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**RELATIONSHIP BETWEEN ASPECTS OF HUMAN RESOURCE
MANAGEMENT PRACTICES AND ORGANIZATIONAL
PERFORMANCE: MEDIATING ROLE OF ETHICAL CLIMATE**



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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE:
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By



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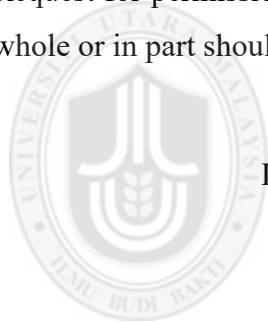
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**Thesis Submitted to School of Business Management,
Universiti Utara Malaysia, in Fulfillment of the Requirement for the
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ABSTRACT

The study investigated the mediating role of ethical climate (EC) on the relationship between five (5) dimensions of HRM practices; recruitment and selection (RS), training and development (TD), compensation practice (COMP), performance appraisal (PA), promotion opportunity (PRO), and organizational performance (OP) in the Nigerian public educational sector administration (PESA). The resource-based view (RBV) and the organizational culture theory (OCT) were used to underpin the study framework. The study was a cross sectional survey, employing the stratified sampling technique using 181 usable questionnaires from the directors of administration who represented the Nigerian PESA. The data analysis was conducted using the Partial Least Square Structural Equation Modeling (PLS-SEM 3.2.6). The study result supports 13 of the 16 hypotheses tested. The findings support 4 out of the 5 direct relationship hypotheses revealing empirical evidence on the significant relationships between RS, TD, PA, PRO and OP. The hypotheses between RS, TD, PA, PRO and the mediating variable EC are also statistically supported, but there is no evidence to support empirically the significant relationships between COMP and OP as well as COMP and EC. On the mediation relationships, the EC, as a hierarchical component model (HCM), mediates the relationships between RS, TD, PA, PRO and OP, but not the relationships between COMP and OP. This study contributes immensely to the current literature on how EC mediates HRM practices and OP relationships particularly in the African context where there are scant similar studies. The study also contributes to the literature on how to test the reflective-formative type of hierarchical component model, which is a very uncommon practice in the available literature. The findings suggest that the management of PESA can improve the HRM system through the proper implementation of effective HRM practices that will nurture EC and lead to OP. Finally, the study's limitations, conclusion and suggestion for future research direction were discussed.

Keywords: organizational performance, HRM practices, ethical climate, PLS, hierarchical component model

ABSTRAK

Kajian ini mengkaji peranan iklim etika (EC) sebagai pengantara dalam hubungan antara lima (5) dimensi amalan pengurusan sumber manusia (PSM) iaitu perekrutan dan pemilihan (RS), latihan dan pembangunan (TD), amalan pampasan (COMP), penilaian prestasi (PA), dan peluang kenaikan pangkat (PRO) dengan prestasi organisasi (OP) dalam pentadbiran sektor pendidikan awam (PESA) di Nigeria. Tinjauan berasaskan sumber dan teori budaya organisasi digunakan untuk menyokong kerangka kajian ini. Kajian ini mengaplikasikan teknik tinjauan keratan rentas, iaitu dengan menggunakan teknik persampelan berstrata daripada sejumlah 181 borang soal selidik yang dikumpul daripada pengarah pentadbiran yang mewakili PESA di Nigeria. Analisis data dijalankan dengan menggunakan *Partial Least Square Structural Equation Modeling* (PLS-SEM 3.2.6). Hasil kajian ini menyokong 13 daripada 16 hipotesis yang diuji. Selain itu, hasil kajian ini juga menyokong 4 daripada 5 hipotesis hubungan langsung yang mendedahkan bukti empirikal tentang hubungan yang signifikan antara RS, TD, PA, PRO dan OP. Hipotesis antara RS, TD, PA, PRO dengan pemboleh ubah pengantara EC juga disokong secara statistik. Namun, tiada bukti yang ditemui untuk menyokong secara empirikal hubungan antara COMP dengan OP serta COMP dengan EC. Dalam hubungan pengantara, EC sebagai model komponen berhierarki (HCM) didapati menjadi pengantara dalam hubungan antara RS, TD, PA, PRO dan OP, tetapi tidak pada hubungan antara COMP dan OP. Kajian ini turut memberi sumbangan yang besar kepada literatur semasa tentang bagaimana EC menjadi pengantara kepada amalan PSM dan OP, terutamanya dalam konteks Afrika yang mana terdapat sedikit sahaja kajian yang sama. Kajian ini juga menyumbang kepada literatur tentang bagaimana untuk menguji model komponen hierarki jenis reflektif-formatif yang merupakan suatu yang jarang dilakukan dalam literatur yang sedia ada. Hasil kajian mencadangkan agar pengurusan PESA boleh meningkatkan sistem PSM melalui pelaksanaan amalan PSM yang berkesan secara tepat yang akan memupuk EC dan membawa kepada OP. Akhir sekali, batasan kajian, rumusan dan cadangan untuk kajian pada masa hadapan turut dibincangkan.

Kata Kunci: prestasi organisasi, amalan PSM, iklim etika, PLS, Model Komponen Hierarki

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TABLE OF CONTENTS

CERTIFICATION OF THESIS WORK	iii
PERMISSION TO USE	v
ABSTRACT	vi
ABSTRAK	vii
ACKNOWLEDGEMENTS	viii
TABLE OF CONTENTS	ix
LIST OF TABLES	xiv
LIST OF FIGURES	xvi
LIST OF ABBREVIATIONS	xvii
LIST OF APPENDICES	xx
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the study	1
1.2 Problem Statement	15
1.3 Research Questions	26
1.4 Research Objectives	26
1.5 Scope of the study	27
1.6 Significance of the Study	28
1.6.1 Theoretical Contribution	28
1.6.2 Practical Contribution	30
1.7 Definition of key terms	30
1.8 Organization of Thesis	32
CHAPTER TWO: LITERATURE REVIEW	34
2.1 Introduction	34
2.2 Concept of Performance	34
2.3 Concept of Organizational Performance	35
2.4 Performance in Public Sector	37
2.5 Antecedent of Organizational Performance	42
2.6 Human Resource Management practices	47
2.6.1 Recruitment and Selection	51
2.6.2 Training and Development	52
2.6.3 Compensation Practice	53

2.6.4 Performance Appraisal	54
2.6.5 Promotion Opportunity	55
2.7 Human Resource Management practices and Organizational performance	56
2.7.1 Recruitment and Selection	70
2.7.2 Training and Development	73
2.7.3 Compensation Practice	77
2.7.4 Performance Appraisal	79
2.7.5 Promotion Opportunity	81
2.8 The Needs for Mediator	83
2.8.1 Ethical Climate	88
2.9 Human resource management and Ethical climate	92
2.9.1 Recruitment and Selection and Ethical Climate	94
2.9.2 Training and Development and Ethical Climate	95
2.9.3 Compensation Practice and Ethical Climate	97
2.9.4 Performance Appraisal and Ethical Climate	98
2.9.5 Promotion Opportunity and Ethical Climate	99
2.10 Ethical Climate and Organizational performance	100
2.11 The relationship between HRM practices, EC and OP	102
2.12 Under pinning theories	105
2.12.1 Resource Based View (RBV)	106
2.12.1.1 Connection of RBV and the present study	108
2.12.2 Organizational Culture Theory	112
2.13 Research Frame work	114
2.14 Hypotheses Development	118
2.14.1 HRM Practices and OP	118
2.14.1.1 Recruitment and Selection and Organisational performance	119
2.14.1.2 Training and Development and Organizational Performance	120
2.14.1.3 Compensation Practice and Organizational performance	122
2.14.1.4 Performance Appraisal and Organizational performance	123
2.14.1.5 Promotion Opportunity and Organizational Performance	125
2.15 HRM practices and EC	126
2.15.1 Recruitment and Selection and EC	128
2.15.2 Training and Development and EC	129
2.15.3 Compensation Practice and EC	130
2.15.4 Performance Appraisal and EC	131
2.15.5 Promotion Opportunity and EC	132
2.16 EC and OP	133
2.17 HRM practices, EC and OP	134
2.18 Summary	135

CHAPTER THREE: RESEARCH METHODOLOGY	137
3.1 Introduction	137
3.2 Research Paradigm	137
3.3 Research Design	140
3.4 Population and Sampling Design	141
3.4.1 Population of the Study	141
3.4.2 Power of Analysis and Sample Size	143
3.4.3 Respondents	145
3.4.4 Sampling Technique	146
3.5 Operational Definitions and Measurement of Variables	147
3.5.1 Organizational Performance	149
3.5.2 HRM practices	151
3.5.2.1 Recruitment and Selection	151
3.5.2.2 Training and Development	153
3.5.2.3 Compensation Practice	154
3.5.2.4 Performance Appraisal	155
3.5.2.5 Promotion Opportunity	157
3.5.3 Ethical Climate	158
3.6 Validity and Reliability	161
3.6.1 Validity	162
3.6.1.1 Content Validity	162
3.6.1.2 Construct Validity	163
3.6.2 Reliability	164
3.7 Layout of the Questionnaire	164
3.8 Pilot Study	165
3.9 Data Collection procedures	169
3.10 Techniques of Data Analysis	170
3.10.1 Descriptive Analysis	170
3.10.2 Smart PLS SEM	171
3.10.2.1 Measurement Model	173
3.10.2.2 Structural Model	174
3.10.2.3 Mediation Analysis	176
3.11 Summary	179

CHAPTER FOUR: DATA ANALYSIS AND RESULTS	180
4.1 Introduction	180
4.2 Response Rate	180
4.3 Preliminary Analysis	181
4.3.1 Data Coding and Screening	181
4.3.2 Missing Value Analysis	183
4.3.2 Assessment of Outliers	184
4.3.3 Normality Test	185
4.3.4 Multicollinearity Test	187
4.4 Non-Response Bias	189
4.5 Common Method Bias	192
4.6 Demographic Profile of Respondents	196
4.7 Descriptive Statistics of Study Variables	198
4.8 Assessment of PLS-SEM Path Modeling	199
4.9 Assessment of the Measurement Model	202
4.9.1 Reflective Measurement Models for HRM practices and OP	206
4.9.1.1 Individual Item Reliability of Reflective Measurement Models	206
4.9.1.2 Internal Consistency Reliability of Reflective Measurement Models	207
4.9.1.3 Convergent Validity of Reflective Measurement Models (AVE)	209
4.9.1.4 Discriminant Validity of Reflective Measurement Models	209
4.9.2 Formative Measurement Model	213
4.9.2.1 Collinearity and Significance Assessment of Formative Model	213
4.10 Assessment of the Structural Model	215
4.10.1 Hypotheses Testing for Direct Relationships between IVs and DV	215
4.10.1.1 Coefficient of Determination for Direct Relationships	219
4.10.1.2 Assessment of the Effect Size for Direct Relationships between IVs and DV	220
4.10.1.3 Assessment of Predictive Relevance for Direct Relationships (HRM ->OP)	222
4.10.2 Hypotheses Testing for Direct relationship between IVs and MV	225
4.10.3 Hypothesis Testing for Direct relationship between MV and DV	226
4.10.4 Mediation Analysis	227
4.10.4.1 Coefficient of Determination for Mediating Relationships (R^2)	231
4.10.4.2 Assessment of Effect Size (f^2)	232
4.10.4.3 Assessment of Predictive Relevance for Mediating Relationship	234
4.10.4.4 Assessment of the Magnitude of Mediating Effect	237
4.11 Summary of Findings	238
4.12 Summary of the Chapter	240

CHAPTER FIVE: DISCUSSIONS AND CONCLUSIONS	242
5.1 Introduction	242
5.2 Recapitulation of the Study's Findings	242
5.3 Discussions	246
5.3.1 The relationship between HRM Practices and OP	246
5.3.1.1 The relationship between Recruitment and Selection and OP	246
5.3.1.2 The relationship between Training and Development and OP	247
5.3.1.3 The relationship between Compensation Practice and OP	249
5.3.1.4 The relationship between Performance Appraisal and OP	251
5.3.1.5 The relationship between Promotion Opportunity and OP	253
5.3.2 The relationship between Individual HRM Practices and EC	254
5.3.2.1 The relationship between Recruitment and Selection and EC	254
5.3.2.2 The relationship between Training and Development and EC	255
5.3.2.3 The relationship between Compensation Practice and EC	256
5.3.2.4 The relationship between Performance Appraisal and EC	258
5.3.2.5 The relationship between Promotion Opportunity and EC	259
5.3.3 The relationship between EC and OP	260
5.3.4 Mediating Effect of Ethical Climate	261
5.3.4.1 Mediating Effect of EC between RS and OP	261
5.3.4.2 Mediating Effect of EC between TD and OP	263
5.3.4.3 Mediating Effect of EC between COMP and OP	264
5.3.4.4 Mediating Effect of EC between PA and OP	266
5.3.4.5 Mediating Effect of EC between PRO and OP	267
5.4 Implications of the Study	269
5.4.1 Theoretical Implications	269
5.4.2 Practical Implications	273
5.4.3 Methodological Implications	274
5.4.4 Limitations and Directions for Future Research	277
5.5 Conclusions	280
REFERENCES	282
APPENDICES	342

LIST OF TABLES

Table 1.1 Responses of Nigerian citizens on satisfaction with the Quality of education	9
Table 1.2 Human Development Index	10
Table 1.3 Responses of Nigerian citizens on satisfaction with the Quality of education	11
Table 1.4 Trend of the performance of educational system in public school of Nigeria	14
Table 3.1 Positivist and Interpretivist approach to research	140
Table 3.2 Total number of public educational sector administration in the seven states	143
Table 3.3 The proportionate stratified sampling of respondents	147
Table 3.4 Organizational performance items	150
Table 3.5 Recruitment and selection items	152
Table 3.6 Training and development items	154
Table 3.7 Compensation practice items	155
Table 3.8 Performance appraisal items	156
Table 3.9 Promotion opportunity items	157
Table 3.10 Ethical Climate items	159
Table 3.11 Summary of Measures and Measurement Scale	161
Table 3.12 Pilot Test: Reliability and Convergent Validity (n=30)	166
Table 3.13 Pilot Test: Discriminant Validity (n=30)	167
Table 3.14 Pilot Test: VIF and Significance for Formative Indicators (n=30)	168
Table 4.1 Questionnaire Distribution and Response Rate (n=186)	181
Table 4.2 Number of Questionnaire Used for the Further Analysis(n=181)	185
Table 4.3 Normality Test: Skewness and Kurtosis Statistics (n=181)	186
Table 4.4 Multicollinearity Test: Correlation Matrix (n=181)	187
Table 4.5 Multicollinearity Test: Tolerance and VIF (n=181)	188
Table 4.6 Test of Non-Response Bias: Independent-Samples T-Test (n=181)	190
Table 4.7 Test of Non-Response Bias for Demographic profiles: Chi-Square Test (n=181)	191
Table 4.8 Demographic Profile of Respondents (n=181)	196

Table 4.9 Descriptive Statistics of Study Variables: Mean and Standard Deviation (n=181)	198
Table 4.10 Measurement Model: Reliability and Convergent Validity (n=181)	208
Table 4.11 Discriminant Validity (Fornell-Lacker Creterion) (n=181)	210
Table 4.12 Measurement Model: Discriminant Validity (Cross Loadings) (n=181)	212
Table 4.13 Measurement Model: VIF, Tolerance and Indicators Significance Testing Result (n=181)	213
Table 4.14 Results of Hypotheses Testing Direct Relationships between IVs and DV (n=181)	219
Table 4.15 Coefficient of Determination (R2) for Direct Relationship between IVs and DV (n=181)	220
Table 4.16 Assessment of the Effect Size f^2 for Direct Relationships between IVs and DV (n=181)	221
Table 4.17 Predictive Relevance for Direct Relationships: Q^2 (n=181)	222
Table 4.18 Results of Hypotheses Testing Direct relationship between IVs and MV (n=181)	226
Table 4.19 Result of Hypothesis Testing Direct Relationships between MV and DV (n=181)	226
Table 4.20 Result of Mediation Test (n=181)	228
Table 4.21 Structural Model: Confidence Interval for Mediating Relationships (n=181)	228
Table 4.22 Coefficient of Determination for Mediation Relationships: R-Squared (n=181)	232
Table 4.23 Assessment of the Effect Size for Mediating Relationships: f-Square (n=181)	233
Table 4.24 Predictive Relevance for Mediating relationship (Q^2) (n=181)	235
Table 4.25 Assessment of the Magnitude of Mediating Effect: VAF (n=181)	237
Table 4.26 Summary of Study Hypotheses	239

LIST OF FIGURES

Figure 1.1 Note: Satisfaction with Public Educational Sector Performance	9
Figure 1.2 Note: Level of performance in NECO and WAEC in Nigerian public school	14
Figure 2.1 Research framework	118
Figure 3.1 Mediator Analysis Procedure in PLS-SEM	178
Figure 4.1 A Two-Step process of PLS Path Model Assessment	201
Figure 4.2 Repeated Indicator Approach (Algorithms)	204
Figure 4.3 Two-stage Approach (Algorithms)	205
Figure 4.4 Measurement model	214
Figure 4.5 PLS-SEM Algorithm Direct Relationship (Measurement Model) IVs and DV	217
Figure 4.6 PLS-SEM Bootstrapping Direct Relationship (Structural Model)	218
Figure 4.7 Blindfolding Direct Relationship (Structural Model) IVs and DV.	224
Figure 4.8 PLS-SEM Algorithm for Mediation Relationship	229
Figure 4.9 PLS-SEM Bootstrapping for Mediation Relationship	230
Figure 4.10 Blindfolding (Mediating Relationship) Q^2	236

LIST OF ABBREVIATIONS

AMO	Ability Motivation Opportunity
AVE	Average Variance Extracted
ASUP	Academics Staff of Polytechnics
BV	Benevolence
CFRN	Constitutions of the Federal Republic of Nigeria
CR	Composite Reliability
COMP	Compensation Practice
DV	Dependent Variable
EC	Ethical Climate
EG	Egoism
F2	Effect Size
HD	Hierarchical Distance
HDI	Human Development Index
HND	Higher National Diploma
HPWP	High Performance Work Practices
HPWS	High Performance Work System
HRM	Human Resource Management
HR	Human Resource
ICPC	Independent Corrupt Practices and other Related Offences
IVs	Independent Variables
LL	Lower Level
LU	Level Upper
MV	Mediation Variable
NBS	National Bureau of Statistics
NCE	National Certificate of Education
NECO	National Examination Council

NIDOA	Nigerian in Diaspora Organization
NUT	National Union of Teachers
OCT	Organizational Culture Theory
OP	Organizational Performance
PA	Performance Appraisal
PLS	Partial Least Squares
PRIN	Principled
PRO	Promotion Opportunity
PROUT	Progressive Utilization Theory
Q2	Construct cross validated Redundancy
RS	Recruitment and Selection
R2	R-squared values
RBV	Resource based View
ROA	Return on Assets
ROE	Return on Equity
ROI	Return on Investment
SEM	Structural Equation Modeling
SmartPLS	Smart PLS Statistical Package
SPSS	Statistical Package for the Social Science
SPSS	Statistical Package for Social Science
TD	Training and Development
UNDP	United Nation Development Programme
UK	United Kingdom
USA	United State of America
US	United State
UUM	Universiti Utara Malaysia
VAF	Variance Accounted For
VIF	Variance Inflation Factor

WAEC

West African Examination Council

WASSCE

West African Senior School Certificate Examination



LIST OF APPENDICES

APPENDIX A	RESEARCH QUESTIONNAIRE	342
APPENDIX B	G*Power of Analysis	350
APPENDIX C	Normality Test	351
APPENDIX D	Common Method Bias Output	353
APPENDIX E	Hetetrotrait Monotrait ration (HTMT)	355
	Mediation Predictive Relevance Output	355



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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Over the years, the importance of organizational performance (OP) for efficient management is increasing in any given organization. The rapid changes in economic environment is being taken over by such phenomena as the globalization and deregulation of markets, changing customer and investor demand, and the ever-increasing product-market competition has become the norm for most organizations (Al-Dhaafri, Al-Swidi, & Yusoff, 2016).

Organizations require evaluation of their internal environment for opportunities and challenges in order to remain competitive and sustain their growth (Al-Swidi & Al-Hosam, 2012). Chen (2005) argued that organizations are looking for ways to improve their performance and attain competitive advantage over competitors. Nevertheless, if this performance can be improved, how and what approaches should be used towards that, is still the issue that needs to be investigated further.

Several studies were conducted with an aim to discover factors that can influence performance of organization. Studies from different discipline like human resource management, strategic management, marketing, operation management, information system as well as international business have investigated different number of variables

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Appendix A



SCHOOL OF BUSINESS MANAGEMENT

UNIVERSITI UTARA MALAYSIA

06010 Sintok, Kedah Darul Aman

Email: sbm@uum.edu.my

Sir / Madam

I am a Doctor of Philosophy student at Universiti Utara Malaysia, Kedah. Currently I am conducting a research on '**Human resource management (HRM) practices, Ethical climate and performance**'. The objective of this study is to examine the mediating role of ethical climate on the relationship between HRM practices and organizational performance in Nigerian Public Educational Sector Administration.

Your help is requested in this research by completing the questionnaire survey instrument received. The information you provide will remain strictly anonymous and confidential. You may receive a summary of the results by writing "copy of results requested" at your own wish.

Your participation in completing the questionnaire is very important to the success of this research. It will be a honour if you are able to return the completed questionnaires.

I would appreciate your returning the questionnaire at your earliest convenience. Thank you in advance for your cooperation. Should you have any enquires, please do not hesitate to call me at +2348035493734/+60143835667.

Sincerely,
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SECTION A: HUMAN RESOURCE MANAGEMENT PRACTICES

The statements in this section are related to the extent of HRM practices implemented in your organization. Please circle the relevant number based on the rating scale provided.

	1	2	3	4	5
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. In this organization, extensive selection procedures are used in the selection of the employees (eg. use several rounds of screening).	1	2	3	4	5
2. In this organization, recruitment and selection system focuses on the potential of the candidates to learn and grow with the organization.	1	2	3	4	5
3. This organization uses structured and standardized interviews for selection of the employees.	1	2	3	4	5
4. In this organization, senior staffs are involved in recruitment and selection of the employees.	1	2	3	4	5
5. This organization uses work values and cultural fit as a criterion in employee recruitment and selection.	1	2	3	4	5
6. This organization uses behavioral attitudes as a criterion in employee recruitment and selection	1	2	3	4	5
7. This organization uses test and interviewing techniques for employee selection.	1	2	3	4	5
8. In this organization, recruitment and selection process of potential employees are often provided with a realistic picture of the job and the organization, including the negative aspects.	1	2	3	4	5
9. Extensive training programs are provided for employees in this organization.	1	2	3	4	5
10. This organization provide training focused on team building and team work skills training.	1	2	3	4	5
11. In this organization, there are formal training programs to teach new employees the skills they need to perform their jobs.	1	2	3	4	5
12. Formal training programs are offered to employees in order to increase their promotability in this organization.	1	2	3	4	5
13. This organization have a mentoring system to help develop those employees.	1	2	3	4	5
14. This organization offer an orientation program that trains employees on the history, mission, values, and processes of the organization.	1	2	3	4	5

15.	In this organization, training programs are consistently evaluated to determine whether the training objectives are met.	1	2	3	4	5
16.	In this organization, employee bonuses or incentive plans (e.g., stock option plan) are based primarily on the performance of the organization/group.	1	2	3	4	5
17.	In this organization, job performance of an individuals played an important role in determining the earning of employees.	1	2	3	4	5
18.	In this organization, employees are rewarded for participation in teams.	1	2	3	4	5
19.	This organization constantly updates & reviews the range of benefit to meet the needs of employees.	1	2	3	4	5
20.	In this organization, salaries for employees are higher than those of our competitors.	1	2	3	4	5
21.	In this organization, performance appraisals are based on objective, quantifiable results.	1	2	3	4	5
22.	In this organization, employees regularly or at least once a year receive a formal performance appraisal.	1	2	3	4	5
23.	In this organization, team played an important role in performance appraisals.	1	2	3	4	5
24.	In this organization, superior officers discuss performance with subordinate.	1	2	3	4	5
25.	In this organization, performance appraisals are used primarily to set goals for personnel development.	1	2	3	4	5
26.	Performance appraisals are used to plan skill development and training for future advancement within this organization.	1	2	3	4	5
27.	Employees in this job have clear career paths within this organization.	1	2	3	4	5
28.	Employees in this job have very little future within this organization.	1	2	3	4	5
29.	Employees' career aspirations within this organization are known by their immediate supervisors.	1	2	3	4	5
30.	Employees' in this job who desire promotion have more than one potential position they could be promoted.	1	2	3	4	5
31.	This organization, ensure that all employees in these positions are made aware of internal promotion opportunities.	1	2	3	4	5
32.	In this organization, internal candidates are given consideration over external candidates for job opening.	1	2	3	4	5

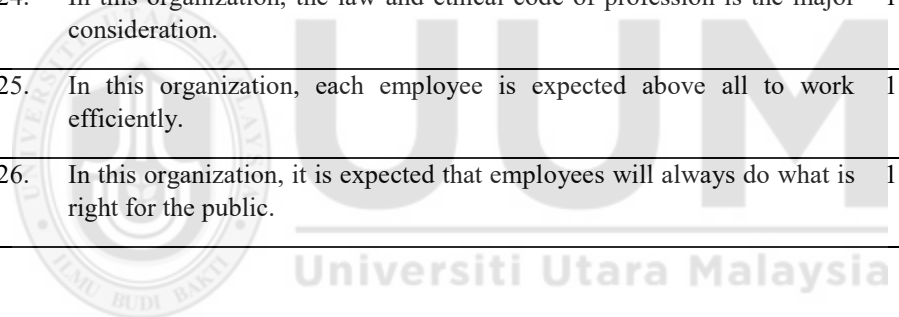
33.	This organization, use of performance based promotion.	1	2	3	4	5
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SECTION B: ETHICAL CLIMATE

Listed below are statements describing organizational ethical standards. Please indicate the degree of your agreement to each of the statement by circling the rating provided.

		1	2	3	4	5
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	In this organization, employees are mostly out for themselves.	1	2	3	4	5
2.	The major responsibility for employees in this organization is to consider efficiency first.	1	2	3	4	5
3.	In this organization, employees are expected to follow personal and moral beliefs.	1	2	3	4	5
4.	In this organization, employees are expected to do anything to further the organization's interest.	1	2	3	4	5
5.	In this organization, employees look out for each other's good.	1	2	3	4	5
6.	There is no room for one's own personal morals or ethics in this organization.	1	2	3	4	5
7.	In this organization, employees strictly follow rules and procedures.	1	2	3	4	5
8.	In this organization, work is considered sub-standard only when it hurts the organization's interests.	1	2	3	4	5
9.	Each employee in this organization decides for himself what is right or wrong.	1	2	3	4	5
10.	In this organization, employees protect their own interest above other considerations.	1	2	3	4	5
11.	The most important consideration in this organization is each employee has sense of right and wrong.	1	2	3	4	5
12.	The most important concern is the good of all the employees in this organization.	1	2	3	4	5
13.	In this organization, the first consideration is whether a decision violates any law.	1	2	3	4	5
14.	In this organization, employees are expected to comply with the legal and professional standards over and above other consideration.	1	2	3	4	5

15.	In this organization, employees are expected to stick by organization rules and procedures.	1	2	3	4	5
16.	In this organization, our major concern is always what is best for the other people.	1	2	3	4	5
17.	In this organization, employees are concerned with the organization's interests to some extent.	1	2	3	4	5
18.	Successful employees in this organization go by the book.	1	2	3	4	5
19.	In this organization, the most efficient way is always the right way.	1	2	3	4	5
20.	In this organisation, employees are expected to strictly follow legal and organisation's standards.	1	2	3	4	5
21.	What is best for everyone, is the major consideration in this organization.	1	2	3	4	5
22.	In this organization, employees are guided by own personal ethics.	1	2	3	4	5
23.	Successful employees in this organization strictly obey the organization policies.	1	2	3	4	5
24.	In this organization, the law and ethical code of profession is the major consideration.	1	2	3	4	5
25.	In this organization, each employee is expected above all to work efficiently.	1	2	3	4	5
26.	In this organization, it is expected that employees will always do what is right for the public.	1	2	3	4	5



SECTION C: ORGANIZATIONAL PERFORMANCE

Listed below are statements asks you about your organizational performance base on efficiency, effectiveness and fairness. Please indicate the degree of your agreement to each of the statement by circling the rating provided.

	1	2	3	4	5
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. This organization has made good use of employee’s knowledge and skills in looking for ways to become more efficient.	1	2	3	4	5
2. In the past 2 years, the productivity of this work unit has improved.	1	2	3	4	5
3. The work performed by this work unit provides the public a worthwhile return on the organization mission.	1	2	3	4	5
4. People of different race/ national origin group are treated with respect in this organization.	1	2	3	4	5
5. The quality of work performed by the current co-workers in this immediate work group is satisfactory.	1	2	3	4	5
6. This organization provides fair and equitable treatment to the public	1	2	3	4	5
7. This organization uses performance measurement in program management.	1	2	3	4	5
8. This organization has strong citizen orientation.	1	2	3	4	5
9. In this organization, top executive set high performance expectations for employees.	1	2	3	4	5
10. This organization compares employee’s performance against similar organization.	1	2	3	4	5

SECTION D: DEMOGRAPHIC INFORMATION

Please tick (/) in the appropriate box.

MINISTRY/BOARD/PARASTATAL/AGENCIES:

Gender

Male

Female

Marital status

Married

Single

Divorced

Widowed

Age

18-29

30-39

40-49

50-59

60-and Above

Position Grade Level

GL 07-10

GL 12-14

GL 15-17

Work Experience

Less than 2 years

2 to 5 years

6 to 9 years

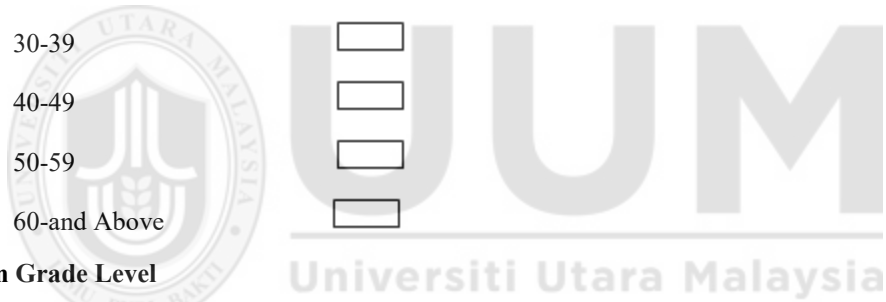
10 years and above

Educational Level

Diploma/ NCE

Degree/HND

Postgraduate Degree



SECTION E : COMMENTS

The researcher would welcome any suggestion which might benefit this study.

Thank You

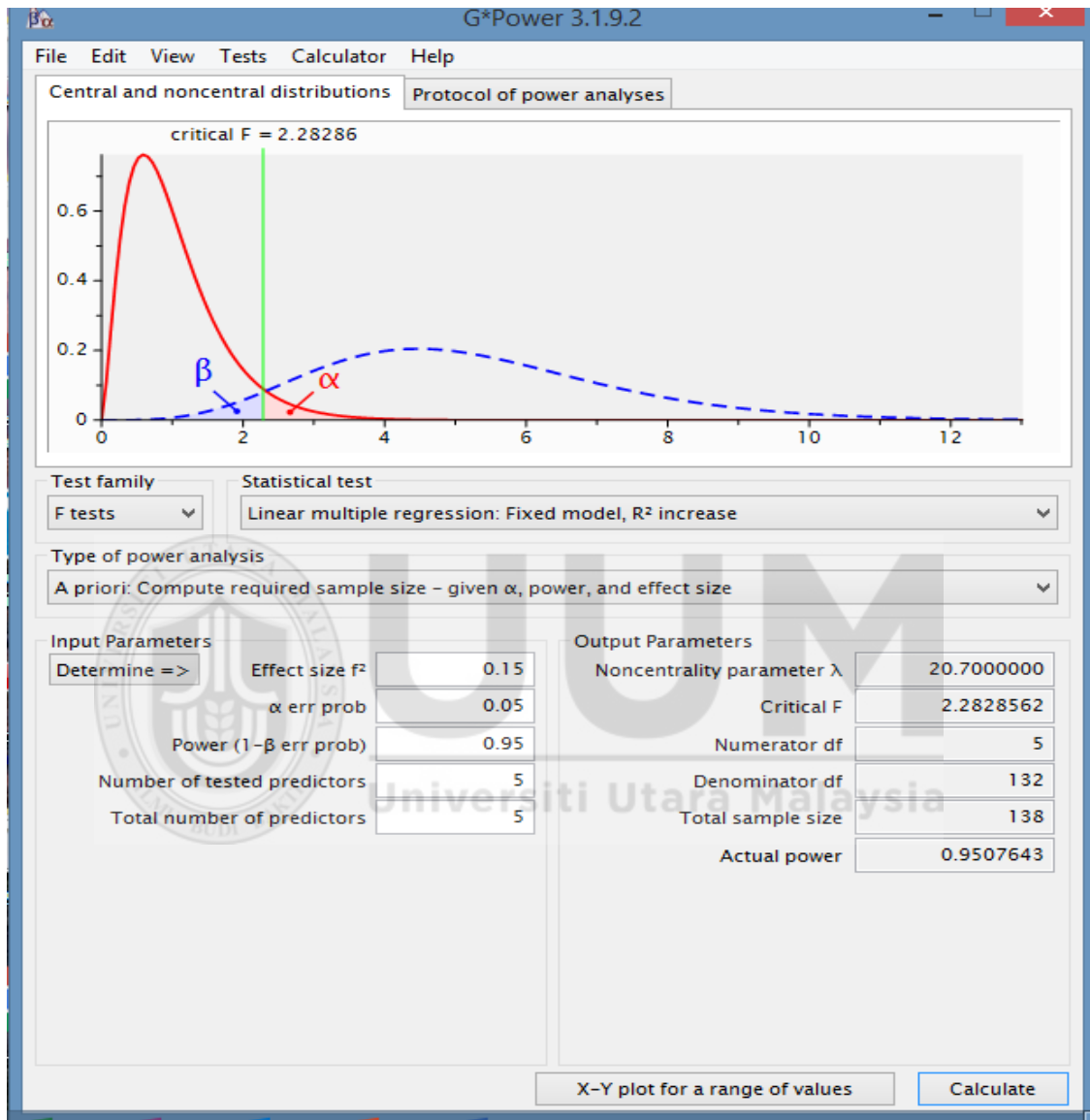
ALL INFORMATION WILL BE KEPT CONFIDENTIAL



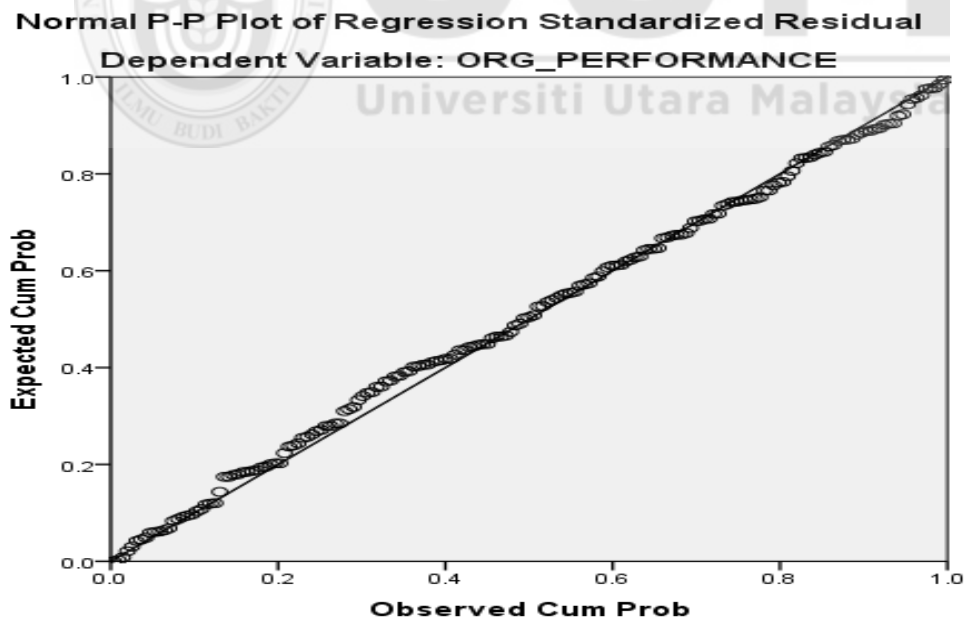
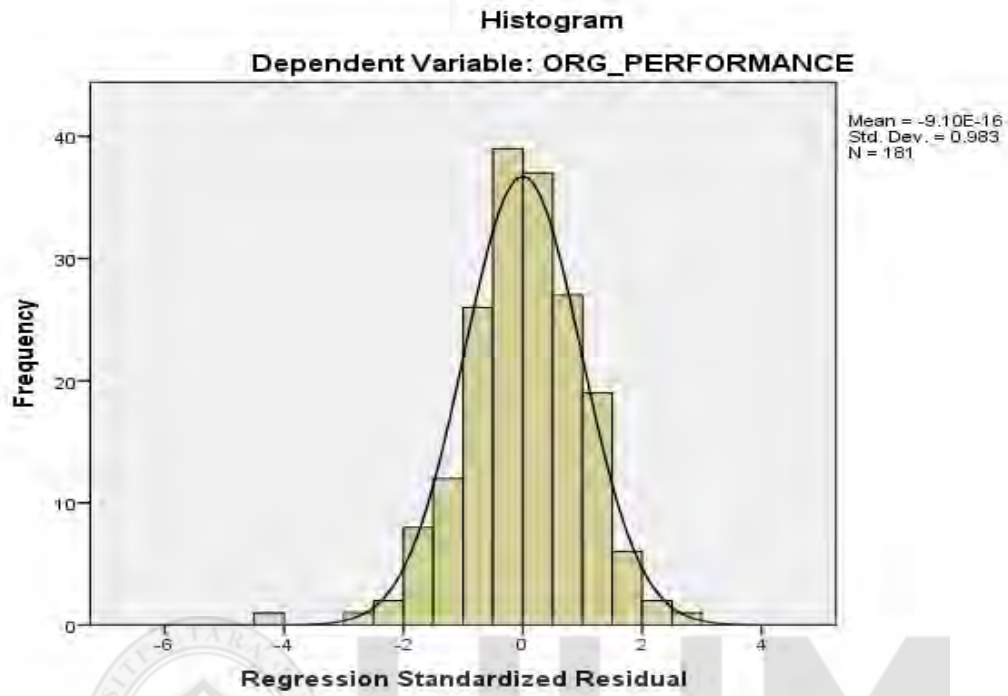
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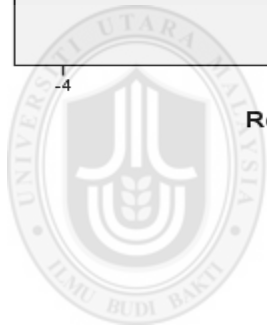
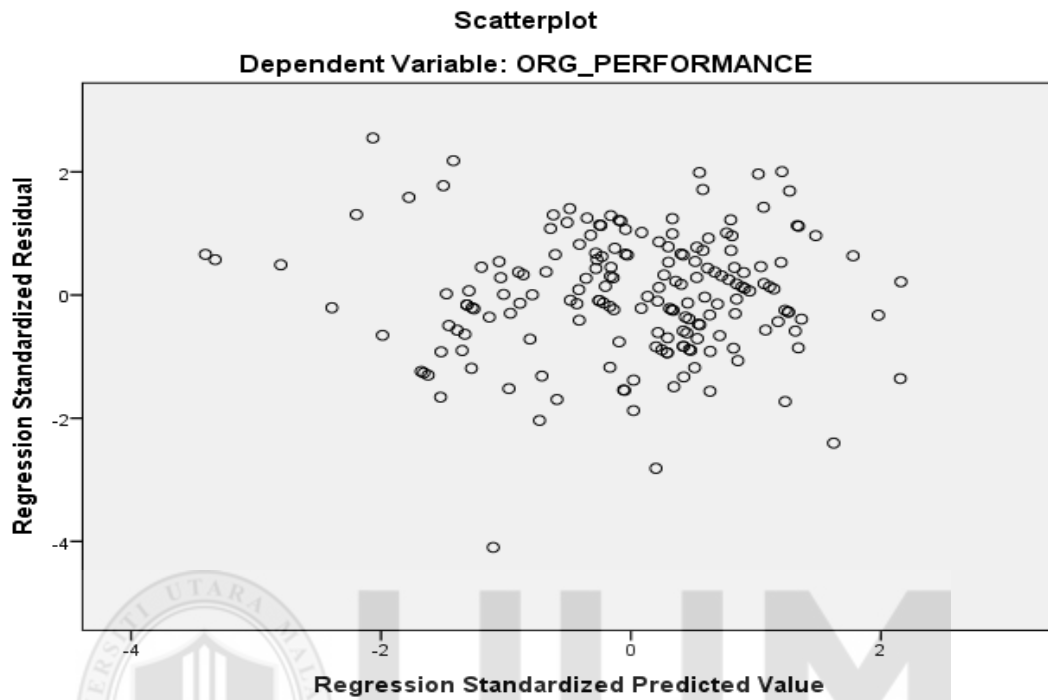
Appendix B G*power of Analysis



Appendix C Normality Test



Appendix C: continued.....



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Appendix D

Harman's Single-Factor (Common method bias)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.023	23.221	23.221	16.023	23.221	23.221
2	3.473	5.034	28.255	3.473	5.034	28.255
3	2.721	3.944	32.198	2.721	3.944	32.198
4	2.494	3.614	35.812	2.494	3.614	35.812
5	2.455	3.557	39.370	2.455	3.557	39.370
6	2.187	3.170	42.540	2.187	3.170	42.540
7	2.003	2.903	45.442	2.003	2.903	45.442
8	1.844	2.673	48.115	1.844	2.673	48.115
9	1.611	2.335	50.450	1.611	2.335	50.450
10	1.467	2.126	52.576	1.467	2.126	52.576
11	1.430	2.072	54.648	1.430	2.072	54.648
12	1.362	1.975	56.623	1.362	1.975	56.623
13	1.334	1.933	58.556	1.334	1.933	58.556
14	1.235	1.790	60.347	1.235	1.790	60.347
15	1.182	1.712	62.059	1.182	1.712	62.059
16	1.168	1.692	63.751	1.168	1.692	63.751
17	1.097	1.589	65.341	1.097	1.589	65.341
18	1.077	1.561	66.902	1.077	1.561	66.902
19	1.051	1.523	68.425	1.051	1.523	68.425
20	1.025	1.486	69.911	1.025	1.486	69.911
21	.978	1.417	71.328			
22	.936	1.357	72.685			
23	.902	1.307	73.992			
24	.895	1.297	75.289			
25	.794	1.151	76.440			
26	.779	1.129	77.568			
27	.766	1.110	78.679			
28	.752	1.090	79.769			
29	.708	1.026	80.795			
30	.679	.984	81.779			
31	.665	.963	82.742			
32	.645	.935	83.677			
33	.633	.918	84.595			
34	.596	.864	85.459			

35	.578	.838	86.296		
36	.552	.801	87.097		
37	.509	.738	87.835		
38	.486	.705	88.539		
39	.465	.673	89.212		
40	.440	.637	89.850		
41	.437	.633	90.483		
42	.416	.603	91.086		
43	.404	.586	91.672		
44	.374	.543	92.215		
45	.362	.525	92.739		
46	.349	.505	93.244		
47	.323	.467	93.712		
48	.322	.466	94.178		
49	.307	.444	94.622		
50	.297	.430	95.053		
51	.279	.404	95.457		
52	.260	.376	95.833		
53	.257	.373	96.206		
54	.249	.361	96.567		
55	.241	.349	96.916		
56	.228	.331	97.247		
57	.222	.322	97.569		
58	.187	.272	97.840		
59	.183	.266	98.106		
60	.179	.259	98.366		
61	.168	.244	98.609		
62	.157	.228	98.837		
63	.145	.210	99.048		
64	.130	.189	99.237		
65	.127	.184	99.421		
66	.116	.169	99.589		
67	.105	.153	99.742		
68	.096	.140	99.882		
69	.082	.118	100.000		

Extraction Method: Principal Component Analysis.

Appendix E

Hetetrotrait Monotrait ration (HTMT)

Constructs	1	2	3	4	5	6
RS						
TD	0.642					
COMP	0.522	0.696				
PA	0.510	0.623	0.708			
PRO	0.494	0.617	0.574	0.777		
OP	0.610	0.626	0.488	0.744	0.785	0.787

Mediation Predictive Relevance out put

Constructs	SSO	SSE	Q ² (=1-SSE/SSO)
EC	543	298.095	0.451
OP	905	681.21	0.247
RS	724	724	
TD	543	543	
COMP	905	905	
PA	905	905	
PRO	1,267.00	1,267.00	



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