



## Employees Entrepreneurial Skills and Performance of APD Construction Nigeria Limited Abuja

<sup>1</sup>Ikupolati, A.O. (PhD); <sup>2</sup>Olaleye, Y.O. (PhD), <sup>3</sup>Faruna, D.O. (PhD), <sup>4</sup>Adelodun, S.S (PhD),

<sup>1&4</sup> Centre for Entrepreneurship Studies, University of Abuja, Abuja, Nigeria.

<sup>2</sup> Department of Quantity Surveying, Kaduna Polytechnic, Kaduna, Kaduna State, Nigeria

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

### Abstract

*The way for good performance is a strong culture. It is the collective programming of the mind which distinguishes the members of an organization from another. There is no empirical research conducted on the effect of organizational culture on employee performance particularly from emerging country perspective like Nigerian. The aim of this study is to investigate employees' entrepreneurial skills and the performance of APD construction Nigeria Limited Abuja. This was achieved by establishing whether employee's willingness to take risk and determining if innovativeness of employees influence the performance of APD construction Nigeria Limited Abuja. The data was obtained from 38 senior staff of the firm comprising Managing Director, Project Managers, Head of Sections and Trade Supervisors. Random purposive sampling was used and all responded representing 100%. Data collected were analyzed using the structural equation modeling (SEM) using SmartPls. The findings revealed a positive strong relationship between all the explanatory variables and performance of APD construction Nigeria Limited Abuja. The study concludes that employees' entrepreneurial skills have impact on the performance of APD Construction Nigeria Limited, Abuja. The study recommends that staff should be trained in new and current technology that will enhance the productive capacity and performance of APD construction Nigeria Limited, Abuja, with these, jobs will be done faster, better and cheaper and this will translate to high percentage of scheduled and cost performance.*

**Keywords:** Contribution, Construction Industry, Economy, Employment Opportunities, Gross Domestic Product.

### 1.1 Introduction

Construction Industry is one of the important service sectors in small and medium enterprises (SME). It is the collective programming of the mind which distinguishes the members of one organization from another. Globally, the construction industry is a significant contributor to its respective economy as it cuts across all aspects of human activities (Dellve, *et al* 2013). Its contributions range from enabling the procurement of goods and services to the provision of buildings and other infrastructures, thereby providing employment opportunities to its labour force while contributing immensely to the Gross Domestic Product (GDP) (Makhjooml, 2018).

According to Chukwuka (2016), the contribution of the Nigerian Construction industry is yet to measure up to those of the western world like the UK and Australia due to the developing nature, whereas the construction industries of other developed countries are responsible for about 25% of their respective GDP, the responses case is different as it contribute slightly below 16% of its economy. The economic resources often wasted in costs and time overruns, substandard work and shoddy workmanship, client-contractor-practitioner acrimonious relationships and non-performance of project as envisaged by clients and end users (Oruariuswase, 2014).

According to Kandula (2006), the way for good performance is a strong culture. He further maintains that due to differences in organizational culture, the same strategy do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly whereas negative and weak culture may de-motivate an outstanding employee to under-perform and end up with no achievement. As organizations grow, they tend to face more challenges. These challenges have therefore created the need to change the organizations culture to be more supportive to their employees.

Notwithstanding, the organizational culture and employee performance have been studied over the past decades and considered as an immense topic for achieving organizational goals, there is no empirical research conducted on the effect of organizational culture on employee performance particularly from emerging country perspective like Nigeria. Since multinational cooperations have been extending their operations in emerging countries, this would be critical to examine the impacts of organizational culture on employee's performance. Thus, this study aimed to investigate the employees' entrepreneurial skills and performance of APD Construction Nigeria limited Abuja. this study is aimed at

examining employee's entrepreneurial skills and the performance of APD construction Nigeria limited, Abuja. This will be achieved by the following objectives

- i. To determine if innovativeness of employees influence the performance of APD construction Nigeria limited, Abuja.
- ii. To establish whether employee's willingness to take risks affect the performance of APD construction Nigeria limited, Abuja.

## **2.0 Literature Review**

### **2.1 Innovativeness**

Innovation within the construction firms relies on the management of knowledge acquisition and the capturing of projects based on learning for future use. Innovation was specifically defined to include both technological and organizational improvement. Incremental as well as radical or breakthrough changes were both regarded as innovation. Awareness of this multi- dimensional nature of innovations is unevenly spread through the different areas of the industry and at different points along the process (Wogari, 2016). This explains some of the variations in favored strategies to encourage innovation.

Most innovative work is done in teams, but creative performance varies from team to team.

Performance in generating and promoting ideas within a team is found to correlate with its motivational orientation. It is the process by which an individual or a group makes its actions consistent with its objectives, values and norms. Motivation can be prevention (avoidance of losses) or promotion (obtaining benefits aimed at an ideal). In addition, innovative companies favour small, well-structured project teams and bring together individuals who excel in complementary discovery skills. Furthermore, to be effective in creative work, a team must be composed of individuals who have different skills, good communication, and openness to new ideas, as well as the ability to challenge, trust and help each other. Individuals thus benefit from the team's support (Muriel and Stephenie, 2018).

## **2.2 Willingness to take Risk**

In a complex and dynamic industrial environment, the role played by the various professions is likely to fluctuate and change. New technologies make some traditional roles obsolete and others may be greatly altered in scope and responsibilities. The professionals will need to concentrate on their value-adding and organizational skills if it is to continue to prosper (Redman and Maguire, 2013). Due to proper recognition of the role played by professionals in the construction industry, the roles are needed, if the benefits of their expertise are not to be lost. In this way professions can become more integrated into currently developing collaborative construction industry structure.

Without the development of formal innovation evaluation, employees own the risk of being left outside the new industry structure and being regarded suspiciously by other players. There is a need for the professionals in the building industry to assert and promote its strength and abilities to the industry as a whole.

## **2.3 Performance**

Individuals are evaluated on their ability to work under pressure, adaptation to working style, skill acquisition and motivation to perform for the organization. Team leaders, supervisors or managers perform analysis of employees working under them depending on several factors such as daily activities, roles, targets, plan and overall, their value to the organization so that they can consider a pay rise or position hike for them (Valmohammadi and Roshamir, 2015).

Today, projects have shorter deadlines, and demand more effective results. The demand for skilled individuals is higher than ever before, as newer technologies are now being implemented across multiple industries. Employees have to bring perfection in each task to be more productive and earn at their potential. Professionals looking for a swift pay rise must give importance to their top tips for performance appraisal. A good appraisal goal consists of clear instructions mentioning the quantity and quality of the required work, challenging yet attainable work, and time frame of the work along with the percentage of the appraisal.

A performance appraisal gives an insight into the current potential of your working employees and their scope for future ability to perform specific projects. Employees need to be proactive and motivated about their performance to upskill themselves to offer more value in the organization. Higher an employee contributes to the organization, the more the chances that they will get positive review back to gain topmost positions (Orunwese, 2014).

## 2.4 Research Framework

The primary variable of interest of the study is the dependent variable of the performance of APD construction Nigeria limited, Abuja. The independent variable that may affect the dependent variable are employee innovativeness and willingness to take risk. The

dependent variable is measured by percentage projects completed on time (scheduled performance) and percentage projects completed within budget (cost performance). The relationship between the dependent and independent variables are shown in figure 1.

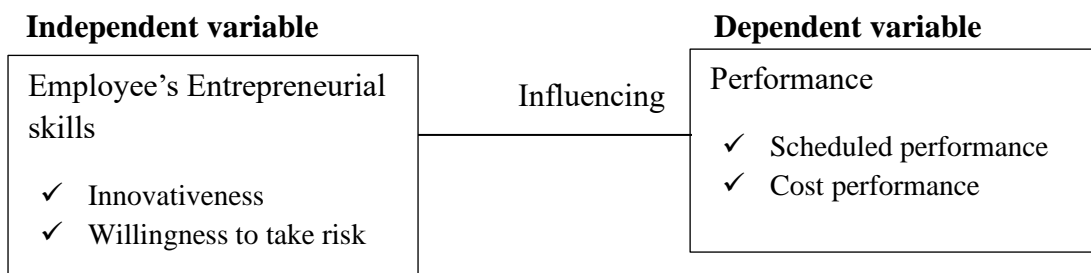


Figure 1: Conceptual Framework.

Source: Author's conception (2024)

## 3.0 Methodology

The data for the study were obtained from 38 senior members of staff of APD construction Nigeria limited, Abuja. It is made up of General Manager, Project Manager, Sectional heads and Supervisors of the different trades available in the firm. Random purposive sampling was used for the study and all contacted responded representing 100%.

This was as a result that the management made it mandatory so as to get a feedback on the performance of the firm over the years. It was constructed to serve a very specific need or purpose where one has the management staff in mind. The strategy was to zero in on the target group, interviewing only the senior staff in the firm.

The approach to the study was the decision on what needs to be known, and getting the right people to provide information by their virtues of their knowledge and experience.

## 4.0 Results and Discussion

### 4.1 Measurement Model

Before the results from SEM can be relied on, it is necessary to consider its conformance to various validity and reliability checks (Morczyk, Demattern and Festinger 2005). Construct validity was assessed using the convergent and discriminant validity tests.

Table 1: Convergent validity Test

Variable descriptive	Nature of variable	Cronbach $\alpha$	No of items
Employees innovativeness	Independent variable	0.894	2
Willingness to take risk	Independent variable	0.770	3

Source: Author's computation (2024)

### 4.2 Discriminate Validity

The discriminant validity was used by examining the squared correlation between constructs and square root of AVE, the result clearly shows adequate discriminant validity since the items load strongly on their own than others. For all the constructs, the square root of AVEs was more than the square correlation indicating discriminant validity.

Table 2: Discriminant validity test

Variable descriptive	Employees willingness	Employees innovativeness	APD Performance
Employees willingness to risk	0.670		
Employees innovativeness	0.5252	0.7660	
APD performance	0.4996	0.4247	0.7121

Source: Author's computation (2024)

### 4.3 Structural Model

Two main hypotheses were tested by the path analysis for the first hypotheses, employees innovativeness were seen to have a significant causal relationship with performance of APD construction Nigeria limited Abuja ( $B=0.686$ ,  $P<0.05$ ). Employee's willingness to take risk was seen to have a significant causal relationship with performance of APD

construction Nigeria limited, Abuja ( $B=0.419$ ,  $P<0.05$ ). Employees innovativeness had a greater impact on performance of APD construction Nigeria limited, Abuja.

**Table 3: Structural Equation Model**

Hypotheses	Beta	Std error	P. Value	0.05
<b>H1: Employee innovativeness performance</b>	0.686	0.019	36.513	Sig
<b>Employees innovativeness willingness to take risk</b>	0.836	0.007	67.686	sig
<b>H2: Employees willingness to take risk: performance</b>	0.419	0.49	8.567	Sig
<b>Employees willingness to take risk innovativeness</b>	0.921	0.31	307.569	Sig

Source: Author's computation (2024)

#### 4.4 Discussion of Findings

The impact of Employees entrepreneurial skills on the performance of APD construction Nigeria limited, Abuja shows on tables 2 and 3. Two variables were used to explain and predict the impact of employees' entrepreneurial skills on the performance of APD Construction Nigeria Limited, Abuja. A conformance check for validity and reliability were carried out before using the result of the SEM.

The corporate reliability and factor loading 0.7 and 0.5 benchmark respectively. Corporate reliability for employee's innovativeness is 0.894 and employee's willingness to take risk 0.770, with a minimum loading of 0.602, this represents good convergent validity. The results also show adequate discriminant validity as the items load strongly on their own. For all the constructs, The square root of AVEs was more than the squared correlations. For employees willingness to take risk is 0.670, employees innovativeness is 0.760 and performance of APD construction Nigeria Limited, Abuja is 0.7121, with first hypotheses, employees innovativeness has a significant causal relationship with performance of APD construction Nigeria Limited, Abuja with  $\beta= 0.686$  and P-value 0.000 which is less than  $\alpha(0.05)$  With the second hypothesis, employees willingness to take risk has a significant causal relationship with performance of APD construction Nigeria Limited Abuja with  $\beta = 0.419$  and P. value 0.001 which is less than  $\alpha (0.05)$ .

#### 5.0 Conclusion and Recommendations

##### 5.1 Conclusion

Collectively, the two explanatory variables had significant impact on the performance of APD construction Nigeria limited, Abuja. The findings of the study revealed that all the null hypothesis for the study were rejected and confirmed that all the explanatory variables

used in the model have significant impact on the performance of APD construction Nigeria Limited, Abuja. The result also posits that employee's innovativeness relies on the management of knowledge acquisition which include both technological and organizational improvement. The result also shows a significant relationship between employees' willingness to take risk and performance of APD construction Nigeria Limited, Abuja by way of level of execution of projects by staff of APD construction Nigeria Limited, Abuja. Finally, from the study, there is a strong justification of the positive impact of employee's entrepreneurial skills on the performance of APD construction Nigeria Limited, Abuja.

## 5.2 Recommendations

Based on the findings of the study, the researchers recommend the following: -

- i. Staff should be trained in new and current technology that will enhance the productive capacity and performance of the firm. With these, jobs will be done faster, better and cheaper and this will translate to high percentage of scheduled and cost performance.
- ii. APD construction Nigeria Limited, Abuja is advised to take indemnity insurance policy for every professional staff as a cover for any professional misconduct that might occur in the process of executing their duties. This will guarantee and encourage staff to willingly take risk.

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