

**LEADERSHIP SUCCESSION, ORGANIZATIONAL
CLIMATE, TRUST AND INDIVIDUAL PERFORMANCE
IN NIGERIAN COMMERCIAL BANKS**

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**LEADERSHIP SUCCESSION, ORGANIZATIONAL CLIMATE, TRUST AND
INDIVIDUAL PERFORMANCE IN NIGERIAN COMMERCIAL BANKS**

By

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

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ABSTRACT

The objective of this study was to examine the relationship between leadership succession, organizational climate and individual performance in the Nigerian commercial banks. Primarily, this study explored the moderating effect of trust on the relationship between leadership succession, dimensions of organizational climate (i.e. quality, integration, and well-being) and individual performance that comprises of adaptive, task, and contextual performance. Stratified random sampling was used in which samples were drawn from six geographical zones of Nigeria (i.e. Lagos, Delta, Abia, Abuja, Kano, and Bauchi). Data was collected through the self-administrated method by sending questionnaires to 600 commercial bank branch managers within the six geographical zones selected. A total of 84 items were used in the questionnaire to examine all the variables illustrated in the theoretical framework. All the instruments were adapted from past literature. The statistical package for social science (SPSS) version 20.0 was used to test the hypotheses. The results provided support for some of the hypothesized relationships for the study. Specifically, leadership succession was positively related to adaptive performance but negatively related to task performance. Additionally, integration was also positively related to both task and contextual performance, while well-being was positively related to only task performance. Furthermore, the results of the moderating effect of trust indicated that four out of the twelve hypotheses were moderated. Therefore, the significant positive influence of leadership succession, quality, integration and well-being suggest that the variables are important in motivating individual performance. As such, employees should be encouraged to exhibit these behaviours to enhance the performance of the organization. Finally, the contribution, limitations, and implications of the study are discussed.

Keywords: leadership succession, organizational climate, individual performance, trust, commercial banks.

ABSTRAK

Tujuan kajian ini adalah untuk meninjau hubungan antara penggantian kepimpinan, suasana organisasi dan prestasi individu di dalam bank-bank komersial di Nigeria. Kajian ini turut meneroka kesan penyederhana amanah terhadap hubungan antara penggantian kepimpinan, dimensi suasana organisasi (iaitu qualiti, integrasi dan kesejahteraan) dan prestasi individu yang terdiri daripada prestasi adaptif, tugas dan kontekstual. Sampel rawak berlapis telah digunakan terhadap sampel yang dipilih menerusi enam zon geografi, iaitu Lagos, Delta, Abia, Abuja, Kano and Bauchi. Data dikumpulkan melalui kaedah kendiri dengan menghantar borang soal selidik kepada 600 pengurus cawangan bank komersial di enam zon yang terpilih. Sebanyak 84 item telah digunakan di dalam soal selidik untuk menyemak semua pemboleh ubah yang digambarkan di dalam kerangka teori. Semua instrumen diadaptasi daripada pengkaji lepas. Pakej statistik untuk sains sosial (SPSS) versi 20.0 digunakan untuk menguji hipotesis kajian. Hasil kajian telah memberikan pewajaran terhadap hubungan hipotesis kajian. Secara khusus, penggantian kepimpinan mempunyai hubungan yang positif terhadap prestasi adaptif manakala mempunyai hubungan yang negatif terhadap prestasi tugas. Di samping itu, integrasi turut mempunyai hubungan terhadap kedua-dua tugas dan prestasi kontekstual, manakala kesejahteraan hanya mempunyai hubungan terhadap prestasi tugas. Tambahan pula, kesan penyederhanaan amanah menunjukkan empat daripada dua belas hipotesis adalah bersignifikan. Oleh itu, pengaruh yang signifikan terhadap penggantian kepimpinan, kualiti, integrasi dan kesejahteraan menunjukkan kepentingan pemboleh ubah berkenaan terhadap prestasi motivasi individu. Justeru, pekerja perlu digalakkan untuk menunjukkan tingkah laku berkenaan untuk meningkatkan prestasi di dalam organisasi. Akhirnya, sumbangan, limitasi dan implikasi kajian juga dibincangkan.

Kata kunci: penggantian kepimpinan, suasana organisasi, prestasi individu, amanah, bank-bank komersial.

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TABLE OF CONTENTS

TITLE PAGE	i
CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENT	vii
TABLE OF CONTENT	viii
LIST OF TABLES	xi
LIST OF FIGURES	xii
ABBREVIATIONS	xiii
CHAPTER ONE: INTRODUCTION	
1.1 Background of the Study	1
1.2 Problem Statement	4
1.3 Research Questions	10
1.4 Research Objectives	11
1.5 Significance of the Study	12
1.6 Scope of the Study	13
1.7 Definition of Key Terms	14
1.8 Organization of Chapters	15
CHAPTER TWO: LITERATURE REVIEW	
2.1 Introduction	17
2.2 Definition and Conceptualization of Variables	17
2.2.1 Individual Performance	17
2.2.1.1 Task performance	23
2.2.1.2 Contextual performance	25
2.2.1.3 Adaptive performance	28
2.2.2 Leadership Succession	29
2.2.3 Organizational Climate	37
2.2.3.1 Well-being	42
2.2.3.2 Quality	44
2.2.3.3 Integration	46
2.2.4 Trust	48
2.3 Gaps in the Literature Review	53
2.4 Underpinning Theories	56
2.4.1 Social Exchange Theory	56
2.4.2 Social Learning Theory	60
2.5 Conceptual Framework	61
2.6. Hypotheses Development	63
2.6.1 Leadership Succession and Individual Performance	63
2.6.2 Organizational Climate and Individual Performance	64
2.6.3 Moderating Role of Trust on Leadership Succession and Individual Performance	64

2.6.4 Moderating Role of Trust on Organizational Climate and Individual Performance	65
2.7 Summary	66

CHAPTER THREE: METHODOLOGY

3.0 Introduction	67
3.1 Research Design	67
3.2 Population	68
3.3 Sampling Size	69
3.4 Sampling Techniques	70
3.5 Measurements	72
3.5.1 Individual Performance	73
3.5.2 Leadership Succession	75
3.5.3 Organizational Climate	77
3.5.4 Trust	80
3.6 Questionnaire Design	81
3.7 Control Variables	84
3.8 Pilot Study	84
3.9 Data Collection	86
3.10 Data Analysis Techniques	87
3.11 Summary	90

CHAPTER FOUR: FINDINGS

4.1 Introduction	91
4.2 Response Rate	91
4.3 Data Cleaning	93
4.3.1 Detection of Missing Data	93
4.4 Non Response Bias	94
4.5. Outliers	97
4.5 Factor Analysis	98
4.5.1 Factor Analysis on Individual Performance	101
4.5.2 Factor Analysis on Leadership Succession	106
4.5.3 Organizational Climate	108
4.5.4 Moderating Variable Of Trust	113
4.6 Restatement of Hypotheses	114
4.7 Reliability	116
4.8 Descriptive Statistics	118
4.9 Profile of Respondents	119
4.10 Correlation	121
4.11 Assumption of Multiple Regressions	122
4.11.1 Normality	122
4.11.2 Linearity	124
4.11.3 Multicollinearity	125
4.11.4 Homoscedasticity	126
4.12 Hypothesis Testing (Direct Effect)	126
4.12.1 Independent Variables and Dependent Variable (Adaptive performance)	126

4.12.2 Independent Variables and Dependent Variable (Task performance)	127
4.12.3 Independent Variables and Dependent Variable (Contextual performance)	128
4.13. Moderation Test	130
4.13.1 Moderating Influence of Trust on the Relationship between Independent Variables and Dependent Variable (Adaptive performance)	130
4.13.2 Moderating Influence of Trust on the Relationship between Independent Variables and Dependent Variable (Task Performance)	134
4.13.3 Moderating Influence of Trust on the Relationship between the Independent Variables and the Dependent Variable (Contextual Performance)	138
4.14 Summary	143
CHAPTER FIVE: DISCUSSION AND CONCLUSION	
5.1 Introduction	144
5.2 Discussion	144
5.2.1 To Determine the Influence of Leadership Succession on Individual Performance in the Nigerian Commercial Banks.	145
5.2.2 To Determine the Influence of Organizational Climate on Individual Performance in the Nigerian Commercial Banks	147
5.3 Moderation Influence of Trust	148
5.3.1 To Determine the Moderating Influence of Trust on the Relationship Between Leadership Succession and Individual Performance in the Nigerian Commercial Banks	149
5.3.2 To Determine the Moderating Influence of Trust on the Relationship Between Organizational Climate and Individual Performance in the Nigerian Commercial Banks	151
5.4 Implication	152
5.4.1 Managerial Implication	152
5.4.2 Theoretical Contribution	159
5.5 Limitations of the Study	161
5.6 Suggestion for Future Research	162
5.7 Conclusion	163
REFERENCES	165
APPENDIX 1 QUESTIONNAIRE	225
APPENDIX 2 RESULT OF FACTOR ANALYSIS	232
APPENDIX 3 RELIABILITIES RESULT	253
APPENDIX 4 DESCRIPTIVE STATISTICS	263
APPENDIX 5 REGRESSION ANALYSIS	266
APPENDIX 6 MODERATION TEST	281
APPENDIX 7 CONFERENCES/JOURNALS PUBLICATIONS	296

List of Tables

Table	Page
Table 3.1: Sampling Design	71
Table 3.2: Operational definitions and items for individual performance	73
Table 3.3: Operational definitions and items for Leadership succession	76
Table 3.4: Operational definitions and organizational climate items	78
Table 3.5: Operational definitions and trust items	81
Table 3.6: Description of Instruments Used in the Questionnaire	84
Table 3.7: Summary of reliability test for pilot study	86
Table 4.1: Response rate for the questionnaire	92
Table 4.2: Descriptive statistics for early and late respondents	95
Table 4.3: Independent Samples T-Test for Equality of Means	96
Table 4.4: Result of the factor analysis for Individual Performance	105
Table 4.5: Result of factor analysis for leadership succession	107
Table 4.6: Result of factor analysis for organizational climate	111
Table 4.7: Result of factor analysis for trust	114
Table 4.8: Summary of Hypotheses	115
Table 4.9: Summary of Results for Reliability test of Constructs and Dimensions	117
Table 4.10: Mean and Standard Deviation for study variables	119
Table 4.11: Profile of respondents	120
Table 4.12: Pearson's Correlation between the Constructs	122
Table 4.13: Skewness and Kurtosis	124
Table 4.14: Tolerance and VIF values	125
Table 4.15: Multiple regression results on Adaptive Performance	127
Table 4.16: Multiple regression result on Task Performance	128
Table 4.17: Multiple regression results on contextual performance	129
Table 4.18: Hierarchical Regression Result: the moderating effect of trust on the relationships between leadership succession, integration, quality, wellbeing and adaptive performance	132
Table 4.19: Hierarchical Regression Result: the moderating effect of trust on the relationships between leadership succession, integration, quality, wellbeing to task performance	135
Table 4.20: Hierarchical Regression Result: the moderating effect of trust on the relationships between leadership succession, integration, quality, wellbeing and contextual performance	139
Table 4.21: Summary of Hypotheses Test	142

List of Figures

Figure	Page
Figure 2.1: Theoretical framework	62
Figure 4.1: The moderating effect of trust on the relationship between quality and adaptive performance	133
Figure 4.2: The moderating effect of trust on the relationship between leadership succession and task performance	136
Figure 4.3: The moderating effect of trust on the relationship between wellbeing and task performance	137
Figure 4.4: The moderating effect of trust on the relationship leadership succession and contextual performance	140

Abbreviations

SPSS	Statistical Package For Social Sciences
IP	Individual performance
AP	Adaptive performance
TP	Task performance
CP	Contextual performance
LS	Leadership succession
OC	Organizational climate
IG	Integration
QT	Quality
WB	Wellbeing
TR	Trust

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Individual performance refers to as the level of individual contribution to the development effort as captured by the number of defects fixed by individuals in an organization (Ehrlich & Cataldo, 2012). Individual performance is the degree to which individual achieve their goals and objectives in an organizations through hard work (Pugh, 1991). Campbell (1990) defined individual performance as behaviors or activities that are linked to the rules and regulations of the organization.

Therefore, individual performance refers to performance of employees in an organization so as to achieve the aims and objective of the organization. Individual employees are also expected to be more strongly committed to those tasks for which they perceive stronger performance-outcome possibilities, or in other word hold greater instrumentality perceptions (Kanfer & Ackerman, 1989; Naylor, Pritchard & Ilgen, 1980; Vroom, 1964).

Individual performance has long been considered as one of the key factors that can lead to the growth and development of any organization (Judge & Ferris, 1993). Nevertheless, individual employees contribute to the growth and development of an organization, most especially individuals who are highly resourceful (Mollick, 2012). Similarly, employees who have experience and knowledge, which have been attained

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