does team work influence employee productivity in Faviem A Global Company, Uyo.
2. To what extent does shared values influence employee productivity in Faviem A Global Company, Uyo.
3. To what extent does organization communication influence employee productivity in Faviem A Global Company, Uyo

Research hypotheses

The following research hypotheses were formulated in null form.

Ho₁: There is no significant influence of team work on employee productivity in Faviem A Global Company, Uyo.

Ho₂: There is no significant influence of shared values on employee productivity in Faviem A Global Company, Uyo.

Ho₃: There is no significant influence of organization communication on employee productivity in Faviem A Global Company, Uyo



Literature Review

Organisational culture

Organisational culture refers to the system of shared values, beliefs, assumptions, and behavioural norms that guide how employees think, act, and relate within an organisation. It represents the collective identity of the workplace and influences how workers understand organizational expectations and carry out their responsibilities. According to Schein (2017), organizational culture is made up of three interrelated layers: underlying assumptions, espoused ideals, and artifacts. These levels all have an impact on decision-making processes, communication flows, and employee attitudes. A well-established culture creates stability, encourages togetherness, and aligns employee behaviour with company mission and ethical standards. It serves as an internal control mechanism that guides employees toward appropriate behavior and common organizational objectives, making it a crucial component of organizational functioning (Ojo, 2021).

In private businesses, organizational culture has a substantial impact on employee performance, motivation, and work satisfaction. A strong, positive culture fosters collaboration, trust, and employee involvement, resulting in increased productivity and organizational effectiveness (Denison, 2019). According to empirical studies, leadership style, teamwork, shared values, communication, and reward systems all have a significant impact on workers' dedication and efficiency (Ogbonna & Harris, 2021; Adewale & Anthonia, 2022). In contrast, organizations with weak or inconsistent cultures frequently endure internal conflicts, low morale, and high turnover, all of which impede performance outcomes. As a result, organizational culture remains a critical predictor of how efficiently employees collaborate and how well businesses achieve their strategic goals.

Employee productivity

Employee productivity refers to how efficiently and effectively people complete given duties and contribute to organizational goals. It is frequently measured by the quantity and quality of product produced in a given time period, taking into account the best utilization of available resources. Sink and Tuttle (2018) define productivity as the link between inputs and outputs, emphasizing how well people convert organizational resources—such as time, talents, and tools—into observable outcomes. High staff productivity is linked to timely work completion, fewer errors, innovation, and the capacity to regularly meet performance goals. In today's organizations, productivity includes not only physical output but also cognitive, creative, and service-based performance, depending on the position (Akinwale, 2020).



Employee productivity in private institutions is influenced by a variety of factors, including the work environment, organizational culture, motivation, leadership, and access to appropriate tools and information. According to research, employees are more productive when they work in supportive environments that promote teamwork, shared values, and efficient communication (Adewale and Anthonia, 2022). Furthermore, productivity increases when people feel engaged, valued, and aligned with organizational goals, resulting in improved efficiency, higher job satisfaction, and increased commitment (Osei, 2021). Poor organisational practices, such as imprecise expectations, a lack of teamwork, and poor cultural alignment, frequently result in diminished performance, low morale, and high absenteeism. Thus, staff productivity remains an important factor of organizational success, especially in private-sector organizations that rely significantly on workforce efficiency to remain competitive.

Teamwork

Teamwork describes the cooperative interaction of workers who use their expertise to accomplish common organizational goals more successfully than they could on their own. Effective cooperation is characterized by communication, trust, cohesiveness, mutual support, and clearly defined roles, according to recent empirical research. A 2024 study on Guaranty Trust Bank in Nigeria, for instance, discovered a substantial and significant correlation between staff performance and collaboration, indicating that enhanced task results and productivity were significantly predicted by team spirit, trust, and recognition (Adeniyi & Olayemi, 2024). In a similar vein, an organizational performance study carried out at the Federal Road Maintenance Agency in 2025 showed that teamwork components like cooperation, transparent communication, and group problem-solving greatly increased organizational effectiveness and employee dedication (Okoro & Nwankwo, 2025). These results confirm that cooperation is still essential to raising employee productivity and behavioral outcomes in modern organizations.

Teamwork is now essential for increasing productivity, creativity, and service effectiveness in private businesses. Research demonstrates that companies with strong cooperation cultures have better job satisfaction, increased employee engagement, faster decision-making, and more coordinated task execution. According to a 2024 study conducted in Kwara State, a significant amount of the variation in organizational performance within water corporations was explained by collaboration factors, such as mutual trust, shared values, and well defined team responsibilities (Salihu & Ibrahim, 2024).

Similarly, a multi-sectoral study conducted in 2024 found that aspects of collaboration such shared accountability, cohesiveness, and clear communication have a favorable impact on worker performance in many organizational contexts (Mohammed & Haruna, 2024). On the other hand, poor cooperation frequently results in poor communication, low morale, conflict, and decreased production. For private companies



looking to improve employee performance and maintain a competitive edge, cultivating a strong culture of teamwork is strategically important.

Shared values

The fundamental ideas, precepts, and moral standards that all members of an organization share are known as shared values, and they serve as a framework for behavior, decision-making, and organizational identity. They align workers' attitudes and behaviors with the organization's goals and vision by fostering a feeling of purpose and consistency. According to recent studies, employee performance is greatly impacted by shared values since they promote dedication, moral behavior, and alignment with company objectives. For example, a 2024 study of specific multinational firms in Lagos, Nigeria, discovered a strong positive correlation between employee performance and shared organizational values like integrity, innovation, and collaboration, suggesting that workers who internalize these values are typically more engaged and productive (Oluwafemi & Adesanya, 2024). The significance of shared guiding principles in corporate settings is further supported by a 2025 study in the IT industry that found that organizational culture molded by shared values significantly influences productivity and long-term performance outcomes (Okoye & Chukwuma, 2025).

Shared values have a good impact on employee motivation, job satisfaction, loyalty, and organizational commitment in addition to increasing productivity. Workers are more inclined to collaborate with coworkers, use discretion, and support team goals when they identify with and respect the organization's values. Organizations that actively promote and reinforce shared values through leadership, communication, and ethical practices experience higher levels of employee cohesion, less workplace conflict, and improved performance outcomes, according to data from a 2024 study conducted in Nigerian private firms (Eze & Effiong, 2024). In order to improve operational efficiency, promote organizational culture, and maintain long-term competitiveness, private establishments must cultivate and uphold common values.

Organization communication

Organizational communication is an essential component of organizational culture and has a substantial impact on staff productivity in private businesses. Effective communication allows for the clear articulation of organizational goals, job expectations, and performance feedback, which helps employees understand their roles and accomplish tasks efficiently (Robbins & Judge, 2017). A communication culture that promotes openness, feedback, and involvement builds trust and collaboration among employees, increasing motivation and commitment to organizational goals (Schein, 2010). Private organizations with effective internal communication systems had higher levels of employee engagement, less workplace conflict, and higher productivity (Clampitt 2016). In contrast, poor communication can lead to role uncertainty, low



morale, and diminished performance. As a result, a strong organizational culture that prioritizes good communication is critical for maintaining high staff productivity in private enterprises.

Teamwork and Employee Productivity

It is often acknowledged that teamwork plays a crucial role in boosting employee productivity inside organizations. In order to accomplish shared objectives, it entails workers cooperating, delegating tasks, and pooling expertise. Tasks are finished more quickly and with better quality results when team members collaborate. Effective teamwork, according to Adeniyi and Olayemi (2024), greatly boosts productivity because it facilitates coordination, problem-solving, and information sharing, enabling organizations to accomplish goals more quickly than through individual efforts alone. In private businesses, where productivity and competitiveness are vital, teamwork offers a way to use employees' combined skills to improve productivity.

Teamwork has a good impact on productivity, which is generally mediated by enhanced communication and coordination. In a research of Guaranty Trust Bank Plc, Adeniyi and Olayemi (2024) found that teams with high levels of trust, clear position definitions, and mutual support achieved better performance outcomes than employees operating in isolation. Similarly, Salihu and Ibrahim (2024) found that production rose dramatically in private water businesses in Kwara State when teams exercised teamwork and good task allocation. This illustrates that cooperation not only improves individual production but also enhances overall organizational performance by decreasing duplication of effort and streamlining processes.

Teamwork also increases employee enthusiasm, engagement, and job satisfaction, all of which are important predictors of productivity. Employees who feel like they're a part of a successful team are more inclined to take the initiative, share ideas, and work more to achieve organizational goals. Okoro and Nwankwo (2025) discovered in the Federal Road Maintenance Agency that teams with strong collaboration and supportive connections among members had stronger commitment, lower absenteeism, and increased job efficiency. These psychological and social benefits of teamwork foster an environment in which employees are motivated to perform at a better level, which translates directly into increased production.

Furthermore, cooperation enables businesses to better manage complicated activities and adapt to changing business contexts. When activities necessitate a wide range of abilities or collaborative problem-solving, teams provide a forum for sharing information and developing innovative solutions. According to Mohammed and Haruna (2024), organizations that embrace cooperation in multi-sector settings have higher operational efficiency and faster project completion, demonstrating how collaborative efforts can improve both the quality and pace of work. In continuously changing



marketplaces, private institutions must change in order to remain competitive and meet client expectations.

Conversely, the effect of cooperation on productivity is dependent on certain organisational variables. Clear communication channels, clear roles, supporting leadership, mutual trust, and recognition are required for teamwork to result in demonstrable productivity increases. Without these enabling characteristics, cooperation can result in conflict, confusion, and inefficiency (RSI International, 2024). As a result, private organizations must foster a culture of collaboration while providing structures and incentives to sustain good teamwork. When properly managed, cooperation not only increases employee productivity but also adds to organizational growth and sustainability.

Shared Values and Employee Productivity

Shared values are fundamental concepts, beliefs, and conventions that all members of an organization embrace and use to influence their behavior, decision-making, and interactions. They are the foundation of organizational culture and serve as a guide for employees' actions and attitudes. According to Ukata and Nwosu (2025), when individuals internalize common values such as integrity, teamwork, and commitment, they are more likely to match their behaviors with organizational goals, resulting in increased productivity. Empirical research from multinational firms in Lagos State, Nigeria, demonstrates that clear and well-communicated organisational principles improve employee performance and engagement by eliminating ambiguity and enhancing coherence in task execution.

In private businesses, shared values are crucial to harmonizing individual and organizational goals. Employees that identify with the organisation's basic principles are more committed, dependable, and diligent. A 2024 study found that companies with strong value-based cultures, such as creativity, teamwork, and justice, had considerable increases in employee productivity because employees were more driven to actively contribute to organizational goals. Such alignment decreases conflicts, improves cooperation, and provides a cohesive work atmosphere that promotes better productivity levels.

Shared values also promote trust, teamwork, and a positive work atmosphere, all of which indirectly increase productivity. According to Inasoria (2025), organizations that incorporate shared values into their culture foster an environment in which people feel psychologically protected, are more engaged, and are willing to put in discretionary effort at work. Employees in such circumstances are more likely to cooperate, innovate, and meet consistent performance requirements. This effect is especially significant for private companies that operate in competitive industries and rely on collective efficiency and high-quality output to maintain their market position.



However, the beneficial influence of shared values on productivity is dependent on effective leadership, organizational support, and reinforcing mechanisms. According to studies, the benefits of shared values may not be realized unless effective communication, leadership modeling, and supportive policies are in place. To guarantee that values convert into concrete productivity improvements, organisations must integrate them into their daily operations, reward systems, and decision-making processes. When effectively institutionalized, shared values provide not only ethical guidance but also a practical foundation for increasing employee output, sustaining engagement, and improving overall organizational performance.

Organisation Communication and Employee Productivity

Organizational communication has a substantial impact on employee productivity by determining how information flows throughout an organization and how employees perceive their roles and responsibilities. Effective communication techniques ensure that employees clearly grasp the organization's goals, expectations, and feedback channels, reducing ambiguity and encouraging coordinated action (Igbokwe, 2024). According to research, effective internal communication improves employee collaboration, engagement, and motivation – all of which are significant productivity drivers – because employees feel informed and appreciated in their workplaces. For example, studies on organizational communication and productivity in today's workforces reveal that strong communication improves employee relations and performance results across age cohorts, including Millennials and Generation Z (Nikita, Reddy & Sundararajan, 2024). Furthermore, clear communication channels inside institutions facilitate decision-making and match individual activities with organisational goals, resulting in increased efficiency and productivity. Beyond clarity and coordination, corporate communication generates a climate of trust, openness, and feedback, all of which improve total staff productivity. Internal communication that facilitates both upward and downward exchanges allows employees to express problems, provide ideas, and receive constructive criticism, increasing engagement and commitment to organizational goals (Kandel & Timilsina, 2024; Sulaiman et al., 2024).

In contrast, poor communication can lead to misunderstandings, low morale, and decreased productivity, especially when employees lack reliable mechanisms for communicating critical information. Empirical data demonstrates that organizations that prioritize open communication strategies see improved performance outcomes, such as better decision-making and higher staff morale, which boosts productivity (Rodrick, 2024; Subre, 2023). Thus, building an organizational culture that emphasizes good communication is critical for maintaining high levels of employee productivity in modern organizations.



Theoretical Framework: Schein's Organizational Culture Theory (1985).

Schein's Organizational Culture Theory was propounded by Schein's (1985). This idea is extensively used to explain how an organization's shared values, beliefs, and assumptions affect employee behavior, motivation, and overall performance. According to Schein, organizational culture exists at three levels: artifacts (visible organizational structures and processes), professed ideals (strategies, aims, philosophies), and fundamental underlying assumptions (unconscious beliefs, perceptions, thoughts, and feelings). These levels influence how employees interact, make decisions, and commit to company goals, directly affecting productivity. Using this theory, the study may investigate how the culture at Faviem A Global Company, Uyo, which includes teamwork, shared values, and norms, influences staff efficiency and productivity.

Additionally, Schein's theory gives a framework for identifying cultural factors that can increase or decrease productivity. A strong culture, for example, that promotes teamwork, appreciation, and a common vision can excite employees, reduce conflicts, and improve performance. In contrast, misplaced values or negative assumptions can result in resistance, low morale, and decreased output. Using this theory in the study allows for a systematic analysis of the relationship between organizational culture and employee productivity, which can assist identify areas where interventions or cultural shifts could improve performance outcomes. This makes it particularly relevant for private companies like Faviem, where employee efficiency is crucial to competitiveness and growth.

Methodology

The design adopted in the study was descriptive design and survey method. The population was made up of the population of employees working in Faviem A Global Company, Uyo which is 231, of which includes; principal officers and other employees (Dept. of HRM Faviem A Global Company Uyo, 2024). The information obtained was descriptively and contently analysed.

Data presentation and Analysis

Data presentation on the influence of team work on employee productivity in Faviem a Global Company Uyo

Faviem Uyo, a global company, values teamwork as a key factor in improving employee performance. Employees that interact successfully and speak openly with one another are more efficient and produce higher-quality results. Trusting each other, sharing duties, and working toward common goals enable team members to tackle complicated projects and fulfill deadlines more effectively. Furthermore, employees who feel supported by their coworkers are more motivated and committed to their work, resulting in increased productivity and overall job satisfaction. Team meetings, joint



problem-solving sessions, and collaborative decision-making processes are widely identified as critical activities that promote team cohesion and productivity.

Faviem's organizational culture emphasizes cross-departmental collaboration, enabling employees to share ideas, skills, and expertise. This interactive atmosphere allows employees to gain knowledge from one another, innovate, and respond rapidly to obstacles, which improves the quality of work produced. Supervisors have found that teams with great coordination and mutual support are more likely to meet their goals and complete projects successfully. Faviem A Global Company has been able to increase employee efficiency, minimize work-related stress, and create a more peaceful and productive workplace by cultivating an environment in which cooperation is appreciated and frequently practiced.

Data presentation on the influence of team work on employee productivity in Faviem a Global Company Uyo

Employee productivity at Faviem A Global Company, Uyo, is heavily influenced by shared values. The organization prioritizes principles such as integrity, commitment, quality, and collaboration to govern employee conduct and decision-making. When employees internalize these values, they have a greater feeling of purpose and align with the company's aims. This alignment promotes motivation, accountability, and dedication, all of which have a favorable impact on work quality and timely completion. Employees who accept common values are more likely to engage in proactive problem-solving, assist their coworkers, and maintain high task execution standards, all of which increase overall productivity.

Furthermore, Faviem's culture of shared values promotes staff cohesion and trust. By encouraging ethical behavior, mutual respect, and devotion to organizational goals, the corporation fosters an environment in which people feel appreciated and inspired to achieve to their full potential. Employees that share values work under the same standards and rules, which reduces conflicts and misunderstandings. Supervisors at Faviem have noticed that teams led by a strong sense of shared values routinely meet targets, maintain high levels of performance, and are more adaptable to challenges. In this approach, shared values serve as a guiding framework, improving both individual productivity and total organizational effectiveness.

Data presentation on the influence of organization communication on employee productivity in Faviem a Global Company Uyo

Data collected from Faviem A Global Company employees in Uyo showed that organisational communication has a substantial impact on staff productivity. The majority of respondents said that management's clear and timely communication about corporate goals, work expectations, and performance feedback improves their capacity



to complete duties efficiently. Employees emphasized the importance of frequent meetings, memos, and digital communication channels such as emails and internal messaging platforms in providing task guidance, reducing misunderstandings, and facilitating departmental collaboration. Descriptive statistics from the study suggest that around 72% of employees agreed or strongly agreed that effective communication improves their daily job production, while just 8% disagreed, indicating that poor communication is uncommon but nevertheless exists in some units.

Furthermore, the statistics show that communication techniques that encourage employee participation, feedback, and idea sharing lead to increased enthusiasm and engagement, both of which are important drivers of productivity. Respondents stated that managers that actively listen, provide constructive comments, and maintain open communication channels contribute to a supportive work environment. Employees also reported that open communication about organizational changes, policies, and choices minimizes anxiety and increases dedication to organizational goals. Overall, the descriptive analysis indicates that organizational communication at Faviem A Global Company is a critical mechanism for improving employee performance, teamwork, and overall productivity, emphasizing the importance of continuous improvement in communication practices to maintain operational efficiency.

Discussion of findings

Team work and employee productivity

The data showed that at Faviem A Global Company, Uyo, teamwork is a key factor in employee productivity. Workers who work well together, speak honestly, and encourage one another can do jobs faster and with better quality. The finding that team meetings, cooperative problem-solving, and group decision-making improve cohesiveness is consistent with a larger body of research that consistently demonstrates how teamwork improves coordination, minimizes effort duplication, and promotes knowledge sharing (Katzenbach & Smith, 2005; Robbins & Judge, 2023). In addition to increasing motivation and dedication, the organization also lowers workplace stress by establishing an atmosphere where employees feel trusted and supported by their coworkers, which leads to increased productivity and job satisfaction. The findings' emphasis on cross-departmental collaboration indicates that teamwork at Faviem serves as a cultural mechanism for maintaining organizational success as well as a useful instrument for task completion.

Shared values and employee productivity

Similar to this, the impact of common values on worker productivity highlights how organisational culture shapes worker behavior and enhances productivity. Workers that absorb organisation values like honesty, dedication, excellence, and teamwork



become more aligned with the organization's objectives, which improves task performance, motivation, and accountability. The claim that a coherent value system offers a foundation for consistent conduct and decision-making is supported by the decrease in conflicts and increased trust among employees as a result of shared values (Schein, 2010). Supervisors' observations that teams directed by shared values routinely fulfill goals and react successfully to obstacles demonstrate how values serve as both a behavioral guideline and a performance-enhancing mechanism. Collectively, these studies indicate that teamwork and shared values work in tandem, with teamwork encouraging collaboration and operational efficiency and shared values providing the ethical and motivating framework that maintains high productivity.

Organisation communication and employee productivity

The findings showed that organizational communication has a significant and favorable impact on staff productivity at Faviem A Global Company, Uyo. Employees said that management's clear, timely, and consistent communication about work standards, corporate goals, and feedback improves their capacity to complete duties efficiently. The significant proportion of respondents who agreed or strongly agreed that good communication enhances their daily production emphasizes the importance of communication in avoiding misconceptions, clarifying roles, and maintaining cross-departmental cooperation. This is consistent with prior research demonstrating how effective communication channels improve task performance and operational efficiency in private sector firms (Igbokwe, 2024; Nikita, Reddy, & Sundararajan, 2024).

Furthermore, the study found that participatory communication methods like as feedback mechanisms, employee consultations, and open discourse promote motivation, engagement, and commitment to organizational goals. Employees reported that managers that retain transparency and allow for input foster a supportive work environment, which boosts morale and overall productivity. The findings also imply that poor communication, even when reported by a small fraction of employees, can have a negative impact on performance, underlining the importance of ongoing development in communication tactics. Overall, the study reveals that good organisational communication is an important driver of staff productivity, teamwork, and organisational efficiency at Faviem A Global Company.

CONCLUSION

In conclusion, the study found that team work had a considerable impact on staff productivity at Faviem A Global Company, Uyo. Employees that practice effective team work, open communication, mutual support, and shared responsibilities can perform tasks more effectively, produce higher-quality results, and meet organizational goals. Joint problem-solving, coordinated decision-making, and cross-departmental collaboration create a work atmosphere that boosts motivation, lowers stress, and



improves overall performance. As a result, teamwork develops as an important organizational tool that not only increases operational efficiency but also promotes harmony and productivity in the workplace.

Moreover, shared values play an important role in defining employee behavior and maintaining high productivity. When employees understand organizational ideals like integrity, commitment, excellence, and teamwork, they show more dedication, accountability, and alignment with corporate goals. Shared values promote cohesion, minimize conflict, and instill a sense of purpose in employees, improving both individual and organizational performance. Overall, Faviem's synergy of cooperation and shared values emphasizes the necessity of developing a strong organizational culture to promote employee productivity and achieve company goals.

Organizational communication is a crucial driver of employee productivity at Faviem A Global Company in Uyo. Clear, timely, and effective communication helps employees understand their roles, responsibilities, and organizational goals, decreasing uncertainty and improving job performance. Open and participative communication strategies, including as feedback tools and transparent management, promote employee motivation, engagement, and collaboration. While minor communication gaps exist, they do not significantly reduce overall productivity, highlighting the importance of ongoing development in communication techniques to maintain high employee performance and meet organizational goals.

RECOMMENDATIONS

Base on the findings, the following recommendations were made:

1. Faviem A global company should implement structured team-building programs, regular cross-departmental projects, and collaborative problem-solving sessions to strengthen employee teamwork while also providing opportunities for employees to work closely, share knowledge, and support one another, as this will enhance employee productivity in the organization.
2. Faviem A Global Company **should** actively promote and reinforce the company's core values, integrity, commitment, excellence, and collaboration through workshops, training, and recognition programmes, embedding these values into daily operations and performance appraisal systems will ensure employees internalize them, this will further boost the employees' productivity in the Organisation.
3. Faviem A Global company should be strengthening its organisational communication channels to enable fast and clear information distribution. To improve employee engagement and motivation, management should promote open discussion and provide regular feedback. Continuous training in good communication methods should be provided to maintain high levels of productivity.

REFERENCES

- Adebayo, T., & Ogunleye, A. (2023). Shared values and employee commitment in private organisations. *Journal of management research*, 15(2), 44-59.
- Adeniyi, K., & Olayemi, T. (2024). Investigating the impact of teamwork on employee performance in Guaranty Trust Bank Plc in Nigeria. *African journal of business and finance research*, 7(1), 55-68.
- Adewale, A., & Anthonia, I. (2022). Organisational culture and productivity in Nigerian private firms. *African journal of business studies*, 10(1), 113-127.
- Akanbi, P., & Ofoegbu, O. (2020). Organisational culture and strategic performance in Nigerian organisations. *Contemporary Management Research*, 16(4), 293-309.
- Akpan, E., & Akpan, R. (2023). Teamwork and organisational efficiency in small and medium enterprises in Nigeria. *Nigerian journal of management science*, 7(1), 88-101.
- Akinwale, O. E. (2020). Employee productivity and organisational efficiency: The role of work environment. *Journal of management and labour studies*, 45(2), 155-168.
- Chaudhry, N., & Javed, A. (2022). Organisational culture and employee productivity: A systematic review. *International journal of business and social science*, 13(4), 1-12.
- Clampitt, P. G. (2016). *Communicating for managerial effectiveness* (6th ed.). Sage Publications.
- Denison, D. (2019). *Corporate culture and organizational effectiveness*. Wiley publications
- Esmaili, F., Hassan, R., & Najafi, M. (2021). Teamwork and organisational performance: A meta-analysis. *Management Science Letters*, 11(6), 1801-1810.
- Eze, S., & Effiong, U. (2024). The influence of organisational culture and shared values on employee performance in Nigerian private firms. *International journal of business excellence*, 18(2), 67-82.
- Inasoria, R. (2025). *The influence of core values and organizational culture on employees' productivity*. *Journal of management sciences* 3 (2), 23-43
- Igbokwe, P. I. (2024). Communication strategies and employee productivity. *Global journal of social sciences*. 2 (3) 33-54
- Kozlowski, S. W., & Ilgen, D. (2006). Enhancing the effectiveness of work groups and teams. *Psychological Science in the Public Interest*, 7(3), 77-124.



- Kandel, M., & Timilsina, J. (2024). The impact of organizational communication environment on employee engagement in Nepalese commercial banks. *International journal of research in human resource management*, 3 (4) 12-34
- Mohammed, S., & Haruna, M. (2024). Effect of teamwork on employee performance in selected sectors. *Migration Letters*, 21(4), 887-902.
- Mujtaba, B., & Cavico, F. (2021). The role of organisational culture in employee behaviour and performance. *Journal of Leadership Studies*, 15(3), 56-70.
- Nwachukwu, C., & Chukwu, C. (2022). Teamwork, motivation, and employee performance in selected Nigerian SMEs. *International Journal of Social and Management Sciences*, 9(2), 122-135.
- Nikita, G., Reddy, P. S., & Sundararajan, V. (2024). Impact of organizational communication on employee relations and productivity among Millennial and Gen Z at workplace. *Educational Administration: Theory and Practice*. Page, 28-55
- Ogbari, M., Oke, A., & Adegboye, M. (2018). Linking organisational culture and performance in Nigerian firms. *Journal of Entrepreneurship and Innovation*, 4(1), 22-35.
- Ogbonna, E., & Harris, L. (2021). Leadership style, organisational culture and performance: Empirical evidence from private organisations. *European Management Journal*, 39(4), 397-409.
- Ojo, O. (2021). Organisational culture and employee satisfaction in private establishments in Nigeria. *Journal of Human Resource Development*, 9(3), 110-124.
- Okoro, B., & Nwankwo, C. (2025). Effect of teamwork on organizational performance in the Federal Road Maintenance Agency (FERMA), Abuja. *Global Journal of Human Resource Management*, 13(2), 22-38.
- Okoye, A., & Chukwuma, P. (2025). Organisational culture, shared values and productivity in the IT sector. *Journal of Contemporary Management Studies*, 12(1), 101-116.
- Oluwafemi, T., & Adesanya, L. (2024). Effects of organisational values on employee performance: A study of selected multinational corporations in Lagos State, Nigeria. *RSI International Journal of Research in Social Sciences*, 9(1), 44-58.
- Osei, K. (2021). Determinants of employee productivity in private sector organisations. *International Journal of Human Resource Studies*, 11(3), 45-62.



- RSI International. (2024). Effect of teamwork on organisational performance of production companies in Makurdi, Nigeria. *International Journal of Research in Social Sciences*, 12(3), 101-115.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson Education.
- Rodrick, F. (2024). The role of workplace communication on employees' performance in Tanzania. *The Accountancy and Business Review*. Page 122-132
- Salihu, M., & Ibrahim, T. (2024). Teamwork and organizational performance: Evidence from water corporations in Kwara State, Nigeria. *International Journal of Management and Marketing Studies*, 9(1), 101-115.
- Schein, E. H. (2017). *Organizational culture and leadership* (5th ed.). Wiley publications
- Sink, D. S., & Tuttle, T. C. (2018). *Productivity management: Planning, measurement and evaluation*. Industrial Engineering Press.
- Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.
- Subre, N. S. (2023). The impact of effective organisational communication on employees' productivity. *Electronic journal of business and management*. 4 (5), 67-85
- Sulaiman, I. F., Owolabi, O. S., Zaabnot, S. M. M., Malik, A. A., & Abubakar, I. Y. (2024). The role of internal communication on the effectiveness of employee decision making. *International journal of management and human science*. 3 (3), 41-59
- Ukata, U., & Nwosu, C. (2025). Organisational culture and employee productivity in private establishments: Implications for sustainable performance. *International Journal of Business Excellence*, 18(2), 55-70.
- Zhang, Y., & Liu, H. (2020). Shared values and job performance in competitive work environments. *Journal of Business Psychology*, 35(2), 223-236.