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**HIGH PERFORMANCE WORK SYSTEM, EXTERNAL
ENVIRONMENT AND HIGH PERFORMANCE
ORGANIZATION: THE MODERATING EFFECT OF
ORGANIZATIONAL CULTURE**



**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2016**

**HIGH PERFORMANCE WORK SYSTEM, EXTERNAL
ENVIRONMENT AND HIGH PERFORMANCE
ORGANIZATION: MODERATING EFFECT OF
ORGANIZATIONAL CULTURE**



**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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ABSTRAK

In the current business environment, high performance is highly demanded among shareholders. Due to pressure, managers have been compelled to deliver quality output in order to achieve competitive advantage with minimum resources. It is important to adapt ideas and practices from time to time since organizations and environments are continuously improving. Consequently, this study examines the role of high performance work system (HPWS), external environment on high performance organization (HPO). This study also aims to identify the effect of organizational culture on the relationship between HPWS, external environment and HPO. A cross-sectional research design was conducted in this study. Data was collected from 354 SMEs in Nigeria that has spent a minimum of ten years in the business. The research hypotheses were tested using multiple and hierarchical regression analyses. Generally, with a few exceptions, high performance work system (HPWS) is significantly and positively related to the achievement of high performance organization (HPO). Organizational culture plays a significant role in moderating the relationship between HPWS and HPO. The results also show that external environment has significant effects on HPO. On the contrary, organizational culture does not moderate the relationship between external environment and HPO. This study contributes to the enrichment of the literature on HPWS, external environment, organizational culture and HPO by proposing a model that was empirically tested on the validity and reliability in predicting HPO. Lastly, the managerial, policy and theoretical implication are presented. The limitations of the study and suggestions for future study are included in this regard.

Keywords: HPO, HPWS, external environment, SMEs in Nigeria

ABSTRACT

Dalam persekitaran perniagaan semasa, prestasi tinggi adalah penting dalam kalangan pemegang saham di sesebuah syarikat. Berdasarkan tekanan inilah pihak pengurus terpaksa menghasilkan output yang berkualiti bagi mencapai kelebihan daya saing dengan sumber yang terhad. Hal ini sangat penting kerana organisasi dan persekitaran terus membangun, manakala idea dan praktikal memerlukan masa untuk penyesuaian. Oleh itu, penyelidikan ini dijalankan untuk menguji Sistem Kerja Berprestasi Tinggi (HPWS) dengan persekitaran luaran dan Organisasi Berprestasi Tinggi (HPO). Penyelidikan ini juga menguji budaya organisasi dengan hubungan antara HPWS, Persekitaran luaran dan HPO. Kaedah kajian “cross sectional” diaplikasikan dalam penyelidikan ini. Data dikumpul daripada 354 SME di Nigeria yang telah menjalankan perniagaan sekurang-kurangnya sepuluh tahun. Hipotesis kajian telah diuji menggunakan analisis regresi berganda dan hierarki. Secara umumnya, HPWS mempunyai hubungan yang positif dan signifikan dengan HPO. Budaya organisasi berperanan sebagai “pengantara” yang signifikan dalam hubungan antara HPWS dan HPO. Keputusan kajian juga menunjukkan bahawa persekitaran luaran memberi kesan kepada HPO. Namun begitu, budaya organisasi tidak mempunyai kesan “pengantara” antara hubungan persekitaran luaran dengan HPO. Kajian ini menyumbang kepada ulasan karya dalam bidang HPWS, persekitaran luaran, budaya organisasi dan HPO dengan mencadangkan model kajian yang tepat dan mantap. Implikasi pengurusan, dasar, dan teori juga dibentangkan. Kekangan kajian dan cadangan untuk kajian seterusnya juga dilampirkan.

Kata kunci: HPO, HPWS, persekitaran luaran, SME di Nigeria

Universiti Utara Malaysia

ACKNOWLEDGEMENT

I wish to express my profound gratitude to God for his grace, strength and courage to complete this thesis. My special thanks go to my supervisors: Dr. Mohd Faizal Mohd Isa and Dr. Wan Shakizah Wan Mohd Noor for your unrestricted support, encouragement, understanding, tolerance throughout my PhD journey. I will forever remain grateful to you. My profound gratitude also goes to my team of reviewers, Prof. Dr. Khulida Kirana Bt Yahya, Dr. Siti Zubaidah Othman and Assoc Prof Dr Nik Mutasim Hj Nik Ab. Rahman. Your constructive comments and suggestions have helped in improving the standard of my research. To all the staff members of SBM particularly Hasnida you are wonderful for your individual and collective support. I dedicate this thesis to my late Parents PIK Ugheoke, Andrew Ugheoke and Gladys Obioma Ugheoke for the sacrifice for me, may your souls rest in peace through the mercy of God. The prayer, concern, patience and moral support received from my mother Mrs Salatu Ugheoke have marvelously assisted me in attaining the present status. I pray you live longer to benefit from the fruits of this new attainment.

The concerns, moral and financial support received from my uncles: Dr. Tony Ugheoke, Dr Ben Ugheoke and Arch. Steve Ugheoke have magnificently made my PhD journey successful. God will continue to bless you. I would like to thank my friend, sister and brother Itsoghena Mary Imionigie who is always there for me and receives me with open arms and great smile even in time of challenges. I say a very big thanks to my mentor Karjetan Imhana your motivation has helped in making my dream a reality. I also extend my gratitude to Nadaa Mansoor ALRawas, Najilaa and family for your prayers, moral and financial support to see my PhD journey come through. My thanks also go to Mr. Agbi Moses, Ojior Akwagwua, Theophilus and Ignatius Imhana, Samson Iyogho, Solomon Onakpene, Barr Matthew, Philip and Thomas Ugheoke, Aya, Mala and Pridhivraj for your various roles in the success of my PhD journey. You all will greatly be remembered. Finally, to those whom I am unable to mention, you are equally important.

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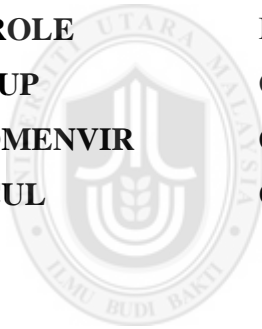
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List of Abbreviations

SMEs	Small and Medium-Sized Enterprises
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
GDP	Gross Domestic Product
HPO	High Performance Organization
HPWS	High Performance Work System
BRP	Best Recruitment Practice
FPRO	Fairness in Promotion
COMSAL	Competitive Salary
JE	Job Enrichment
JS	Job Security
MROLE	Managerial Role
GSUP	Government Support
COMENVIR	Competitive Environment
OCUL	Organizational Culture



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CHAPTER ONE

INTRODUCTION

1.1 Background of The Study

In the current business environment, high performance has become a popular demand among shareholders (Akdemir, Erdem & Polat, 2010; de Waal, 2012; Gupta, 2011; Van-Heck, Baalen, Meulen & Oosterhout, 2012). Because a high performance organization have the ability to function in a complex and hazardous environment, adopt strategies that set it clearly apart from other organizations, coaches employees on how to achieve better results, continuously innovate its core competencies and pay more attention to ways that will continuously improve customers value (Bagorogoza & de Waal, 2010; Baker, Day & Salas, 2006; de Waal, 2012; de Waal, Goedegebuure & Tan Akaraborworn, 2014; Jamrog, Vickers, Overbolt & Monison, 2008; Laporte, 1996; Weick, Sutcliffe & Obstfeld, 1999).

In view of the above, Wolf (2008) argued that an organization can achieve high performance irrespective of the size and location, if such can develop practices to overcome the inconsistency in their performance. Given that a high performance and ultimately competitive advantage, relatively depends on the overall impact on the economy regardless of sector, size or structure of the organization (Wiesner, McDonald & Banham, 2007). For instance, major sources of economic development and the best performing economies in Asia are heavily based on small firms (Chidinma, 2012). Other researchers such as, Apulu, Latham and Moreton (2011); Ihugba, Odii and Njoku (2013) and SMEDAN (2012) also identified the importance of high performance among small

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