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**THE MEDIATING EFFECT OF ORGANIZATIONAL COMMITMENT
AND MODERATING ROLE OF STRATEGIC IMPLEMENTATION IN
THE RELATIONSHIP BETWEEN HIGH PERFORMANCE WORK
PRACTICES AND ORGANIZATIONAL PERFORMANCE**

IBRAHIM GARBA MUHAMMAD



**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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COMMITMENT AND MODERATING ROLE OF STRATEGIC
IMPLEMENTATION IN THE RELATIONSHIP BETWEEN
HIGH PERFORMANCE WORK PRACTICES AND
ORGANIZATIONAL PERFORMANCE**



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BY

IBRAHIM GARBA MUHAMMAD

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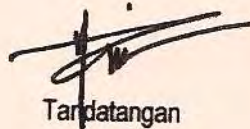
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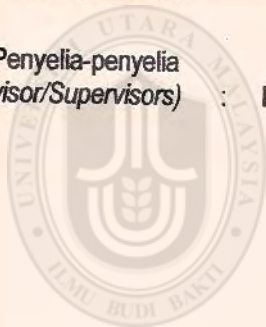
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Abstract

Many studies on strategy and strategic human resource management have utilized resource-based view to explain the process through which organizations can gain sustainable competitive advantage and improve their performance. This viewpoint has overlooked the important role of managers in structuring, bundling and leveraging organizational resources to create superior value for owners and customers. However, there is still limited attention to how such role can be utilized to determine the performance of banks in Nigeria. Specifically, the study investigated the mediating role of organizational commitment and the moderating role of strategic implementation on the effect of high-performance work practices on the performance of Nigerian banks. The study employed a cross-sectional design to collect data from 400 participants using mail and personally administered questionnaires. A total of 258 usable questionnaires were retrieved to test five hypotheses. The results of Partial least square structural equation modelling analysis revealed that extensive training and development, recruitment and selection, organizational commitment, and strategic implementation had a direct and significant effect on bank performance in Nigeria. The study did not show a direct effect of job security, empowerment, compensation, and performance appraisal. Furthermore, the study demonstrated an indirect effect of extensive training and development, compensation, recruitment and selection and performance appraisal through the mediating role of organizational commitment. In line with scholarly suggestion for incorporating a moderator in the organizational level relationship between organizational commitment and organizational performance, this study confirmed the moderating role of strategic implementation. The study also contributes to the literature on how resource management model contributes to resource-based view by integrating the role of managers. Finally, the study addresses a call for a reflective-formative assessment of organizational performance as a multi-faceted construct, discusses the implications and limitations, and suggests areas for future research.

Keywords: Commitment, implementation, high-performance practices, performance

Abstrak

Banyak kajian strategi dan pengurusan sumber manusia strategik telah menggunakan pandangan berasaskan sumber untuk menerangkan proses bagaimana organisasi boleh mendapat kelebihan daya saing yang mampan dan meningkatkan prestasi mereka. Falsafah ini telah dikritik kerana ia mengeneipikan peranan pengurus. Walau bagaimanapun, perhatian tentang bagaimana peranan ini boleh digunakan untuk menentukan prestasi bank di Nigeria masih terhad. Oleh itu, kajian ini menggunakan pandangan berasaskan sumber, teori pertukaran sosial, teori motivasi keupayaan dan peluang, dan model pengurusan sumber untuk menyiasat peranan pengurus dalam pelaksanaan strategik. Khususnya, kajian ini menyiasat peranan pengantara komitmen organisasi dan peranan penyederhana pelaksanaan strategik terhadap kesan amalan kerja berprestasi tinggi ke atas prestasi bank Nigeria. Kajian ini menggunakan reka bentuk keratan rentas untuk mengumpul data daripada 400 peserta dengan menggunakan pos dan soal selidik secara yang ditadbir secara peribadi. Sebanyak 258 borang soal selidik telah diambil untuk menguji lima hipotesis. Keputusan analisis PLS-SEM mendedahkan bahawa latihan dan pembangunan, perekrutan dan pemilihan, komitmen organisasi, dan pelaksanaan strategik mempunyai kesan langsung dan ketara terhadap prestasi bank di Nigeria. Kajian ini tidak menunjukkan kesan langsung jaminan pekerjaan, pemberian kuasa, pampasan, dan penilaian prestasi. Tambahan pula, kajian ini menunjukkan kesan tidak langsung latihan dan pembangunan, pampasan, perekrutan dan pemilihan, dan penilaian prestasi melalui peranan perantara komitmen organisasi. Selaras dengan cadangan ilmiah untuk menggabungkan penyederhana dalam hubungan antara komitmen organisasi dan prestasi organisasi di peringkat organisasi, kajian ini mengesahkan peranan penyederhana pelaksanaan strategik. Kajian ini juga menyumbang kepada kesusasteraan tentang bagaimana model pengurusan sumber menyumbang kepada sumber berasaskan pandangan dengan mengintegrasikan peranan pengurus. Akhir sekali, kajian ini mencadangkan agar penilaian reflektif-formatif digunakan untuk mengukur prestasi organisasi yang merupakan konstruk pelbagai dimensi, membincangkan implikasi dan batasan, serta mencadangkan penyelidikan masa depan.

Kata kunci: Komitmen organisasi, pelaksanaan strategi, amalan kerja prestasi tinggi, prestasi organisasi

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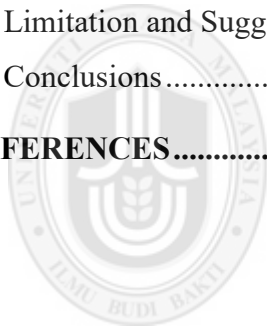
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List of Abbreviations

EPS	Earning Per Share
ROA	Return on Assets
ROE	Return on Equity
SET	Social Exchange Theory
RBV	Resource Based View
AMO	Ability Motivation and Opportunity
RMM	Resource Management Model
AUR	Asset Utilization Ratio
CNPP	Coalition for Nigeria Consumer Protection
CAFIN	Consumer Advocacy Foundation of Nigeria
HPWP	High Performance Work Practices
BSC	Balanced Scorecard
CEO	Chief Executive Officer
HRM	Human Resource Management
STRIMP	Strategic Implementation
OC	Organizational Commitment
TEFF	Training Extensiveness
REC	Recruitment and Selection
PA	Performance Appraisal
COMP	Compensation
JSEC	Job Security
EMP	Empowerment

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The performance of the banking sector is important to the development and growth of the Nigerian economy (Ebimobowei & Sophia, 2011). Instability in this sector is capable of creating a prolonged crisis that can adversely affect the industry's competitiveness and the economy as well as the relevant stakeholder returns (Okafor, 2013). Specifically, since the inception of banking business in Nigeria, the industry experienced one form of problems or the other ranging from dwindling earnings, under-capitalization, illiquidity, insolvency, weak corporate governance, board/management squabbles and loss making resulting in decline in overall performance (Adeyemi, 2006).

Nevertheless, in 2005 the Nigerian banking industry underwent remarkable changes through the implementation of a recapitalization and consolidation strategy in order to improve the performance of the industry (Ajayi, 2005). The policy reform was designed to lead to effective financial intermediation (Lemo, 2005), allowing Nigerian banks to become the leading participants in the sub-regional and regional financial markets and one of the leading participants in the global financial markets (Adeyemi, 2006).

Furthermore, the recapitalization and consolidation reform strategy required that commercial banks must have N25 billion, equivalent to \$100 million, as a minimum

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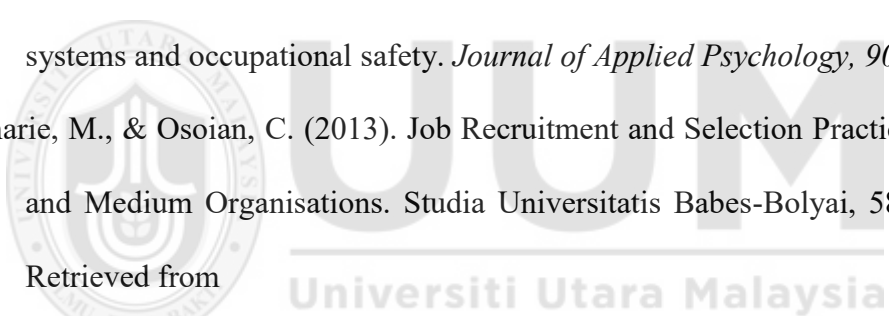
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Appendix A

RESEARCH QUESTIONNAIRE COLLEGE OF BUSINESS, UNIVERSITY UTARA MALAYSIA, SINTOK KEDAH, MALAYSIA.

Dear Sir,

REQUEST TO FILL A QUESTIONNAIRE

I am a PhD (Management) research student undergoing full time study at University Utara Malaysia. As part of requirements of the program, I am currently undergoing a survey titled: The mediating effect of organizational commitment and moderating role of strategic implementation in the relationship between high performance work practices and organizational performance.. In this regard you have been duly selected as a member of the sample.

I wish to appeal to you to assist this study by kindly sparing a few minutes to complete this questionnaire. You are not required to disclose your identity. I also wish to assure you that your answers will be treated in strict confidence and used for the stated academic purpose only. For any question, suggestion or enquiry please call I. G. Muhammad on +601126145493, +2348033758358, +2348130400500 or email: ibrahimgeem@yahoo.com.

Thank you very much for your time and cooperation.

Yours Sincerely,

Ibrahim G. Muhammad.

Research student,

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SECTION 1

PART 1

The following questions ask about your gender, age, educational qualification and years spent in service. Please select the most appropriate option.

1. Gender

- 1) Male
- 2) Female

2. Age

- 1) 18 – 29
- 2) 30 – 39
- 3) 40 – 49
- 4) 50 – 59
- 5) 60 and above

3. Highest educational qualification

- 1) Primary cert.
- 2) SSCE
- 3) ND/NCE
- 4) HND/Degree
- 5) PGD/Master
- 6) PhD

4. Years spent in service

- 1) 0 – 5
- 2) 6 – 10
- 3) 11 – 15
- 4) 16 – 20
- 5) 21 – 25
- 6) 26 – 30
- 7) 31 – 35
- 8) Others (please specify).....

SECTION 2

PART A

The following questions ask about extent of implementation of practices that ensure job security in your organization. Use the scales provided between 1 to 7 to indicate your level of agreement/disagreement with the statements.

Strongly Disagree	Disagree	Partially Disagree	Neutral	Partially Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

	Job security	1	2	3	4	5	6	7
JSEC01.	In my organization employees can expect to stay for as long as they wish							
JSEC02.	My organization tries to avoid dismissing employees.							
JSEC03.	In my organization job security is almost guaranteed to employees.							
JSEC04.	If my organization faces economic problems, employees would be the last to get cut.							
JSEC05.	My organization has offered employees a pledge of employment security.							
JSEC06.	Compared to our close competitors, my organization offers higher employment security to employees.							

PART B

The following questions ask about implementation of empowerment practices in your organization. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree	Disagree	Partially Disagree	Neutral	Partially Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

	Empowerment	1	2	3	4	5	6	7
EMP01.	My organization provides employees with autonomy to decide on how to go about doing their work.							
EMP02.	My organization gives opportunity for independence and freedom on how I do my job.							
EMP03.	The impact of employee on what happens in the department is large.							
EMP04.	In my organization employees have a great deal of control over what happens in their department.							
EMP05.	In my organization employees have significant influences over what happens in my department.							
EMP06.	In my organization employees are confident about their ability to do the job.							
EMP07.	In my organization employees are self-assured of their capabilities to perform the work activities.							
EMP08.	In my organization employees have mastered the skills necessary for the job.							
EMP09.	In my organization employees work is very important to them.							
EMP10.	In my organization employee job activities are personally meaningful to them.							

EMP11.	The autonomy provided by my organization makes the work more meaningful to employees.							
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PART C

The following questions ask about implementation of training and development practices in your organization. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree	Disagree	Partially Disagree	Neutral	Partially Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

	Training and development	1	2	3	4	5	6	7
TEFF01.	My organization provides training that greatly increases knowledge of the work.							
TEFF02.	My organization provides training that greatly increased employee's knowledge of customer relations.							
TEFF03.	My organization provides training that significantly increased employee's general understanding of its operations.							
TEFF04.	My organization provides training that contributes to employee's development.							
TEFF05.	My organization provides training that significantly increased employee's communication skills.							
TEFF06.	My organization provides training that significantly improved employee's planning and organizing skills.							
TEFF07.	My organization provides training that significantly improved employee's interpersonal skills.							
TEFF08.	My organization provides training that significantly improved employee's ability to analyze complex customer and other							

	operational issues.							
TEFF09.	My organization provides training that has helped employees grow as in their career.							

PART D

The following questions ask about compensation practices in your organization. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree	Disagree	Partially Disagree	Neutral	Partially Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

	Compensation and reward practices	1	2	3	4	5	6	7
COMP01.	My organization pays employee salary fair internally.							
COMP02.	My organization pays fair salary in comparison with what is offered for a similar job elsewhere.							
COMP03.	In this organization supervisors assign mandates in a fair manner.							
COMP04.	My organization offer compensation level which adequately reflects employee level of responsibility in the organization.							
COMP05.	My organization offers pay increases and/or bonuses which adequately reflect recent performance evaluations.							

PART E

The following questions ask about implementation of recruitment and selection practices in your organization. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree	Disagree	Partially Disagree	Neutral	Partially Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

	Recruitment and selection practices	1	2	3	4	5	6	7
RS01.	My organization disseminates information about both external and internal recruitment processes.							
RS02.	My organization discloses information to applicants regarding the steps and criteria of the selection process.							
RS03.	My organization communicates performance results to candidates at the end of the selection process.							
RS04.	My organizations selection test is conducted by trained and impartial people.							
RS05.	My organization has competitive selection processes that attract competent people.							
RS06.	My organization uses various selection instruments (e.g. interviews, tests, etc.).							

PART F

The following questions ask about implementation of performance appraisal in your organization. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree	Disagree	Partially Disagree	Neutral	Partially Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

	Performance appraisal	1	2	3	4	5	6	7
PA01	This organization discusses competency-based performance appraisal criteria and results with its employees.							
PA02	In this organization competency-based performance appraisal provides the basis for an employee development plan.							
PA03	In this organization competency-based performance appraisal is the basis for decisions about promotions and salary increases.							
PA04	This organization disseminates competency-based performance appraisal criteria and results to its employees.							
PA05	This organization periodically conducts competency-based performance appraisals.							

PART G

The following questions ask about your perception on collective employee commitment in your organization. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree	Disagree	Partially Disagree	Neutral	Partially Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

	Organizational commitment	1	2	3	4	5	6	7
OC01.	In my organization employees are willing to put in a great deal of effort beyond that normally expected in order to help this organization become successful.							
OC02.	My organizations employees talk up this organization to friends as a great organization to work for.							
OC03.	In my organization employees would accept almost any type of job assignment in order to keep working for this organization.							
OC04.	In my organization employees find their values and the organization's values very similar.							
OC05.	In this organization employees are proud to tell others that they are part of the organization.							
OC06.	My organization really inspires the very best in employees' way of job performance.							
OC07.	In this organization employees are extremely glad for choosing to work with the organization over others.							
OC08.	In my organization employees really care about the fate of the organization.							
OC09.	In my organization employees feel this is the best of all possible organizations for which to work.							

PART I

The following questions ask about the managers role in strategy implementation in your organization. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree	Disagree	Partially Disagree	Neutral	Partially Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

	Strategy implementation	1	2	3	4	5	6	7
STRIMP01.	This organization ensures that everyone in the team clearly understands the organizational goals and strategies.							
STRIMP02.	This organization relies on clearly defined metrics to assess progress on organizational goals and strategies.							
STRIMP03.	This organization links team goals with the strategic direction of the organization.							
STRIMP04.	This organization monitors events and conditions outside the team that influence progress on organizational goals and strategies.							
STRIMP05.	This organization seeks timely feedback from stakeholders about how well the team is meeting organizational goals and strategies.							
STRIMP06.	This organization regularly monitors how well we are meeting our organizational strategies and goals.							

PART J

The following questions ask about perceived performance of your organization. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree	Disagree	Partially Disagree	Neutral	Partially Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

	Organizational performance	1	2	3	4	5	6	7
OP01.	Firm financial efficiency (ratio of revenue to staff number) improvement compared to five years ago.							
OP02.	My organization experience significant return on asset in last five years.							
OP03.	Reduction in service costs in compare to five years ago.							
OP04.	My organization succeed in customer retention.							
OP05.	My organization succeeds in absorbing new customers.							
OP06.	In my organization services available are supportive for customers.							
OP07.	In my organization amount of customer complaints has reduced.							
OP08.	My organization significantly reduces the amount of average mistakes discovered in organizational procedures.							
OP09.	Increase in facilities' improvement.							
OP010.	Involvement in supporting new services.							
OP011.	Improvement in prompt answering to customers.							
OP012.	Job satisfaction and staff's efforts regarding organizational goals.							

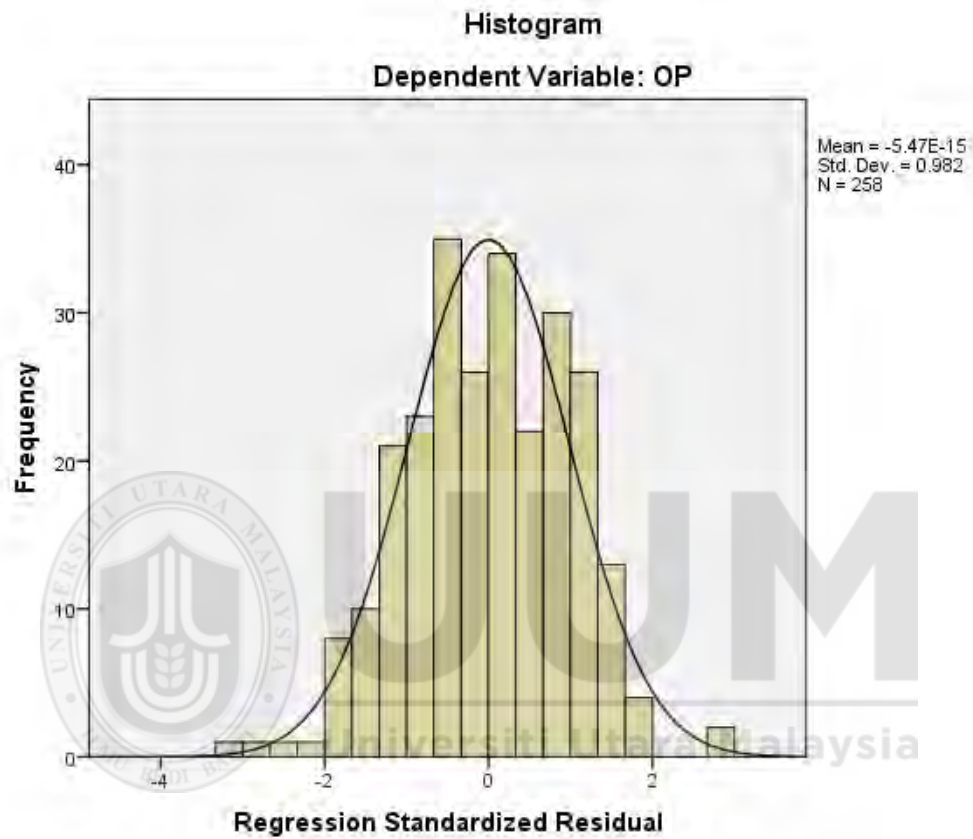
OP013.	Staff efficiency in compare to five years ago.								
OP014.	Organizing learning programs for staffs.								
OP015.	Activities that leads to improvement in organizational culture								



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Appendix B:

NORMALITY



Appendix C

Harman's Single Factor Test

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.584	11.922	11.922	8.584	11.922	11.922
2	5.633	7.824	19.746			
3	2.838	3.942	23.688			
4	2.392	3.322	27.010			
5	2.237	3.107	30.117			
6	2.035	2.826	32.943			
7	1.965	2.730	35.673			
8	1.910	2.653	38.326			
9	1.873	2.601	40.928			
10	1.753	2.435	43.362			
11	1.717	2.384	45.747			
12	1.672	2.322	48.069			
13	1.582	2.198	50.267			
14	1.515	2.105	52.371			
15	1.480	2.055	54.426			
16	1.374	1.909	56.335			
17	1.350	1.876	58.211			
18	1.254	1.742	59.953			
19	1.209	1.679	61.632			
20	1.192	1.655	63.287			
21	1.161	1.612	64.899			
22	1.134	1.575	66.474			
23	1.068	1.484	67.958			
24	1.039	1.444	69.402			
25	1.030	1.430	70.832			
26	.975	1.354	72.186			
27	.952	1.322	73.508			
28	.893	1.241	74.749			
29	.870	1.209	75.957			
30	.843	1.171	77.128			
31	.813	1.129	78.257			
32	.798	1.108	79.365			
33	.773	1.073	80.438			
34	.734	1.020	81.459			

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
35	.709	.984	82.443			
36	.687	.954	83.397			
37	.661	.917	84.315			
38	.642	.892	85.206			
39	.608	.844	86.051			
40	.580	.805	86.856			
41	.546	.758	87.614			
42	.534	.741	88.355			
43	.509	.706	89.061			
44	.494	.685	89.747			
45	.458	.636	90.383			
46	.442	.614	90.997			
47	.429	.595	91.593			
48	.414	.575	92.168			
49	.393	.546	92.714			
50	.390	.542	93.255			
51	.369	.512	93.767			
52	.364	.505	94.273			
53	.334	.464	94.737			
54	.329	.457	95.193			
55	.319	.443	95.636			
56	.301	.419	96.055			
57	.285	.395	96.450			
58	.264	.366	96.816			
59	.241	.335	97.151			
60	.237	.328	97.479			
61	.209	.291	97.770			
62	.207	.287	98.057			
63	.196	.272	98.329			
64	.187	.260	98.589			
65	.177	.246	98.835			
66	.151	.210	99.045			
67	.147	.205	99.250			
68	.124	.172	99.422			
69	.120	.166	99.588			
70	.109	.151	99.739			
71	.095	.132	99.872			
72	.092	.128	100.000			

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

Extraction Method: Principal Component Analysis.

