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**EXAMINING LEADERSHIP STYLE AND ETHICAL
REASONING IN NIGERIA PUBLIC SECTOR**



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UUM

Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
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2016**

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NIGERIA PUBLIC SECTOR**

BY



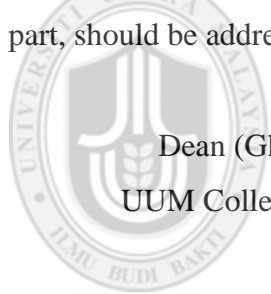
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**A Thesis submitted to the Ghazali Shafie Graduate School of Government in
fulfilment of the requirements for the Doctor of Philosophy
Universiti Utara Malaysia**

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ABSTRAK

Berdasarkan daripada Model Empat Komponen Neo-Kohlbergian dan pelbagai teori etika normatif, kajian ini mengkaji perhubungan antara gaya kepemimpinan dan tahap pasca konvensional pembangunan kognitif moral. Secara asasnya, kajian ini mempertimbangkan persepsi subordinat terhadap gaya kepemimpinan para pemimpin penjawat awam yang mempunyai hubungan dengan tahap pasca taakulan konvensional dalam kalangan subordinat, dengan meneroka peranan komitmen agama, individualisme dan kolektivisme (khususnya dimensi vertikal individualisme dan kolektivisme) sebagai moderator. Pendekatan kuantitatif digunakan dan melibatkan seramai 285 orang penjawat awam Nigeria dengan melengkapkan soal selidik yang mengandungi alat ukuran taakulan moral *Defining Issue Test 2* (DIT2) dan soal selidik pelbagai gaya - kepemimpinan (*multileadership questionnaire* (MLQ)). Kaedah *Partial Least Square* (PLS) digunakan untuk menguji hipotesis kajian. Dapatan menunjukkan kesan positif dan signifikan dalam hubungan yang dihipotesiskan. Secara khususnya, dapatan kajian membuktikan bahawa gaya kepemimpinan transformasi dan transaksional adalah berhubung dengan signifikan dengan tahap taakulan pasca konvensional. Dapatan juga menunjukkan bahawa hubungan antara gaya kepemimpinan transformasi dan tahap taakulan pasca konvensional dimoderasikan secara signifikan oleh komitmen agama dan individualisme vertikal dan kolektivisme. Namun begitu, individualisme vertikal dan kolektivisme tidak mempunyai kesan moderasi yang signifikan dalam hubungan antara gaya kepemimpinan transformasi dan tahap taakulan pasca konvensional. Dapatan kajian juga menunjukkan komitmen agama tidak mempunyai kesan moderasi yang signifikan ke atas gaya kepemimpinan transaksional. Semua dapatan kajian ini menyokong dapatan kajian lalu dan turut memberi sumbangan kepada ilmu tentang gaya kepemimpinan dan taakulan etika. Justeru itu, kajian ini menyediakan suatu hala tuju untuk organisasi sektor awam yang ingin menambahbaik tenaga kerja yang beretika.

Katakunci : Neo-Kohlbergian Model, Taakulan Etika, Gaya Kepemimpinan, Sektor – Awam Nigeria. .

Abstract

Drawing from the Neo-Kohlbergian Four-Component Model of moral reasoning and diverse normative ethical theories on moral behavior, this study investigated the relationship between leadership styles and post conventional cognitive moral development in propelling ethical behaviors in the Nigerian public sector. Primarily, it considered subordinates' perception of public leaders' leadership style in relation to post conventional reasoning of the subordinates, by exploring the roles of religiosity commitment, individualism and collectivism as moderators, with emphasis on their dimensions of vertical individualism and collectivism. A quantitative approach was employed and 285 public servants completed the self-administered questionnaires using the defining issue test (DIT2) for moral reasoning and the multi-leadership questionnaire (MLQ) for leadership. Partial Least Squares Method (PLS) algorithm was used for testing of the study's hypotheses. Results provided a significant positive effect for some of the hypothesized relationships. Specifically, the result revealed that transformational and transactional leadership styles were significantly related to post-conventional reasoning. Findings also showed that the relationship between transformational leadership and post conventional cognitive moral development was found to be significantly moderated by religiosity commitment and vertical individualism and collectivism. However, vertical individualism and collectivism did not have a significant moderating effect on transactional leadership style and post-conventional reasoning. The findings also indicated that religiosity does not have a significant moderation effect on transactional leadership style. The results supported prior study's findings, thereby contributing to the body of knowledge on leadership style and ethical reasoning. Thus, it has provided a road map for public sector organizations desiring improved ethical workforce.

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Keywords: Neo-Kohlbergian Model, Ethical Reasoning, Leadership Style, Nigeria Public Pector

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Having this copy of dissertation in my hands fills me with an emotional and psychological pride, satisfaction, reliefs, upliftment and, accomplishment. No doubt my doctoral journey would have remained a mirage, talk less of completed without the direction and guidance of the almighty God, who answered my prayers and granted me the unyielding and enduring spirit to actualize this dream. This dissertation is a product of a long toil, a process mixed with ups and downs throughout the duration of the program several thousand miles away from home and loved ones.

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topic relates to ethics, morals and leadership, specifically ethical reasoning and leadership style and blending the two in Nigerian public sector seems to be a mirage until recently. The quest for a Phd is over, but I am still motivated to continue research on ethical judgment and transformational leadership, specifically its processes and practices in the public sector.

Many people and a few organizations gave valuable assistance during this dissertation especially my doctoral colleagues at the UUM, as well as other researchers I met and exchanged ideas with at international conferences and seminars. I equally appreciate the efforts of management and staff of Wufed poly Kebbi, my deepest thanks go to my uncle Igwe Tom Inyiama, Gen. Felix Okafor, Dan and lovely Nkem Kpekerebiam, Chief Dr and lady Charlie Ngwu (Phd), Elder Louis Ani, Chief Benedict Ngwu and family, Dr Raji Jimoh, Dr Badru Bazeet and Osagie Davies (Phd) for all their encouragement and prayers that led to the actualization of this dream.

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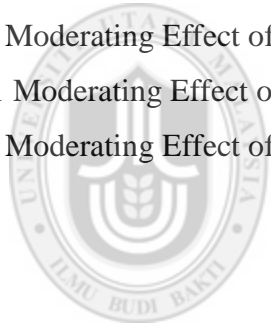
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List of Abbreviations List of Abbreviations

AMOS	Analysis of Moment Structures
AVE	Average Variance Extracted
CFA	Common Factor Analysis
COL	Collectivism
COLGIS	College of Law, Government and International Studies
CMD	Cognitive Moral Development
CMV	Common Method Variance
CRD	Contingent Reward
CR	Composite Reliability
EDU	Education
EXP	Experience
GEN	Gender
HCM	Horizontal Collectivism
HIM	Horizontal Individualism
IND	Individualism
INF	Individualized Influence
INM	Inspirational Motivation
INST	Intellectual Stimulation
INC	Individualized Consideration
MBA	Management by Exception Active
MBP	Management by Exception Passive
PLS	Partial least Squares
REL	Religiosity
TFL	Transformational Leadership
TSL	Transactional Leadership
.VCM	Vertical Collectivism
VIF	Variance Inflated factor
VIM	Vertical Individualism

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The normative ethical theories provide moral rules that guide ethical reasoning and other human resources activities in an organization with regards to what is right or wrong. Most studies on ethical principles centers on its application to business organizations and moral behavior (Kimberling, 2008; Toor & Ofori, 2009). Other theoretical foundation used to assess ethical reasoning or decision making is the cognitive moral development (Kohlberg, 1969) and ethical values (Abrihiem, 2012; Hunt & Vitell, 1986). Ethical reasoning is more than a justification for an action when faced with morally challenging dilemma.

The most applied theories to rationalize ethical decisions are the utilitarianism and deontology (Fritzsche & Becker, 1984; Jaramillo, Bande & Varela, 2015), although some do rely on a combination of both or more which shows a diversity in ethical reasoning approaches. Thus, addressing ethical lapses in the public sector organization by examining the correlation between leadership style and post conventional level of reasoning, specifically, the application of reasoned thought (judgment) in challenging ethical situation and its influence on subordinates' general ethicality is one major objective of this study. More specifically, it explored the effects of specific content of individual values on the linkages between leadership style and post conventional level of reasoning as secondary objective. Thus, this study builds on the question of how

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