Effect of Shared Values on Employee Performance in The Federal Judicial Service Commission, Abuja

Abbas Lawal
abbasauwa169@gmail.com

Ikagu Grace Ajanigo (Ph.D.)
graceikagu@gmail.com

Karatu Bala Samuel
Samuelkaratu3@gmail.com

Onuh Christian Okpe
hiokpe@gmail.com

https://doi.org/10.56201/wjeds.v11.no10.2026pg38.47

Abstract
This paper examines the effect of shared values on employee performance within the Federal Judicial Service Commission (FJSC) in Abuja, Nigeria. The FJSC, as a critical institution responsible for judicial appointments, discipline, and administration, operates within a context where shared organizational values are essential for maintaining institutional credibility and performance. Drawing on existing literature and relevant theoretical frameworks, this paper argues that shared values serve as a foundational mechanism for enhancing employee commitment, fostering teamwork, and improving overall performance in public sector institutions. The study adopts a conceptual approach, synthesizing findings from related studies on organizational culture, teamwork, and employee performance in Nigerian public institutions. Findings suggest that shared values significantly influence employee performance through mechanisms such as enhanced trust, improved collaboration, and stronger affective commitment. The paper concludes with recommendations for strengthening shared values within the FJSC to improve employee performance and institutional effectiveness.

Keywords: *Shared values, employee performance, Federal Judicial Service Commission*

Introduction

Organizations, whether public or private, are increasingly recognized not merely as structures of authority and task allocation but as social systems bound together by shared beliefs, norms, and values. Shared values, as a core element of organizational culture, refer to the collectively held convictions about what is important, desirable, and appropriate within an organization (Schein, 2010). They serve as an invisible yet powerful compass that guides employee behaviour, decision-making, and interpersonal relations, particularly in institutions where public trust and integrity are central to the mandate of the organization.

The Federal Judicial Service Commission (FJSC) occupies a unique position among Nigeria's federal institutions. Established under the Third Schedule to the 1999 Constitution of the Federal Republic of Nigeria (as amended), the Commission is charged with responsibility for the appointment, promotion, discipline, and general welfare of judicial officers and staff of federal courts, and for advising the National Judicial Council on matters affecting the judiciary. Given this mandate, the Commission is expected to operate on the basis of values such as independence, integrity, fairness, confidentiality, accountability, and diligence. Where these values are genuinely shared and internalized by employees, they are theorized to translate into higher commitment, cooperation, discretionary effort, and ultimately improved performance.

Organizations worldwide operate within defined cultural paradigms that dictate how tasks are executed, decisions are formulated and human capital is managed. At the heart of an organization's culture are its shared values, the collective beliefs, ethical standards and operational norms embraced by members of an organization to guide behavior and work conduct. In public sector institutions, particularly those tasked with supporting judicial administration, the role of shared values transcends standard operational routines; it forms the bedrock of public trust, constitutional compliance and institutional credibility. The Federal Judicial Service Commission (FJSC), Abuja, established under Section 153(1) of the 1999 Constitution of the Federal Republic of Nigeria (as amended), is the body charged with advising the National Judicial Council (NJC) on nominations for judicial appointments to superior courts of record, as well as appointing, dismissing and exercising disciplinary control over non-judicial staff across federal courts. Given the sensitive nature of its constitutional mandate, the productivity and efficiency of administrative personnel at the FJSC headquarters in the Three Arms Zone, Abuja, directly impact the broader efficacy of the Nigerian judiciary. When administrative personnel share and internalize organizational values such as integrity, transparency, accountability and professionalism, their orientation shifts from passive compliance to proactive engagement. Conversely, a divergence between individual values and institutional expectations leads to low morale, administrative delays, corrupt practices and poor task performance. Hence, understanding the mechanism through which shared values influence employee performance in the FJSC is paramount for public sector administrative reform. However, shared values do not automatically exist in every organization; they must be deliberately articulated, communicated, modelled by leadership, and reinforced through recruitment, socialization, and reward systems (Cameron & Quinn, 2011). In the absence of such deliberate value-building, employees may pursue divergent, and sometimes conflicting, goals, resulting in weak coordination, poor service delivery, and diminished performance. It is against this background that this seminar paper interrogates the effect of shared values on employees' performance in the Federal Judicial Service Commission, Abuja.

Public sector organizations in Nigeria, including quasi-judicial and judicial support institutions, have continued to grapple with the challenge of translating institutional mandates into effective performance. Observed problems such as bureaucratic bottlenecks, inconsistent service delivery, weak inter-departmental cooperation, and varying levels of employee commitment are frequently attributed to structural and remunerative factors, while the cultural and values-based dimension of performance is often understated in Nigerian public administration scholarship. Where employees do not share a common understanding of the Commission's core values, or where such values exist only on paper without being lived out in daily practice, the result may be role ambiguity, weak organizational citizenship behaviour, and reduced discretionary effort, all of which undermine performance. Conversely, a strong values-based culture is theorized to reduce the need for close

supervision, since employees internalize appropriate standards of conduct and are self-motivated to perform in line with organizational expectations (Kotter & Heskett, 1992).

Objectives of the Study

The primary objective of this paper is to analyze the effect of shared values on employee performance at the Federal Judicial Service Commission, Abuja. Specifically, the paper seeks to:

1. Examine the relationship between shared values (integrity, transparency, accountability, and professionalism) and employee task performance at the FJSC.
2. Identify the mechanisms through which organizational values are communicated and internalized among FJSC staff.
3. Determine strategies for strengthening shared values to enhance employee performance in the FJSC.

Conceptual Framework

The Concept of Shared Values

Values have long been recognized as a foundational element of organizational culture. Schein (2010) conceptualizes organizational culture as operating at three levels: artifacts, espoused values, and underlying basic assumptions, with shared values occupying the intermediate level between visible symbols and deeply held, often unconscious, assumptions. Shared values are therefore the articulated principles, such as integrity, excellence, or accountability, that an organization consciously promotes and that employees are expected to internalize and enact in their daily conduct. O'Reilly and Chatman (1996) describe shared values as a form of social control that operates in place of, or alongside, formal rules and supervision; when employees genuinely share the values of the organization, their behaviour becomes self-regulating, reducing the need for constant monitoring. Similarly, Kotter and Heskett (1992) distinguish between weak and strong organizational cultures, arguing that strong cultures, characterized by widely and intensely shared values, tend to produce higher levels of employee alignment, motivation, and performance than weak cultures where values are ambiguous or contested. Shared values refer to the deeply rooted beliefs, ethical tenets, and principles that are collectively accepted and practiced by members of an organization. Ofori and Sokro (2010) conceptualize organizational values as the operational pivot around which organizational life revolves, serving as a compass for employee decision-making and conduct. Shared values represent the collective beliefs, norms, and principles that guide behavior within an organization. They are the moral and ethical standards that employees collectively embrace, shaping their attitudes, decisions, and actions. According to Sanda and Ibrahim (2023), work ethics can be defined as "a set of values that include the proper attitude, proper behavior, respect for others, and efficient workplace communication." In organizational contexts, shared values serve several important functions. They provide a sense of identity and belonging for employees, fostering cohesion and unity. They establish standards of behavior, guiding employees in their interactions with colleagues, stakeholders, and the public. They also facilitate coordination and cooperation, as employees who share common values are more likely to work together effectively toward common goals. Research suggests that shared values are particularly important in public service organizations, where employees are expected to demonstrate commitment to public interest, integrity, and accountability. As noted by Sanda and Ibrahim (2023), the Nigerian public service sector has been facing what may be described as "insurmountable decay in work ethics and core values leading to high degrees of inefficiency, corruption, and the lack of public trust by the public."

The Concept of Employee Performance

Employee performance refers to the outcomes and behaviours that employees exhibit in fulfilling their job responsibilities, typically assessed against criteria of quality, efficiency, timeliness, and effectiveness (Armstrong, 2017). Performance is often disaggregated into task performance, which relates directly to formal job duties, and contextual performance, which includes discretionary behaviours such as cooperation, initiative, and organizational citizenship that support the wider social and psychological environment of work (Borman & Motowidlo, 1993). In values-driven institutions such as judicial and quasi-judicial bodies, contextual performance, particularly integrity-related conduct, confidentiality, and diligence, is often as critical to institutional legitimacy as measurable task output. Employee performance denotes the degree to which an employee successfully accomplishes assigned tasks, responsibilities, and organizational objectives within a specified timeframe. It is evaluated through both quantitative outputs (speed of document processing, file clearance rates) and qualitative dimensions (accuracy, adherence to ethics, customer service, and team cooperation). Employee performance refers to the extent to which employees fulfill their job responsibilities and contribute to organizational goals. It encompasses both task performance, that is the core technical activities associated with a job and contextual performance, the behaviors that support the organizational, social, and psychological environment in which tasks are performed. In public sector organizations, employee performance is typically assessed based on criteria such as efficiency, effectiveness, quality of service delivery and adherence to ethical standards. Factors influencing employee performance include individual characteristics (knowledge, skills, abilities), job characteristics (autonomy, feedback, task significance), organizational factors (leadership, culture, resources) and contextual factors (policies, procedures, external environment).

Shared Values and Public Sector Performance

In public sector organizations, shared values assume added significance because public institutions are expected to serve the collective interest and are held to standards of accountability, transparency, and fairness that extend beyond internal organizational efficiency. Uddin, Luva, and Hossian (2013) found that organizational culture, of which shared values form a core component, has a statistically significant positive relationship with employee performance and productivity. Belias and Koustelios (2014), reviewing multiple studies on organizational culture and job-related outcomes, similarly conclude that a strong, coherent value system is consistently associated with higher job satisfaction, which in turn predicts better performance and lower turnover intention.

The Federal Judicial Service Commission

The Federal Judicial Service Commission (FJSC) is a constitutional body established under Section 153 of the 1999 Constitution of the Federal Republic of Nigeria. Its responsibilities include the appointment, discipline, and removal of judicial officers in Nigeria, including judges of the federal courts. The FJSC operates within a complex institutional environment, balancing legal requirements, administrative procedures and the expectations of various stakeholders. As noted by Boss Mustapha, the Commission's responsibilities require "a careful balance between discretion and rules, firmness and fairness, authority and restraint" (News Agency of Nigeria, 2026). The pioneer Secretary of the FJSC, Hajia Bilikisu Bashir, played a significant role in shaping the Commission's organizational culture. According to the book reviewer, Lizzy Iheanacho, Bashir modeled her leadership style on creating, projecting, protecting, and preserving what she termed the "FJSC family" (News Agency of Nigeria, 2026). This approach emphasized nurturing staff,

extending beyond official responsibilities to "all areas of life that enabled them to be their best and to give their all to the organization that she was nurturing." This familial approach to organizational culture reflects collectivist values that are prevalent in Nigerian society. As Abogunrin (2024) notes, "in the context of Nigeria, cultural values are predominantly collectivist, reflecting the nation's rich tapestry of ethnic and communal traditions.

Empirical Review

Agunbiade et al. (2024) on teamwork and organizational performance in the National Water Corporation in Kwara State found that shared values, mutual trust, and team roles jointly explained 64.3% of the variation in organizational performance. The study concluded that "shared values, mutual trust, teamwork all have significant positive effects on organizational performance." The study recommended that "management should promote shared values in the organization through allowing employees to have their expressions and view listened to." This finding is relevant to the FJSC context, where teamwork and collaboration are essential for effective administration.

Uddin, Luva, and Hossian (2013), in a study of the telecommunications sector, found that dimensions of organizational culture, including shared values, teamwork, and reward systems, were significantly and positively related to employee performance and productivity. Ouchi's (1981) Theory Z similarly demonstrated, through comparative analysis of Japanese and American management practices, that organizations built on strong shared values of collective responsibility, trust, and long-term orientation tended to outperform those built purely on individualistic, contractual relationships. Kaplan and Norton (1996), while primarily concerned with strategic performance measurement, note that alignment between organizational values, strategy, and employee behaviour, captured through the "learning and growth" perspective of the balanced scorecard, is a precondition for sustained organizational performance. Cameron and Quinn (2011), using the Competing Values Framework, similarly found that organizations with clan-type cultures, characterized by shared values, collaboration, and a family-like environment, reported higher employee morale and performance than organizations with weak or fragmented value systems. While much of this empirical work derives from private sector and non-Nigerian contexts, the underlying logic, that clearly articulated and internalized shared values reduce role ambiguity and increase discretionary effort, is transferable to values-sensitive public institutions such as the Federal Judicial Service Commission. Uddin, Luva, and Hossian (2013), in a study of the telecommunications sector, found that dimensions of organizational culture, including shared values, teamwork, and reward systems, were significantly and positively related to employee performance and productivity. Ouchi's (1981) Theory Z similarly demonstrated, through comparative analysis of Japanese and American management practices, that organizations built on strong shared values of collective responsibility, trust, and long-term orientation tended to outperform those built purely on individualistic, contractual relationships.

Otwori and Juma (2015) posited that in the absence of shared standards, individual employees' default to personal preferences, leading to corrupt practices, favoritism, and arbitrary administrative decisions. Babalola (2021) focusing on judicial administrative staff in North-Central Nigeria indicated that integrity-driven administrative units achieved higher public satisfaction ratings and fewer disciplinary referrals. The author argued that shared ethical values function as an internal self-regulatory mechanism that reduces the monitoring costs of management.

Theoretical Framework

Denison's Organizational Culture Model

Denison (1990) proposes that organizational culture affects performance through four traits: involvement, consistency, adaptability, and mission. Consistency, which is built on shared values, core beliefs, and coordination and integration, is theorized to enhance internal alignment and predictability, thereby improving performance. Denison's model is particularly relevant to this paper because it directly links the presence of shared values, operationalized as "core values" and "agreement," to measurable organizational effectiveness, providing an empirical basis for hypothesizing a positive relationship between shared values and performance in the Federal Judicial Service Commission.

Schwartz's Theory of Basic Human Values

Schwartz (1992) identifies ten universal human values, including benevolence, conformity, security, and achievement, organized along dimensions of self-transcendence versus self-enhancement and openness to change versus conservation. Applied at the organizational level, Schwartz's framework helps explain why congruence between an individual employee's personal values and the values promoted by the organization, such as integrity and accountability in the FJSC, can enhance motivation and performance, while incongruence can generate value conflict, stress, and disengagement.

Person-Organization Fit Theory

Person-Organization (P-O) Fit Theory posits that the compatibility between an individual's values and the values of the organization influences attitudinal and behavioural outcomes such as job satisfaction, commitment, and performance (Kristof-Brown, Zimmerman, & Johnson, 2005). Employees who perceive a high degree of fit between their personal values and the shared values of the Commission are theorized to display greater commitment, lower turnover intention, and higher performance, making this theory directly applicable to understanding how shared values translate into performance outcomes among FJSC employees.

Methodology

This study adopts a qualitative research design based solely on secondary data. The choice of a secondary data methodology is appropriate given the study's objective: to determine the effect of shared value on employee performance by synthesizing existing knowledge from documented sources, rather than generating primary data through surveys or interviews. Secondary data analysis allows for a comprehensive, multi-perspective examination of a complex issues without the logistical and ethical constraints of direct fieldwork.

Discussion

Question 1: what is the relationship between shared values and employee task performance at the FJSC?

Relationship between Shared Values and Employee Performance

The literature reviewed suggests a positive relationship between shared values and employee performance. Research by Agunbiade et al. (2024) found that shared values, mutual trust, and team roles jointly explained 64.3% of the variation in organizational performance. Similarly, Abogunrin (2024) found that collectivism-based organizational culture significantly predicts affective, normative, and continuance commitment. In the FJSC context, shared values are likely to enhance

employee performance through several mechanisms. First, shared values provide a sense of identity and belonging, fostering employee commitment to the organization. Second, shared values establish standards of behavior, guiding employees in their interactions with colleagues, stakeholders, and the public. Third, shared values facilitate coordination and cooperation, enabling employees to work effectively toward common goals. The "FJSC family" approach modeled by Bilikisu Bashir reflects an understanding of the importance of shared values for organizational effectiveness. By creating a supportive organizational environment, Bashir likely fostered employee commitment, motivation, and performance (News Agency of Nigeria, 2026).

Question 2: what are the mechanisms through which organizational values are communicated and internalized among FJSC staff?

Mechanisms through which Shared Values Influence Employee Performance

The literature suggests several mechanisms through which shared values influence employee performance: Enhanced Trust: Shared values contribute to the development of mutual trust among employees and between employees and management. Agunbiade et al. (2024) found that mutual trust is a significant predictor of organizational performance. When employees trust each other and their leaders, they are more likely to collaborate effectively and commit to organizational goals. Improved Collaboration: Shared values facilitate teamwork and collaboration. Abogunrin (2024) noted that collaboration is fundamental in shaping employee performance, as it "promotes shared objectives, strengthens interpersonal relationships, and facilitates collective decision making." Stronger Affective Commitment: Shared values contribute to emotional attachment to the organization. Abogunrin (2024) found that collectivism-based organizational culture is a significant predictor of affective commitment. Employees who identify with organizational values are more likely to remain with the organization and perform at higher levels. Increased Motivation: Shared values provide a framework for understanding organizational expectations and evaluating performance. When employees internalize organizational values, they are more likely to experience intrinsic motivation. Research by Amiru et al. (2026) found that digital rewards and well-being systems, which reflect organizational values, contributed to employee motivation and performance. Enhanced Organizational Identification: Shared values contribute to employees' sense of belonging and identification with the organization. This identification is associated with positive outcomes, including increased performance and reduced turnover.

Question 3: what are the strategies for Strengthening Shared Values?

Strategies for Strengthening Shared Values

Based on the literature reviewed, several strategies can be employed to strengthen shared values and enhance employee performance in the FJSC: Promote Participatory Decision-Making: Agunbiade et al. (2024) recommended that "management should promote shared values in the organization through allowing employees to have their expressions and view listened to." Participatory decision-making fosters employee engagement and commitment to organizational values. Invest in Communication and Engagement: Amiru et al. (2026) found that digital employee engagement platforms were the strongest predictor of employee performance in the FJSC. Investing in communication and engagement mechanisms can strengthen shared values and enhance performance. Provide Training and Development: Sanda and Ibrahim (2023) recommended that organizations "educate employees through seminars/webinars, workshops, etc." to enhance work ethics and values. Training programs can help employees understand and internalize organizational values. Recognize and Reward Ethical Behavior: Research suggests that

organizations should "encourage and publicly recognize ethical behavior among their employees" (Sanda & Ibrahim, 2023). Recognition and rewards reinforce shared values and encourage employee commitment. Lead by Example: Leadership plays a critical role in shaping organizational culture and shared values. As noted by Sanda and Ibrahim (2023), "Rectors, Principal Officers, and other managers, above all, must lead by example via ethical behavior and procedures."

Conclusion

This seminar paper has examined the effect of shared values on employee performance in the Federal Judicial Service Commission, Abuja. The literature reviewed suggests that shared values significantly influence employee performance through mechanisms such as enhanced trust, improved collaboration, stronger affective commitment, increased motivation, and enhanced organizational identification. In the FJSC context, shared values are particularly important given the Commission's critical responsibilities in judicial administration. The "FJSC family" approach modeled by pioneer Secretary Bilikisu Bashir reflects an understanding of the importance of creating a supportive organizational environment that fosters employee commitment and performance. The findings of this study have implications for theory and practice. Theoretically, the study contributes to the growing body of literature on organizational culture and employee performance in Nigerian public institutions. Practically, the study provides insights that may inform human resource management practices within the FJSC and other judicial institutions.

Recommendations

Based on the findings of this study, the following recommendations are proposed:

1. Strengthen Shared Values through Participatory Decision-Making: The FJSC should involve employees in decision-making processes to foster commitment to organizational values. This can be achieved through regular staff meetings, consultation mechanisms, and employee feedback systems.

2. Invest in Communication and Engagement: The FJSC should invest in communication and engagement mechanisms to strengthen shared values and enhance performance. This may include digital platforms, regular newsletters, and town hall meetings.

3. Recognize and Reward Ethical Behavior: The FJSC should implement recognition and reward systems that reinforce organizational values and encourage employee commitment.

References

Abogunrin, A. P. (2024). Collectivism-based organizational culture and employee commitment in the Nigerian public service. Journal of Public Administration and Governance, 14(2), 45–62.

Agunbiade, O. A., Adebayo, O. S., & Oladipo, S. A. (2024). Teamwork and organizational performance in the National Water Corporation, Kwara State. Nigerian Journal of Management Studies, 25(1), 78–95.

Amiru, A. I., Musa, T. A., & Okafor, C. (2026). Digital rewards, well-being systems, and employee performance in Nigerian public institutions. West African Journal of Organizational Behavior, 18(3), 112–130.

Armstrong, M. (2017). Armstrong's handbook of human resource management practice (14th ed.). Kogan Page.

Babalola, T. O. (2021). Integrity-driven administration and public satisfaction in judicial administrative units in North-Central Nigeria. African Journal of Public Sector Management, 9(4), 201–218.

Belias, D., & Koustelios, A. (2014). Organizational culture and job satisfaction: A review. International Review of Management and Marketing, 4(2), 132–149.

Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), Personnel selection in organizations (pp. 71–98). Jossey-Bass.

Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework (3rd ed.). Jossey-Bass.

Denison, D. R. (1990). Corporate culture and organizational effectiveness. Wiley.

Kaplan, R. S., & Norton, D. P. (1996). The balanced scorecard: Translating strategy into action. Harvard Business School Press.

Kotter, J. P., & Heskett, J. L. (1992). Corporate culture and performance. Free Press.

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person–job, person–organization, person–group, and person–supervisor fit. Personnel Psychology, 58(2),

News Agency of Nigeria. (2026, March 15). FJSC pioneer secretary's leadership style shaped Commission's culture. Nigerian Tribune. https://tribuneonlineng.com/fjsc-pioneer-secretarys-leadership-style-shaped-commissions-culture

Ofori, G., & Sokro, E. (2010). Examining the impact of organizational values on employee commitment in selected Ghanaian organizations. Journal of Business and Management, 1(2), 34–52.

O'Reilly, C. A., & Chatman, J. A. (1996). Culture as social control: Corporations, cults, and commitment. In B. M. Staw & L. L. Cummings (Eds.), Research in organizational behavior (Vol. 18, pp. 157–200). JAI Press.

Otwori, J., & Juma, D. (2015). Shared standards and administrative decision-making in public sector organizations. East African Journal of Management, 3(2), 67–81.

Ouchi, W. G. (1981). Theory Z: How American business can meet the Japanese challenge. Addison-Wesley.

Sanda, A. M., & Ibrahim, A. (2023). Work ethics and core values in the Nigerian public service: Challenges and prospects. Journal of Public Administration and Policy Research, 15(1), 23–39.

Schein, E. H. (2010). Organizational culture and leadership (4th ed.). Jossey-Bass.

Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. Advances in Experimental Social Psychology, 25, 1–65. https://doi.org/10.1016/S0065-2601(08)60281-6

Uddin, M. J., Luva, R. H., & Hossian, M. M. (2013). Impact of organizational culture on employee performance and productivity: A study of the telecommunications sector. *International Journal of Business and Management, 8(10), 63–77.

WJEDS