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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
2016**

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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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THE SCHOOL OF BUSINESS MANAGEMENT,
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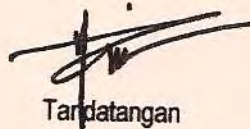
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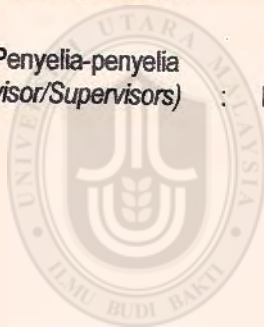
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Abstract

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 mengeneipkan 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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All praise is due to Allah, Lord of the worlds, the Entirely Merciful, the Especially Merciful, the sovereign of the Day of Recompense. It is You we worship and You we ask for help. Guide us to the straight path, the path of those upon whom You have bestowed favor, not of those who have evoked Your anger or of those who have gone astray. I wish to first of all thank Almighty Allah for giving me the opportunity to carry out this research dissertation. My gratitude also goes to my entire family especially my mother and father for their prayers towards the successful accomplishment of this research dissertation. Special thanks and gratefulness goes to my wife, my daughter and my son for their patience, support, prayers, encouragement and understanding throughout the period of my PhD journey.

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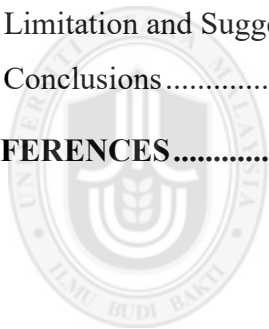
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List of Abbreviations

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

capital base; otherwise, their operating license would be revoked by the Central Bank of Nigeria (CBN) (Adeyemi, 2006; Okpara, 2011). Consequently, the recapitalization strategy was mostly accomplished by means of merger and acquisition in order to meet up the regulatory requirement (Ebimobowei & Sophia, 2011).

However, adoption of recapitalization and consolidation strategy have not significantly improve the performance of banks in the industry (Bernard & Michael, 2014). Therefore, this chapter discusses the background to the problem of performance of Nigerian banks, raises the research questions and states the research objectives. Finally, the scope and significance of the study are elaborated.

1.2 Background of the Study

The banking system in Nigeria was established in 1892, exactly 68 years before independence (Ihuoma & Obienusi, 2015). Specifically, it was in 1952 that conventional banking started with the formation of the first banking statute by the Colonial Government (Nwankwo, 1980; Ojo, 1991; Oke, 1994). The beginning of the conventional banking business in Nigeria has recorded a tremendous level of development in terms of the size and structure of the banks. Specifically, the number of banks increased from 15 in 1970 to 26 in 1980, to 40 banks in 1985 and eventually to 120 in 1992 (Ihoza, 2007). Conversely, as at July 2004, due to poor performance the number of banks in Nigeria drastically reduced from 115 to 89 (Adegbaju & Olokoyo, 2008).

Moreover, the trend of failed banks led to the significant decrease in the number of banks operating in Nigeria during the period 1970 to 2004. This was induced by the banking industry's troubles that occasionally befall the Nigerian banking industry as a result of poor performance (Jeroh & Okoye, 2015). In 1998 alone, 26 banks failed to survive the harsh competition, reducing the number from 115 to 89 banks (Ihoza, 2007). Nevertheless, prior to the end of December 2005, the Nigerian banking industry generally comprised small banks in terms of capital and assets (Adeyemi, 2006). Some of the factors that collectively held the industry to ransom before the consolidation were: weak management, shareholders' funds completely eroded by operating loss, falsification of returns by the banks to the CBN, over-dependence on public sector deposit, inadequate reports and non-compliance with statutory requirements (Fapohunda, 2012).

Additionally, in this period about ten banks controlled more than 50% of all financial activities in the Nigerian banking industry (Adeyemi, 2006). More specifically, around 2001 and 2003, the resources of 79 banks in terms of deposits and assets remained at 49.5% of the industry's total resources, while that of the remaining 10 bigger banks stood at 51.2%. This indicates that the 10 banks were bigger than the remaining 79 banks individually in terms of assets and resources (Lemo, 2005). Due to this, in the year 2004 the then governor of the CBN, Prof. Chales C. Soludo, at the 7th Bankers Committee Meeting held at CBN headquarters, made a comparison of the Nigerian banking industry with South Africa, Malaysia and Singapore. He concluded that, contrary to these countries, a large proportion of the banks in Nigeria had a capital base of less than \$10m, with the biggest bank in the nation having a

capital base of about \$240m; this contrasted with \$526m for the smallest bank in Malaysia, while the Amalgamated Bank of South Africa (ABSA) had a resource base bigger than all the Nigerian banks combined, as at year 2004.

In the quest to reposition Nigerian banks for adequate liquidity to ensure optimum performance and sound monetary viability, the CBN introduced recapitalization and consolidation reform in the banking industry. This reform of the business structure of Nigerian banks by the CBN was achieved through banking sector recapitalization and a consolidation programme. The strategic reform programme was implemented through a directive given to Nigeria's then 89 banks to recapitalize to the tune of 25 billion naira on or before 31 December 2005 (Asikhia, 2010). This prompted the merger and acquisition in the Nigerian banking industry which reduced the number of banks from 89 to 25, enabling most to meet the minimum capitalization requirement (Sanusi, 2010).

However, in 2009 CBN conducted an audit on the accounts of the recapitalized banks one year after they had all publicly declared an improved profit, with the aim of strengthening their capability and soundness. The audit revealed that some of the 25 post-consolidation banks, specifically Bank PhB, Afribank, Oceanic Bank, Intercontinental Bank, Union Bank, Fin Bank, Spring Bank and Equatorial Trust Bank, would need more financial loan from the government to survive (Sanusi, 2010). Hence, the government came in and rescued them through the CBN with a bailout package of NGN620 billion, equivalent to USD 4 billion (Gberevbie, 2012).

Moreover, the eight affected banks were nationalized, and their names were changed to Keystone Bank, Mainstreet Bank, and Enterprise Banks respectively. In addition, as a consequence of low performance, Fin Bank, Equatorial Trust Bank, Oceanic Bank and Intercontinental Bank were all acquired by Sterling Bank, Ecobank, Access Bank and First City Monument Bank respectively between the period August 2011 to February 2012 (Olajide & Okwe, 2011; T. Olajide, 2011). This led to a situation where management of the banks was sacked by the CBN for incompetence (Sanusi, 2010).

Furthermore, in 2015 a Liquidity Stress Test (LST) conducted by the CBN, as contained in the CBN financial stability report released on 31 October 2015, revealed that the capital position of some of the Nigerian banks had fallen below the regulatory capital requirement. This was reported by the CBN Director Financial Policy and Regulation Department, Kelvin Amugo, who asserted that the LST had been conducted using implied cash flow analysis (ICFA) and maturity mismatch/rollover to assess the resilience of the banking industry to liquidity and funding shocks. The reports covering the period 31 December 2014 to 30 June 2015 revealed that the Capital Adequacy Ratio (CAR) for the affected banks had fallen below the regulatory threshold (Amugo, 2015).

In view of the above development, the current CBN in 2015 issued a warning to some commercial banks to further recapitalize or risk losing their operating license (The Paradigm, 2015). At the moment CBN has issued a directive for the affected banks to recapitalize again before the end of the year 2016 because they did not pass

the recently conducted LST (The Nation, 2015). More precisely, the publication released by Saharareporters (2015) revealed that the nine banks affected by the recent test are Diamond Bank, United Bank for Africa (UBA), Sterling Bank, First Bank, Unity Bank, Skye Bank, Fidelity Bank, Wema Bank and Heritage Bank. According to this source, the banks could not meet the healthy capital liquidity levels and are thereby on the brink of collapse (Saharareporters, 2015).

In this vein, cumulatively the performance of these banks is further deteriorating, with investigation revealing that they recently lost 80% of their profit (Muhammad, Agabi, Shosanya, & Ogwu, 2016). The report further revealed that the overall industry's CAR reduced from 17% to 16.5% as at April 2016. The Return on Asset (ROA) and Return on Equity (ROE) were 2.17 and 16.17 respectively in February 2016, which is less than 2.42 and 19.39 respectively in the same period for 2015. Consequently, the CBN sacked the management of some of the banks that had demonstrated a level of distress in the first and second quarters of 2016 (Nwachukwu, 2016; Saharareporters, 2016).

Nevertheless, recapitalization alone is not a major determinant of performance, because some of the commercial banks in Nigeria were still unable to maintain sustainable performance (Bernard & Michael, 2014; Obadeyi, 2014). This led to a situation where some banks are silently being acquired or merged, leading to a constant decrease in numbers (Nzewi & Ojiagu, 2015). For instance, in the first quarter of 2016 five banks recorded a loss of naira N10.52 billion (Egwuatu, 2016). In essence, despite the increase in capital as a result of the recapitalization of the

banking sector, the performance of some of the banks continues to dwindle (Bernard & Michael, 2014; Obadeyi, 2014; Owolabi & Ogunlalu, 2013). This implies that recapitalization has not significantly improved the profitability of some banks operating in the Nigerian banking sector (Bernard & Michael, 2014).

In this vein, Owolabi and Ogunlalu (2013) analyzed the audited financial reports of the United Bank for Africa Plc (UBA), First Bank of Nigeria Plc (FBN), Zenith Bank Plc (ZB) and Guaranty Trust Bank Plc (GTB) based on pre- and post-consolidation performance and they found that the Net Profit Margin (NPM) pre-consolidation between 2001 and 2002 declined from 17.68% to 16.44%; between 2003 and 2004, it increased from 19.74% to 21.09%, although the ratio further decreased to 20.95% in 2005. In the post-consolidation period it witnessed an upsurge from 28.61% to 30.06% in 2006 and 2007, although in 2008 and 2009 it drastically dropped to 24.64% and 7.60% respectively, while in 2010 it slightly increased to 16.58%.

The ROA has declined significantly in the post-consolidation period, compared with pre-consolidation. Specifically, in 2001 and 2002 the ratio fell from 2.59% to 2.39%. In 2003 it stood at 2.93% while in 2004 it remained at 2.72%, and 2.47% in 2005. Again, in the post-consolidation period, ROA for the years 2006 and 2007 slightly increased from 2.60% to 2.86%, but in 2008 and 2009 it significantly decreased from 2.39% to 0.94%. This ratio later increased to 1.67% in 2010.

The finding implies that ROA in the pre-consolidation period had a mean of 2.62% with a 0.98% standard deviation, compared with the post-consolidation mean of 2.09% and standard deviation of 1.35%. The implication of these findings is that pre-consolidation assets produced better returns than those of the post-consolidation assets.

In addition, Return on Capital Employed (ROCE) experienced a decline between 2001 and 2002 from 29.07% to 26.07%. It later improved to 29.75% in 2004 and decreased to 21.18% in 2005. However, in the post-consolidation period, apart from 2006 which showed an improvement over 2005 by 6.88%, this ratio sharply declined to 5.28% in 2009 but showed some improvement by increasing to 9.60% in 2010. This implies that shareholders received lower return as dividend in the post-consolidation than in the pre-consolidation period. The shareholders fund (SHF) and Total Asset (TA) were at equilibrium in both pre- and post-consolidation periods.

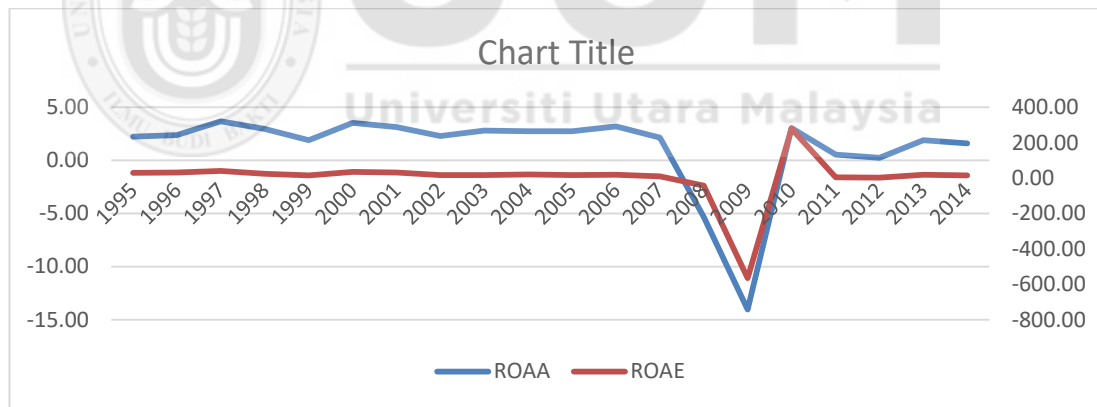
Moreover, data obtained from the Bank Scope database reflect the financial position of Nigerian banks from the period 1995 to 2014 based on their Return on Average Asset and Return on Average Equity. The financial ratios revealed that Nigerian banks generate higher return on their overall assets and capital in the pre-consolidation period than in the post consolidation periods as shown below.

Table 1.1
Pre and Post Consolidation Performance Ratios

YEAR	ROAA	ROAE	YEAR	ROAA	ROAE
1995	2.23	29.36	2006	3.19	18.90
1996	2.39	31.53	2007	2.13	9.69
1997	3.68	39.43	2008	-5.32	-43.27
1998	2.94	24.46	2009	-14.05	-565.21
1999	1.89	15.46	2010	3.03	278.84
2000	3.52	35.36	2011	0.55	3.94
2001	3.14	30.45	2012	0.23	2.02
2002	2.30	16.56	2013	1.91	18.87
2003	2.79	16.36	2014	1.59	15.24
2004	2.74	20.15	2015	1.28	9.47
2005	2.75	16.69	2016	N.A	N.A

Source: Bank Scope (2015)

The above Table presents the performance ratios corresponding to each pre and post recapitalization periods. The ratios are presented graphically showing both ROAA and ROAE respectively in the following figure.

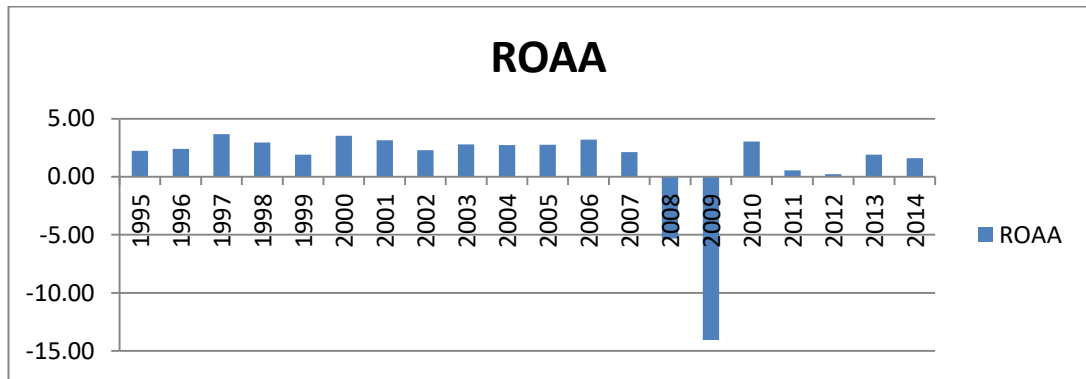


Source: Bank Scope (2015)

Figure 1.1
Financial Ratios Chart

The above graphical presentation shows that performance of the banks was higher and relatively more stable before the recapitalization and consolidation that is 1995

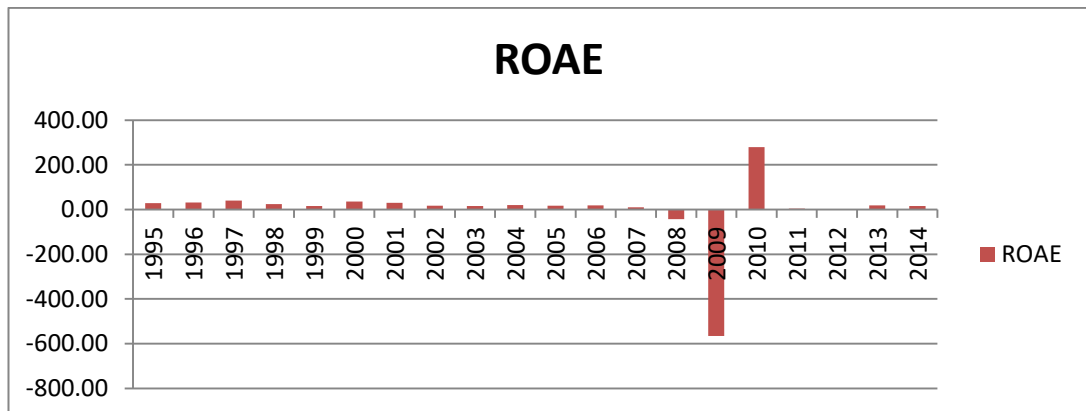
to 2005. The figure also revealed that performance of the banks as at 2006 to 2014 remain lower and unstable as can also be seen in the figure below.



Source: Bank Scope (2015)

Figure 1.2
Returns on Average Asset (ROAA)

The above figure shows the ROAA for pre consolidation periods 1995 to 2005 and that of post consolidation periods from 2006 to 2014. While the Figure below shows the ROAE for the same periods.



Source: Bank Scope (2015)

Figure 1.3
Returns on Average Equity (ROAE)

On the other hand, Teryima, Victor and Isaac (2014) investigated ten (10) most frequently used strategy implementation in the Nigerian banks. Their findings revealed that 6 implementation problems occurred on a constant basis to a degree of 100% in the banking operations/transaction. The specific problems relates to the fact that implementation took more time than originally allocated by 100%, coordination of implementation activities was not effective enough by 100%, competing activities and crises distracted attention from implementation by 100%, leadership and direction provided were not adequate by 100%, training and instruction given were not adequate by 100% and key implementation tasks and activities were not defined in enough details by 100%.

The remaining four (4) implementation barriers/problems frequency of occurrence were slightly lower. These are, capabilities and skills of employees involved were not sufficient recorded 98.52% frequency of occurrence, uncontrollable environmental factors recorded 98.52% frequency of occurrence, unexpected problems surfaced during implementation recorded 97.55% degree of occurrence while information systems used to monitor implementation were not adequate in Nigerian banks recorded 95.08% frequency of occurrence. Their finding indicates that there are frequently occurring barriers/restraining forces to strategic implementation that frustrate goal attainment in the banks.

However, the reason for the low performance of Nigerian banks is most likely, according to Fapohunda (2012), that the intended objective of the recapitalization and consolidation might not be realized if human resource issues were overlooked,

given their importance throughout the process. This is because human resource is an active agent of an organization which must be taken into consideration before embarking on reform exercises like mergers and acquisition to improve organizational performance (Anifowose et al., 2011).

Moreover, the CBN governor in 2012 stated that:

“The real strategic change in Nigerian banking industry can only take place with the improvement in the quality of manpower: competent and committed workforce that is constantly exposed to training and development. The competitive financial sector environment requires a highly skilled workforce that would effectively contribute to value creation within the banking financial institutions. Hitherto, employee recruitment was merely to comply with regulatory requirements, while training was viewed as a non-revenue function that was costly and unnecessary” (Sanusi, 2012).

Nevertheless, a strand of literature reported the need for a more focused human resource development strategy in order to fully realize the objective of the concluded recapitalization and consolidation reform (Fapohunda, 2012; Okafor, 2013). In this vein, Okafor (2013) identified some key human resource strategies that recapitalized banks should adopt, such as continuous training and development of employees, involvement of workers in decision making, periodic review of pay systems, and setting clear goals and objectives. More specifically, meaningful profitability for

Nigerian banks must ensure proper institution and implementation of strategic planning by managers (Nzewi & Ojiagu, 2015).

In essence, Lengnick-Hall, Beck & Lengnick-Hall (2011) propose that, at times when an organization experience shocks which hinder achievement of overall objective it can develop capacity for resilience through strategically managing human resources to create competencies among employees, such that when aggregated at the organizational level, it is possible for organizations to respond in a resilient manner and improve performance. To date there is little scholarly attention on strategically managing human resources in the Nigerian banking context using a single model. Hence, this study was conducted on the premise that strategic human resource development and strategy implementation can positively influence bank performance in Nigeria. The next sub-section identifies and elaborates the literature gap that the study filled in relation to the practical problem.

1.3 Problem statements

Extant literature revealed that strategic implementation problems occurred in Nigerian banking industry on a constant basis to a degree of 60% of the frequently used strategies in the banking operations/transaction (Teryima, Victor & Isaac, 2014). The industry is also characterized by inadequate training intervention (Balogun, Adetula & Olowodunoye, 2013), high job insecurity (Ajani & Adisa, 2015; Olaniyi, Osemene, & Omotehinse, 2013) which leads to loss of job commitment from employees (Adenugba & Odunayo, 2012). Specifically, it was revealed that organizational commitment of employees between 31-35 remain low

(Ogba, 2008). Recruitment practice was mainly to comply with regulatory requirement while training was considered a non-revenue practice that was costly and unnecessary (Sanusi, 2012). The banks hinge compensation and promotion to achieving deposit and marketing targets (Adenugba & Oteyowo, 2012). Specifically, it was reported that objective of the recapitalization and consolidation may not be achieved if human resources strategy is largely overlooked (Anifowose et al., 2011; Fapohunda, 2012).

However, investigation of a positive link between human resource management practices, also referred to as high performance work practices and overall organizational performance, is prevalent in the scholarly literature (Ogunyomi & Bruning, 2015; Sani & Maharani, 2015; Delaney, Huselid, & Delaney, 2014; Kim & Sung-Choon, 2013; Buller & Mcevoy, 2012; Delery & Doty, 1996; Huselid, 1995; Gurbuz & Mert, 2011; Jensen, Patel, & Messersmith, 2011). Most of the previous studies were grounded in resource based view (RBV), but the theory largely overlooks the important role of managers in structuring, bundling and leveraging their capabilities to create value for the organization. Hence resource management model was proposed (Sirmon, Hitt, & Ireland, 2007) and it was considered in this study.

Furthermore, Tzabbar, Tzafirir and Baruch (2016) suggests investigating work attitude that can mediate the relationship between human resource practices and organizational performance. Buller and McEvoy (2012) also recommended investigation of the mediator between human resource practices and organizational

performance considering a more specific configuration of strategy, human resource management practice and organizational performance. Hence, it was suggested that commitment to goals, commitment to the job, commitment to supervisor and commitment to work group could be impacted by human resource practices and related to organizational performance (Wright & Kehoe, 2008). In view of the aforementioned and Social Exchange Theory (SET) proposes the reciprocity in exchange between organization and employees (Blau, 1964). Hence, this study considered organizational commitment as a mediator.

Additionally, Gomes, Angwin and Peter (2012), in their study of human resource management issues and outcomes in African mergers and acquisitions in Nigerian banks, revealed that there is less coherence between pre-merger strategy, human resource management practices, post-merger integration and outcomes. Hence, they recommended that future study investigate the alignment from strategy, through the implementation of human resource management practices to outcome how it can affect organizational performance (Gomes, Angwin, & Peter, 2012). Hence, this study aligned human resource management practices, strategy and performance in the same model.

Moreover, recent study conducted by Pinho, Rodrigues, and Dibb (2014) revealed that organizational commitment does not affect organizational performance in a significant way. On the other hand, the effect of organizational commitment on organizational performance was found to be insignificantly related with some dimensions of organizational performance (Angle & Perry, 1981; Conway & Briner,

2012). While some studies revealed no significant effect between organizational commitment and organizational performance (Pinho et al., 2014) others did report a significant effect (Rashid, Sambasivan, & Johari, 2003), implying inconsistent findings.

In view of the inconsistent findings Conway and Briner (2012) suggested that future studies incorporate a moderating variable in order to strengthen the effect of organizational commitment on organizational performance. More specifically, Nzewi and Ojiagu (2015) recommended institutional and comprehensive implementation of strategic planning by managers for effective performance of Nigerian banks. Therefore based on the mixed findings between organizational commitment and organizational performance, this study considered the moderating role of strategic implementation in line with previous studies (Barrick et al., 2015; Bourgeois & Brodwin, 1986; Sirmon, Hitt, & Ireland, 2007).

On the other hand, organizational performance construct involves different facets which require that researchers ascertain whether the construct is reflectively or formatively measured (Bollen & Lennox, 1991; Diamantopoulos, 1999). Additionally, Bentes, Carneiro, da Silva, and Kimura (2012) reported that four dimensions of the balance scorecard (BSC) implicitly adopt a formative perspective of organizational performance measurement. This is because BSC reflects the contribution of performance indicators from each of its four perspectives. Diamantopoulos (1999) suggested assessing organizational performance as a formative construct since reflective evaluation is no defensible option.

In essence, this study examines these gaps identified in the literature on the effect of high performance work practices on organizational performance through the mediating mechanism of employee attitude (Tzabbar, Tzafrir & Baruch, 2016) and organizational commitment was considered as the mediator (Wright, 2008, Blau, 1964). The inconsistency in the relationship between organizational commitment and organizational performance was investigated based on moderating role of strategic implementation (Barrick et al., 2015; Bourgeois & Brodwin, 1986) as highlighted by resource management model (Sirmon, et al., 2007). The study also examines process alignment from strategy, through the implementation of human resource management practices to result and how it affects outcome (Buller & McEvoy, 2012; Gomes, et al., 2012).

Finally, the study was based on previous contextual suggestions that recommended the assessment of the effect of implementing high performance work practices in international context (Hansen, Alewell & Hauff, 2014). Because having the best strategy and human resource practices in place is not enough without actual implementation of such practices (Buller & McEvoy, 2012). Generally, there is little attention in the literature focusing on examining the effect of variables in this study in the same framework. In view of the above, the study has raised the following questions.

1.4 Research Questions

1. Do high performance work practices have significant effect on organizational performance?
2. Does organizational commitment have significant effect on organizational performance?
3. Does strategic implementation have significant effect on organizational performance?
4. Does organizational commitment mediate the effect of high performance work practices on organizational performance?
5. Does strategic implementation moderate the effect of organizational commitment on organizational performance?
6. Does the research framework advance the model of high performance work practices and organizational performance in Nigerian banking industry?
7. Does the collected data significantly support the overall model?

1.5 Research Objectives

The general aim of the study is to determine the mediating role of organizational commitment on high performance work practices and organizational performance, and the moderating role of strategic implementation on the effect of organizational commitment on organizational performance with specific reference to Nigerian banks.

The specific objectives are:

1. To investigate the significant effect of high performance work practices on organizational performance.
2. To investigate the significant effect of organizational commitment on organizational performance.
3. To investigate the significant effect of strategic implementation on organizational performance.
4. To investigate the mediating role of organizational commitment on the effect of high performance work practices on organizational performance.
5. To investigate the moderating role of strategic implementation on the effect of organizational commitment on organizational performance.
6. To ascertain whether the research framework advance the model of high performance work practices and organizational performance for banking industry in Nigeria.
7. To ascertain whether the collected data significantly support the overall model.

1.6 Scope of the Study

The study was conducted in Nigeria, and is limited to the banking sector. In addition, the investigation was restricted to indigenous (local) full-fledged Nigerian commercial banks. All the banks included are privately owned banks (owned by shareholders) with neither government nor foreign shareholding. The inclusion of only local privately owned banks was in line with the research problem. Additionally all the banks of interest have met the minimum capitalization base of N25 billion as instructed by the CBN in 2005. Specifically, these 15 banks are Access Bank, Diamond Bank, Eco Bank, FCMB, Fidelity Bank, First Bank, Guaranty Trust Bank, Heritage Bank, Skye Bank, Sterlin Bank, United Bank for Africa, Union Bank, Unity Bank, Wema Bank, and Zenith Bank.

In addition, the study considers the banks that were bailed out by the CBN in 2009, and those currently experiencing stress. It involves all branches of the affected banks, irrespective of the state or region of Nigeria in which they are located. In essence, there is a representation of all the diverse ethnic groups in each bank branch irrespective of its location. The study is a survey research, hence, the major concern is to ensure representativeness and produce a sample size that reflects the representativeness in the population (Wimmer & Dominick, 1987). Given the scope of this investigation, the following subsection discusses significance of the study.

1.7 Significance of the Study

This study makes a contribution to knowledge that is considered significant in terms of their empirical, practical, theoretical and methodological value. Each of these contributions is highlighted in a separate sub-section as follows.

Empirical significance: the study contributes to knowledge by being one of the few that links the middle level manager's strategic implementation role with overall organizational performance. It also tests the significant role played by managers' strategic implementation role in moderating the effect of commitment and organizational performance. Most importantly the study empirically confirms the integrated model demonstrating the process of alignment between strategy, human resource management and overall organizational performance.

Theoretical significance: the study contribute to knowledge by testing the role of managers, thereby extending RBV theory (Barney, 1991) to include the role of manager's (Sirmon, Hitt & Ireland, 2007), which is termed strategic implementation (Barrick, Thurgood, Smith, Courtright, 2015). More precisely, the study test a model which was grounded in RBV propositions and incorporates elements identified by scholars (Sirmon, et al., 2007) as RBV weaknesses; and empirically demonstrate how organizations can utilize the framework to gain competitive advantage and improve their performance. Specifically, the study provide an extended framework where RBV and SET are integrated in a single model in which managers' role is considered critical and is treated as a contingent factor to gain competitive advantage.

Furthermore, the study confirms social exchange reciprocity between an organization and its employees, thereby confirming social exchange theory postulations. It is also significant for AMO theory by further confirming the use of practices in organizations capable of enhancing employee ability and motivating them toward desired behaviour. Specifically, the findings establish a link between the propositions of RBV theory and SET, and how they can be utilized collectively in an integrated model to gain sustainable competitive advantage.

Methodological significance: the study make a significant contribution to knowledge in the field of organizational performance by analyzing four dimensions as a reflective-formative construct: financial perspective, customer perspective, internal process, and learning and growth (Kaplan & Norton, 1992). Specifically, the study analyzes organizational performance as a reflective-formative construct which constitutes a significant contribution. In addition, this contribution is considered significant because the study is among the few investigations that analyze organizational performance as a reflective-formative construct, clearly indicating that organizational performance is a multi-faceted phenomenon. Most importantly, the study is among the few that analyze BSC as a reflective-formative measure of organizational performance.

Most of the previous studies on strategic human resource management utilized top management and human resource managers as the source of empirical data (Guest, 2011). This investigation collects data from middle-level managers because they are in direct contact with the jobs and tasks. The study examines middle-level

management's perception of financial and non-financial performance improvement on organizational performance.

Practical significance: scholars have pointed out that human resource development is currently an important factor that can lead Nigerian banks to realize their optimum performance potential. Therefore, this study contribute to practice by investigating this problem through establishing the link between high performance work practices and overall performance of the Nigerian banking industry. In addition, the study proposes a framework which can serve as a blueprint for implementing human resource strategy in the Nigerian banking industry. Specifically, it establishes that an appropriate human resource strategy will ensure sustainable competitive advantage, resilience and outstanding performance.

Furthermore, the regulatory bodies, particularly the CBN and the Nigeria Deposit Insurance Corporation (NDIC), can find the results of this investigation useful in enabling them to develop policies that compel banks to focus on the role of human resource strategy, thereby emphasizing managers' role in effective implementation of the organizational strategy. This will make bank management more competent in undertaking their responsibilities and formulating policy. The findings of the study is also significant because, if properly implemented, they will make the banking system more resilient and personnel more competent, thereby creating competitive advantage sustainable enough to reach optimum performance. Hence it is expected that appropriate implementation of this model can lift Nigerian banks to a greater height.

In conclusion, the findings and recommendations of this study represent a significant contribution to the body of knowledge, specifically to the field of strategic human resource management and strategic management, by stimulating further research in the area.

1.8 Organization of the Thesis

This study is organized in five main chapters. Chapter one introduced the whole idea and motivation for conducting the investigation. It included the introduction of the research problem, the background of the study, the problem statement, research objectives, scope of the study, significance of the study and operational definitions of the main terms.

Chapter two focuses on the concept of organizational performance, including financial and non-financial performance. It elaborates on the balanced scorecard and its dimensions: financial, customer, internal process, and learning and growth perspectives. It also reviews high performance work practices and selected practices contained in the bundle, such as job security, empowerment, training and development, compensation and reward management, recruitment and selection, and performance appraisal. The chapter also discusses organizational commitment, strategic implementation and finally the theoretical underpinning of the study.

Chapter three describes the research methodology, which includes the research design, population and sampling of the study, sample size determination, determination of sample power, sampling design, estimate of expected responses and

unit of analysis. Also described in this section is the research instrument used in the study, its reliability and validity, the pilot study and techniques of data analysis.

Chapter four presents the response rate, the preliminary analysis which involves data screening, coding, missing-value analysis, and assessment of outliers, normality, multicollinearity, non-response bias, common-method bias, and demographic profiles of respondents. It also presents the PLS path modelling analysis, measurement and structural model analysis. Specifically, the structural analysis involves the direct effect of hypothesis testing, mediation-effect test, moderation hypothesis, effect sizes and predictive relevance.

Finally, chapter five presents the key findings of the study. It involves discussion of the direct effect of high performance work practices: job security, empowerment, training and development, compensation, recruitment and selection, and performance appraisal. The mediation and moderation effects are also discussed. The chapter concludes with details of the implications of the study, its limitations and suggestions for future research.

1.9 Operational Definition of Key Terms

The key terms used in this study are explained in the sub-sections below.

Banking Industry: Banking sector refers to the sub-section of the economy dedicated to safeguarding financial assets for clients, and investing those assets as leverage in creating wealth for others, subject to regulations by various agencies of the government. Specifically, the sector serves as more than a hub that enables transfer of resources such as granting credits and making payment. It incorporates all other elements that facilitate the movement of such resources to the final user. It contains elements that are separate but interdependent on one another for its efficient and effective functioning (Sanusi, 2012).

Middle-Level Management: Middle-level managers are considered as those managers that are between the senior management of an organization and its lower-level managers. Specifically, middle-level managers are answerable to the top management of an organization and in charge of managing and overseeing the activities of at least one or two lower levels of employees and junior staff in general. Generally, middle-level managers are argued to be those managers who execute the strategic role of organizations (Burgess & Currie, 2013).

High Performance Work Practices: High performance work practices are human resource practices that are considered essential in enhancing the performance of an organization (Combs, Hall & Ketchen, 2006; Huselid, 1995). Specifically, they represent the collection of human resource practices that enhance the ability,

motivation and opportunity of employees to contribute to the overall performance of the organization (Obeidat, Mitchell, & Bray, 2016). To date, there is no universally accepted combination of these practices. However, early human resource researchers reported that the practices include training and employee development, selectivity, incentive compensation, flexible work design, and employee participation (Huselid, 1995; Pfeffer, 1998). More recently, it has been suggested that practices include compensation and benefits, job and work design, training and development, recruitment and selection, employee relations (job security), communication and performance management (Posthuma, Campion & Masimova, 2013). The following sub-section offers specific definition of each of these practices as used in this study.

Job Security: Job security is considered as the means through which employees, on the basis of their experience, believe that their employer will retain them to continue their career within their current employment or in another organization with their current employer. It can also be considered as a situation where people are currently employed and there are many factors indicating that they cannot return to the labour market.

Empowerment: Empowerment is the extent to which management bestows power on the lower level cadre in organizational decision-making and sharing information. More specifically, empowerment is defined as an interpersonal construct describing the extent to which executives in an organization share information, power, resources and rewards with those lacking accessibility to such power (Fernandez & Moldogaziev, 2011).

Training and development: Training and development refer to the continuous process through which specific knowledge, talent and skill is acquired by an employee for the purpose of achieving predetermined organizational objectives and goals (Kearney, 2010). It is a deliberate and organized effort to advance employees' current and future productivity through learning, which eventually increases their ability to perform a given task (Salau, Falola, & Akinbode, 2014).

Compensation: Compensation connotes the monetary value that accrues to an employee as a result of accomplishing a particular task or work performed. It is defined as the sum of rewards given to the employee by his employer in exchange for the services rendered to the organization. Specifically, compensation is the policy and procedure that enables organizations to pay employees proportionately, based on their level of performance and/or accomplishing the assigned task (Hewitt, 2009).

Recruitment and Selection: Recruitment and selection is a process designed to identify and select prospective employees who will fit well into the vacancy in the hiring organization (Ahmad & Schroeder, 2002).

Performance appraisal: Performance appraisal is referred a tool used to communicate to employees the organization's direction, to motivate employees and to establish accountability in order to promote efficiency and performance (Brown & Benson, 2005). It enables employees to make choices which eventually lead to desirable actions for the organization (Young, 2000).

Organizational commitment: Organizational commitment is a psychological bond that symbolizes the relationship between employee and organization (Allen & Meyer, 1990). It is generally described as the employees' strong acceptance and belief in organizational goals and values, a willingness to exert effort on behalf of the organization, and a strong desire to maintain membership of the organization (Mowday, Porter, & Steers, 1982).

Strategic implementation: Strategic implementation has been defined as the top management team members' willingness to specify and pursue strategic objectives, and to adopt clearly defined metrics to dynamically monitor progress (Barrick et al., 2015).

Organizational performance: Organizational performance has been described as the extent and degree to which an organization is capable of collectively achieving its set goals and objectives, while meeting the obligations of its various interest groups (Griffin, 2000).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this section, the study review relevant literature which led to the identification of the research paucity that was discussed. Specifically, the chapter discusses organizational performance, high performance work practices, organizational commitment, and strategic implementation. Also, discussed are job security, empowerment, training extensiveness, compensation, and performance appraisal. Finally, discussed in this section are the relevant theories connecting the interrelationships between the constructs under investigation. Thus, the following subsection elaborate in detail organizational performance and subsequently all of the constructs under investigation.

2.2 The Concept of Organizational Performance

Organizational performance is an area that has a long history in the management literature and numerous authors have various meanings of organizational performance (Carmeli & Tishler, 2004; García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012). Furthermore, Venkatraman and Ramanujam (1986) advocates for three facets of the performance, among them are: financial performance, business performance, and organization effectiveness, all of which are widely considered as organizational performance (Samson & Terziovski, 1999). Griffin (2000), advocates that organizational performance can be seen as the extent

and degree to which an organization is capable of collectively achieving its set goals and objectives, while meeting the obligations of its various interest groups.

In addition, early conceptualizations of organizational performance in the management sciences described performance as an arrangement of objectives of the organization, for example, profitability, productivity and turnover (Etzioni, 1964), internal and external resource utilization (Yutchman & Seashore, 1967) and fulfilling internal and external stakeholders' needs (Thompson, 1967). The genuine understanding and determination of organizational performance is an important goal, and especially crucial in recognizing how management shapes performance (Meier & O'toole, 2013). Therefore, organizations can obtain different performance assessments based on diverse areas (Miller & Linn, 2000) which are relevant for practice and research (Hamann, Schiemann, Bellora, & Guenther, 2013). Thus, organizational performance constitutes the final objective of economic activities (Hamann et al., 2013).

However, the organizational performance that was studied in this research is a division of organizational efficiency, because it takes into cognizance both perspective of financial and non-financial performance. Thus, despite complexity in the conceptualization, many scholars have investigated organizational performance and its association with other variables. For instance, organizational performance and organizational learning, innovation was investigated where firm size, environmental turbulence, industry and age was found to moderate such relationship (Jiménez-Jiménez & Sanz-Valle, 2011). Additionally, the effect of organizational learning,

motivation has been established (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012), strategic human resource management practices were found to be firmly related with organizational performance (Ayanda & Danlami S., 2011).

Another strand of literature revealed that cost and leadership (Santos-Vijande, López-Sánchez, & Trespalacios, 2012) middle level managers' attitudes and chief executive officers behavior (Wang, Tsui, & Xin, 2011), core competence (Agha, Alrubaiee, & Jamhour, 2011), behavioral integration (Carmeli, Schaubroeck, & Tishler, 2011) creativity, innovation, image, marketing, competence, were all positive predictors of organizational performance (Sultana, Rashid, Mohiuddin, & Mazumder, 2013).

Furthermore, enhanced civility towards service recipients (King et al., 2011), enterprise resource planning system, and implementation was also found to relate firmly with improved organizational performance. In this vein, organizational and human capital resource firmly predicts organizational performance (Latham, Ford, & Tzabbar, 2012). Recent study conducted revealed that governance issues also lead to significant improvement in organizational performance (Newton, 2015).

Moreover, as scholars and practitioners increasingly focus on the need to determine factors that can significantly influence their performance, market demand and firm performance was found to be highly correlated with performance where mediating effect of green product innovation was also confirmed (Lin, Tan, & Geng, 2013).

Both environmental performance and economic performance have been found to leverage improved operational performance, which leads to improved overall organizational performance (Green Jr, Zelbst, Bhadauria, & Meacham, 2012). Hence this led to the conclusion that human resource strategy can have a significant effect on organizational performance (Alsughayir, 2014).

Furthermore, extant literature revealed that organizational performance received adequate attention in the academic literature, but this study focus on examination of organizational effectiveness (Venkatraman & Ramanujam, 1986). In addition, most of the studies on organizational performance lay emphasis on utilization of either subjective assessment or objective measures of organizational performance which is also referred to as financial and non-financial performance measures (Gregory & Richard, 1984). Therefore, the subsection below highlights some of the issues in utilizing financial and non-financial measurement of organizational performance.

2.2.1 Financial and Non-Financial Performance

Scholars over the years have made several attempts in the past to measure organizational performance paying less attention to the utilization of subjective/qualitative measure of organizational performance (Škrinjar, Bosilj-Vukšić, & Indihar-Štemberger, 2008). Specifically, organizational performance is fundamentally incomprehensible based on the fact that, while a given point of view may demonstrate positive aspects of financial measure (Delen, Kuzey, & Uyar, 2013), another viewpoint emphasize non-financial (Laitinen & Finance, 1999).

Generally, a given performance measure can be utilized to the detriment of other performance measures (Bentes et al., 2012). Therefore, exclusive utilization of financial performance measures do not longer represent satisfactory mechanism for measuring organizational performance for management purposes (Franco-Santos, Kennerley, Micheli, Martinez, Mason, Marr & Neely, 2007). Their shortcomings are very much revealed due to ineffective integration of management strategy and other organizational priorities (Najmi, Rigas, & Fan, 2005).

Financial performance generally utilized by organizations involve, a few measures of return on investment, return on equity, return on asset (Almazari, 2012). This demonstrates that, results based on financial measure only reveal correlation about the past performance results but indicate little or nothing about future anticipated performance (Bentes et al., 2012). Specifically, performance should be a component of outward and inward metrics such as profit, brand equity, innovation, health and employee commitment (Ambler, Kokkinaki, & Puntoni, 2004).

Indeed, numerous decisions, involving performance measurement do not solely depend on single objective function of an organization, instead it depends on some parity among various objective functions (Bentes et al., 2012). Thus, applied area of organizational performance can be determined just by relating this construct to the more extensive perspective of organizational effectiveness (Hamann, Schiemann, Bellora, & Guenther, 2013). This is because, organizational effectiveness is seen as the extent to which organizations are accomplishing all the purposes they should (Strasser, Eveland, Cummins, Deniston, & Romani, 1981).

Additionally, given the difficulty of measuring organizational performance scholars have proposed the utilization of numerous perspectives to measuring performance of an organization (Barney, 2010; Chakravarthy, 1986; Venkatraman & Ramanujam, 1986). Furthermore, Kaplan and Norton, (1996) developed an instrument for measuring organizational performance by utilizing a multi-dimensional measure. This measure takes into cognizance various dimensions of financial and non-financial performance and it is unequivocally called balanced scorecard (BSC).

Moreover, Kaplan and Norton, (1996) also, proposed that performance measurement ought to fundamentally utilize non-financial and financial measures. This suggests that it is critical to include subjective dimensions (Kaplan & Norton, 1996; Kennerley & Neely, 2002). Because the importance of different stakeholders must not be overlooked, as organizational performance ought not to be exclusively surveyed by financial measures (Škrinjar et al., 2008).

In view of the above, the study investigate organizational effectiveness which is an aspect of organizational performance (Venkatraman & Ramanujam, 1986). This was facilitated using the balanced score card (Kaplan & Norton, 1992). Specifically, the decision to utilize both financial and non-financial measure is because over the years, many researchers have advised that both should be included in organization performance investigation while laying more emphasis on the non-financial measure (Dossi & Patelli, 2010).

Additionally, this method of measuring organizational performance has been recommended because strategic goals of organization deals with the future direction, and these subjective measures are better indicators of future financial performance than accounting measures which usually reflects the past performance, equally important is their significance in motivating and evaluating managerial performance (Banker, Potter, & Srinivasan, 2005). Hence, this study utilizes the combination of both financial and non-financial measures because the focus is to determine the current effect of the predictor variables on the explanatory variable to enable prediction and recommendation for future.

2.2.2 Multidimensionality of Organizational Performance

Measurement of organizational performance has been a multifaceted issue given the divergent managerial priorities of its component elements, the complexity of the phenomena itself and mutual inconsistencies across literature (Bentes, et al., 2012). Specifically, extant literature on organizational performance has long recognized the multidimensionality of the concept (Chakravarthy, 1986; Venkatraman & Ramanujam, 1986).

Nevertheless, considering the complexity in measuring organizational performance, scholars have suggested the use of multidimensional and or multiple perspective measures of organizational performance (Barney, 2010; Chakravarthy, 1986; Venkatraman & Ramanujam, 1986). Specifically, there have been many arguments on the conceptualization of organizational performance dimensions. For instance Zou, Taylor and Osland (2008) have argued for conceptualization of organizational

performance based on strategic, satisfaction and financial based views. Furthermore, a more comprehensive framework for examining organizational performance has been explicitly stipulated in the balance scorecard. Particularly, the balance scorecard integrates several dimensions of performance (Kaplan & Norton, 1996). In essence Bentes, et al., (2012) has also considered organizational performance as a multi-dimensional construct.

2.2.3 The Organizational Performance and Balance Scorecard

The utilization of financial accounting figures to ascertain organizational performance have been increasingly criticized in the literature due to its historic nature revealing mainly past performance (Chakravarthy, 1986). According to Kaplan and Norton (2001) traditionally organizations mainly rely on balance sheet figures to report performance of tangible assets based on their estimated historic costs of equipment, land and raw materials.

The method was appropriate during the industrial age where organizations simply succeeded by transforming their tangible resources into finished goods whose value exceed the actual costs. In essence, some scholars are of the view that organizations should adopt the traditional method of assessing tangible and intangible assets. Hence, such approximations are poor estimations of the realizable value created as a result of investment in the intangible assets.

However, Kaplan and Norton (2001) Balanced Scorecard (BSC) offered a new framework that demonstrates value creating strategies linking intangible and tangible

organizational assets. The scorecard does not only focus on creating value for organization's intangible assets, rather it emphasizes on measurement that is non currency based. In essence, the BSC prescribes the means through which tangible and intangible assets are mobilized and combined to create unique customer-value propositions and superior financial outcomes.

Moreover, there has been argument by many scholars in favor of integrating the BSC as effective tool for translating strategy into effective performance. For instance, Braam and Nijssen (2004) argued that by the time financial and non-financial performance measures are integrated as in BSC, managers tend to have a more comprehensive view of their organizations performance. Additionally one important feature of the BSC is the fact that it supplements the conventional measures that rely on historic information with three additional perspectives central to the success of an organization (Chytas, Glykas, & Valiris, 2011).

In essence, the measurement of organizational performance using the four perspectives of the BSC provide managers with insight on certain critical organizational success factors (Kaplan & Norton, 1992). The measure enable organization determine stakeholder requirement and the activities necessary to deliver unique and superior value in meeting such requirements (Fernandez, Raja, & Whalley, 2006). Consequently, BSC was developed as a tool that management can use to respond to changes in the environment and respond to information essential to evaluate developing appropriate strategy and decision making. This necessitate the development of a measure that take into cognizance four key areas for any type of

organization such as financial and customer results, internal process, learning and growth (Zizlavsky, 2014).

More precisely, the four perspective of the balanced scorecard are the Financial perspective, Customer perspective, Internal process perspective and Learning and growth perspective (Kaplan & Norton, 2001; Zin, Sulaiman, Ramli, & Nawawi, 2013). The four perspectives of the balance scorecard are recommended to be operationalized as formative construct because they are formative in nature (Malmi, 2001; Speckbacher, Bischof, & Pfeiffer, 2003). This is because the BSC was based on the presumption that the four perspectives collectively determine the latent construct of organizational performance (Diamantopoulos, Riefler, & Roth, 2008). Hence, each of the balanced scorecard perspective is important in measuring performance of an organization as explained below.

2.2.3.1 Financial Perspective

The financial perspective of the BSC is used as a strategic technique to measure the growth and profitability. The financial perspective is based on the premise that increase in shareholder value through productivity and revenue growth will eventually increase shareholder return (Kaplan & Norton, 2001). The financial measure as defined in the BSC is used to evaluate whether the organizations strategy is significantly contributing to the bottom line progress in overall objectives expressed in terms of profitability growth (Kaplan & Norton, 1996, 1992). The financial perspective which mainly focuses on revenue growth strategy generally

involve actions toward improving revenue growth and enhancing the cost structure of the organization (Kaplan & Norton, 1996).

2.2.3.2 Customer Perspective

The customer perspective focuses on measurement based on differentiation and superior value creation to the customers (Kaplan & Norton, 2001). Specifically, the customer perspective of the BSC enables managers to keep track of their customers and market segment within which they operates. In other words, this perspective measures performance of an organization in relation to its competitors (Kaplan & Norton, 1996). The fundamental of any business strategy that focus on customer is its uniqueness in describing how the organization deliver product and services that attract, retain, and excavates customers value creation. In other words, the customer perspective is used to measure the intended effect of delivering superior customer value proposition (Kaplan & Norton, 1992).

2.2.3.3 Internal Process Perspective

The internal process perspective is used to ascertain the efficiency with which the organization achieves productivity improvement and overall customer value proposition. These strategy is central in accomplishing the overall financial objective of the organization (Kaplan & Norton, 2001). The internal process perspective assesses critical organizational activities basically through encouraging development of new innovative product and services as well as entering into new profitable markets (Kaplan & Norton, 1996). Additionally, the internal process perspective also determines the extent on how organizations improve customer value by extending its

relationship with present customers. Again, the internal process perspective also measure the extent to which organization utilize its asset, its resource management capacity thereby establishing effective stakeholder relationships. Therefore, the task of determining the competencies and processes that ensures excellent internal processes is critical to organizations success (Kaplan & Norton, 1992; Robert Kaplan & Norton, 2001).

In essence, the benefits of internal process perspective are its eventual financial implications which usually occur in sequence of different stages. For instance an effective internal process perspective enables organization save costs that may result from operational inefficiencies, growth in revenue resulting from enhanced relationships with customer and increased innovation that will enhance revenue growth.

2.2.3.4 Learning and Growth Perspective

The learning and growth perspective of the BSC represents the foundation upon which all other strategies are based. According to Kaplan and Norton (2001), managers determine their employees skills, capabilities, organizations corporate climate, as well as technology necessary to support the strategy. Specifically the learning and growth objective enable organization to integrate its information technology and human resources with necessary strategic requirement (Kaplan & Norton, 1996). Additionally, the implication of critical internal process assessment that is capable of adding unique value proposition provides managers and organizations with a complete strategy that link the four perspectives.

Furthermore, Hakkak and Ghodsi (2015) also suggested that future studies focus on applying the different facets of the BSC implementation in order to assess the overall financial performance of organizations. Specifically, it was highlighted that comprehensive assessment of Nigerian banks cannot be ascertained without incorporating the four perspectives of the BSC (Ibrahim, 2015).

2.3 The Concept of High Performance Work Practices

High performance work practices are set of human resource management practices involving a collection of interrelated and series of practices that are implemented in an organization in order to achieve firms overall strategic goals (Buller & Mcevoy, 2012; Kroon, Van De Voorde, & Timmers, 2013; Osman, Ho, & Galang, 2011). This is because at the point when workers perceive their organization's human resource management practices as realistic, reasonable and supportive they respond with uplifting effort which finally leads to accomplishment of overall organizational performance (Lu, Chen, Huang, & Chien, 2015).

In addition, high performance work practices, also referred to as strategic human resource management practices, high commitment human resource management practices are described as a set of human resource practices that are expected to influence employee responsibility to his organization (Cristini, Eriksson, & Pozzoli, 2013; Hyde, Sparrow, Boaden, & Harris, 2013). These practices are believed to improve the execution of responsibility while influencing employee commitment, and obligation to the organization (Kehoe & Wright, 2013).

However, the argument on the comprehensive bundle of the practices is still ongoing but scholars have proposed different set of practices which include recognition, recruitment, staffing, evaluating performance, competitive and fair pay, empowerment, communication and training and skill development and job security among others (Gardner, Wright, & Moynihan, 2011; Kim, Sutton, & Gong, 2013; Kim & Ployhart, 2014). The utilization of bundle of high performance work practices has been reported to promote employee innovativeness through better engagement of human resource in their work (Nawaz, Hassan, Hassan, Shaukat, & Asadullah, 2014).

Consequently, in line with strategic human resource management literature (Delery, 1998; Kepes & Delery, 2007), the selection of the practices in this study is based on the contention that bundle of the practices has more predictive power (Delery & Gupta, 2016). Specifically, Chahal et al., (2016) recommended study using a more comprehensive high performance work practices bundle which include job security and recruitment practice. Particularly, human resource is considered as profitable asset which can take quite a while to discover, trained and developed (Ployhart, Nyberg, Reilly, & Maltarich, 2013). Hence, the accomplishment of defined organizational goals and tasks depends upon competence of human resources, who are firmly bound to the organizations vision, mission and objective (Sarros, Cooper, & Santora, 2011).

More specifically, it is important to for organizations to maintain committed human resources that view the organizations objectives, purposes and targets as their own

personal objectives (Muray, Mustapa & Cogay, 2014). This is because at the point when employees view their organizations human resource management practices as reliable, persistent, reasonable and supportive they reciprocate with greater commitment to execution of their responsibilities (Lu et al., 2015). Additionally, high performance work practices provide employees with self-support and willingness required to meet the demands of the contemporary workplace (Ko & Smith-Walter, 2013).

The practices also, inspire employees to involve in high performance activities that benefits the organizations in meeting its objectives and goals (Jensen, Patel, & Messersmith, 2011b). In addition, planned high performance work practices implementation and perceptions of the usefulness of these practices is an essential activity which is critical to employee behaviors, attitudes and organizational performance (Zhu, Cooper, Fan, & De Cieri, 2013).

Notably, most literature in strategic human resource management reviewed for this study utilize either Chief Executive Officer (CEO), Human resource manager or employees as source of data. Therefore, this study involves managers and information sharing is hereby removed from the model. Thus, the following sub-topics elaborate the effect of high performance work practices on organizational performance.

2.3.1 High Performance Work Practices and Organizational Performance

The vital role in utilizing employee related abilities, knowledge, capabilities, and skills as means to gain sustainable competitive advantage, remains a central objective of high performance work practices (Merk, & Büttgen, 2012). Previous empirical findings recognized that investment in human resource practice has impacts on dimensions of organizational performance such as profit and turnover (Mohammed, Bhatti, Jariko, & Zehri, 2013), productivity, growth in sales, and quality (Clint Chadwick & Flinchbaugh, 2013; Phillips, 2012).

Business organizations have recently devoted greater attention toward the strategic implementation of set of high performance work practices that focus on the human side of strategic management (Caldwell, Truong, Linh, & Tuan, 2011; Jackson, 2011). This practices have been reported to stimulate the positive attitude and behavior from employees in order to accomplish organizational goals (Chuang & Liao, 2010). Although, there is little consensus about these exact bundle of the practices, many studies revealed that effective implementation of the high performance work practices may be a key motivation for individual and organizational performance, (Buller & Mcevoy, 2012).

Furthermore, effective utilization of high performance work practices has been found to lead to improved organizational performance (Camps & Luna-Arocas, 2012; Ko & Smith-Walter, 2013). This effect of high performance work practices has been also reportedly linked to organizational commitment through public service motivation (Giauque, Anderfuhren-Biget, & Varone, 2013). Moreover, it also

contribute to managerial achievement through the improvement of a more strategic role, provision of effective services and the acceleration of organizational change (Bakshi et al., 2014).

Thus, as strategic human resource management literature dwells on examining the relationship between high performance work practices and organizational performance (Huselid, 1995; Zacharatos, Barling, & Iverson, 2005). The practices are reported to improve employee motivation and better performing employees will enhance organizational overall performance (Hartog, Boon, Verburg, & Croon, 2013).

In view of the above, Kehoe & Wright, (2013b) reported that one of the methods through which organizations accomplish higher performance is by impacting employees' attitudes to their job and to the organization through the design of practices that are supportive of inherent employee motivation. In fact, it is possible that numerous managers are implementing high performance work frameworks that are not ideal, and that they would profit from the adoption of a more comprehensive bundle of high performance work practices to improve the quality of work and overall organizational performance (White & Bryson, 2013).

Lepak & Snell, (1999) have proposed two separate systems of high performance human resource management practices that organizations can embrace. These systems and framework match with high involvement human resource practices and high performance work frameworks (Bae & Lawler, 2000) or the commitment and

control human resource frameworks (Arthur, 1994). The internal development framework concentrates on developing current employees to meet the prerequisites of the organization while the acquisition framework concentrates on purchasing the required skills from the labor market (Lepak & Snell, 1999).

However, it was reported that, as an organization attempts to get discretionary efforts from employees they are likely going to gain advantages in excess of the costs (Huselid, 1995). In essence, when human resource practices are aligned with the organizations overall strategy, then the management need to create career development plan to ensure they know that their organization possess competencies and how they should be equipped accordingly to achieve overall objective (Kim & Sung-Choon, 2013).

Although, there has been an extensive expansion in theory and research about significant link between high performance work practices and organizational performance (Vermeeren, Kuipers, & Steijn, 2013; Kehoe & Wright, 2013a; Akhtar, Azeem, & Mustafa Mir, 2014). Recently it has been pointed out that the practices ought to be integrated into organizations strategic goal and ensure they are compatible with external eventualities (Kaufman, 2012).

In addition, it was revealed that utilization of outsourced labor may undermine the positioning of important mechanisms that facilitate the operation of high performance work practices in organization (Stirpe, Bonache, & Revilla, 2013). The implication is that many organizations focus on utilizing other means to gain

advantage while neglecting the costly to copy strategy which lies within the human resource (Barney, 1991).

In essence, while recent research focus on understanding the mediating mechanisms through which high performance work practices works to influence organizational performance, (Sikora & Ferris, 2014), most of the studies consider the inclusion of small number of practices. Therefore, this study includes large number of practice in order to ensure synergies among the practices in line with (Karatepe, 2013). The practices investigated in this study are bundle rather than selecting individual practices (Ko & Smith-Walter, 2013). The bundle of practices is used to refer to practices that are internally consistent with one another based on configurational perspective (Van Esch, Wei & Chiang, 2016).

In view of the above, scholars have conducted a number of examinations on human resource issues such as occupational stress (Stephen, 2014) job enrichment (Uduji, 2013a) human resource welfare (Olaniyi, Osemene, & Omotehinse, 2013b) and assessment of employee commitment (Jaja & Okpu, 2013a). In addition, human resource development climate and turnover intention behavior (Benjamin, 2012), human resource management intervention and organizational changes (Adeniji, Osibanjo, & Abiodun, 2013) profitability and corporate social responsibility in Nigerian banking industry (Bolanle & Olanrewaju, 2012).

Moreover, other studies dwelled on issues of human resource management on outcome of merger and acquisition (Gomes et al., 2012), employee performance

(Gabriel et al., 2015; Gberevbie, 2012), human resource development climate (Benjamin & David, 2012), employee commitment and turnover intention (Benjamin, 2012), extent of job insecurity (Adenugba & Odunayo, 2012), impact of recognition on employee performance (Uduji, 2013) and organization citizenship behavior and turnover intention and performance of employees in Nigerian banks (Benjamin, 2011). But there is little scholarly attention how high performance work practices influence overall performance of Nigerian banks.

2.3.2 High Performance Work Practices as Performance Enhancing Bundle

Strategic human resource literature has long considered performance enhancing human resource practices as a bundle of high performance work practices (Huselid, 1995). Additionally, most of the previous studies in this realm suggested that the practices contribute more to the organizational performance if utilized as a bundle (Delery & Gupta, 2016; Kepes & Delery, 2007; MacDuffie, 1995).

This reaffirms assertion that rather than considering individual practices, combination, synergy and configuration of the practices generate superior rent for the organization (Delery & Gupta, 2016). Specifically, measuring a construct using several indicators is more accurate in representing all the facets of such construct (Hair, et al., 2014). In view of non-availability of comprehensive list of the practices, the choice of the practices should be justified by the researcher.

First and foremost Combs, Liu, Hall, and Ketchen, (2006a) recommended that high performance work practices researchers ought to be guided by previous studies in

selecting appropriate practices to include in the studies. Hence, meta-analytical review conducted by Posthuma et al., (2013) identified sixty one (61) frequently used practices in the literature. Specifically, they reduced the practices into nine (9) categories which include recruitment and selection, performance appraisal, training and development, information sharing, job security, compensation and benefits, communications, promotions, employee relations and flexible work design.

Secondly, Pfeffer, (1998) also presents a set of practices which include selective hiring of new personnel, employment security, self-managed teams and decentralization, performance based compensation, extensive training, reduced status distinctions and barriers, empowerment and extensive sharing of information. Moreover, from the practical perspective many studies have revealed that a more focused human resource development strategy can enhance Nigerian banks capability to realize its full performance potentials (Olaniyi et al., 2013a; Anifowose, Genty, & Atiku, 2011; Fapohunda, 2012; Adenugba, 2012; Alao, 2010, Sanusi, 2010).

Firstly, in view of the aforementioned and the Nigerian banking sector's reality where job insecurity is prevalent (Adenugba & Odunayo, 2012), the practice of empowerment, compensation, performance appraisal, promotion and confirmation of employees are ineffective (Adenugba & Odunayo, 2012). Recruitment was done to satisfy laid down regulations and training is viewed as cost which is unnecessary (Sanusi, 2012). The practices in this study were selected taking into cognisance the above factors.

The secondly, consideration for selecting the independent variable (IV) is in line with Posthuma, Campion, Masimova, and Campion, (2013) where their meta-analysis revealed job security, empowerment, training, compensation, recruitment, selection and performance appraisal and information sharing as indispensable components of high performance work practice bundle as explained earlier. Hence it was suggested that examining the practices as a bundle has more potentials for organizational performance (Delery & Gupta, 2016; Kepes & Delery, 2007).

The model in this study represents an extension of Gong, Chang and Xin (2009) their study only focused on managers commitment as a mediator of human resource management practices and firm performance and they recommended a future replication of their model. In line view of the aforementioned, the model was improved by considering collective employee commitment to goal (Conway & Briner, 2013; Wright & Kehoe, 2008) and also integrates strategy into the process (Gomes, et al., 2012; Buller & McEvoy, 2012). This is based on the suggestion that such a comprehensive framework can be used to improve bank performance in Nigeria (Gomes, et al., 2012). More specifically, unlike Gong et al. (2012) this study contribute to the model by considering only affective commitment and strategic implementation was integrated to moderate commitment effect on organizational performance.

Moreover, the variables in this study such as human resource management practices are so important because previous studies have established their significant correlation with bank performance (Mufti, Parvaiz, Wahab & Durrani, 2016).

Additionally, Mahmud, Iqbal and Sahu, 2014 have also established that human resource practices have significant positive effect on bank performance of Pakistan. More recently the effect of the high performance work practices have been found to significantly improve the performance of United Arab Emirates bank performance (Farouk, Abu Elanain, Obeidat, & Al-Nahyan (2016).

2.3.3 The Concept of Job Security

The concept of job security has received considerable scholarly attention in organizational studies with each scholar describing the concept based on the context and issues surrounding his situation. For instance Kronhauser (1965) describe job security as a phenomena that surrounds changing of job. Additionally job security was also conceptualized as situation that is concerned with the overall future of an employment relationship between employee and employer (Hartley, Jacobson, Klandermans, & Van Vuuren, 1990).

Generally, job security is viewed as overall future of employees' occupation (Van Vuuren, Klandermans, Jacobson, & Hartley, 1991); it has also been recognized as one of the major determinants of employee commitment to the organization (Pfeffer, 1998). Additionally, job security is a situation where employee job is considered stable for a reasonable period of time. In essence, job security indicates a situation where there is absence of job insecurity and it does not necessarily mean employee will lose his job but it just an indication that one's job is at risk (Sverke et al., 2002).

In addition, job security refers to the absence of job insecurity that an employee experience in the relationship with his employing organization (Greenhalgh & Rosenblatt, 1984; Hui & Lee, 2000; Witte, 1999). In other words job security can be seen as largely a situation where an individual remains in his organization's employment without discrimination based on pension, pay etc. Similarly, the conceptualization of Herzberg (1987) view job security as the extent to which organizations employment terms are reasonably stable over the agreed tenure.

However, many scholars share the view that job security is the result of organizational current practices on the employee and employer interrelationships where the perception of the extent of job security level differ from one organization to the other organization (Davy et al., 1991; Roskies & Louis-Guerin, 1990). But common feature of job security concerns its psychological condition whereby employee contemplate the possibility of their continuing with their current organization (Pearce, 1998). Specifically the extent of job security can also be determined by the nature of the psychological contract itself (Rousseau, 1989).

In essence, studies on job security has demonstrated that when job security declines in an organization there is bound to be some negative consequences such as negative employee attitude, negative behavior and negative effect on employee health which eventually affect performance (Sverke, Hellgren, & Näswall, 2002). Although the negative reactions emanating from job insecurity can be attenuated if the organization treats its employees fairly (Wang, Lu, & Siu, 2014) still the negative

impact of job security can extend its consequences directly by impacting on organizational profitability (Danna & Griffin, 1999).

2.3.4 Job Security and Organizational Performance

The importance of job security in human resource literature is traced to its critical role in influencing work related and organizational outcome. For instance, extant literature has long reported that the effect of job security is a significant determinant of organizational performance and commitment (Abegglen, 1958; Bhuian & Islam, 1996). Furthermore, job security significantly influences performance and organizational commitment as revealed by Abegglen (1958) in his study of Japanese workers where as a result of job security they contribute significantly to performance thereby demonstrating high commitment to their work. He added that job security is the central practice that leads to the high commitment demonstrated by the Japanese workers.

Sender, Arnold and Staffelbach (2016) reported that job security threat are becoming more pronounced in organizations where downsizing has increasingly become more prevalent. Specifically, job security has been directly linked with employee job behavior (Ma, Liu, Liu, & Wang, 2016) which directly affects performance. Although job security has been linked with improvement in performance, there are many inconsistencies in the empirical findings supporting this notion (Ajani & Adisa, 2015).

However, some studies reported job security as a practice that leads to decrease in the level of performance (Ojedokun, 2008), others reported that in organizations where there is high job insecurity employees double their effort in order to remain relevant in the organization and eventually avoid lay-offs (Sverke & Hellgren, 2001). This debate in the literature on the effect of job security on performance becomes more contradictory in the findings of study conducted by Gilboa, Shirom, Fried, & Cooper, (2008) and Cheng & Chan, (2008) where their findings revealed that the effect of job insecurity on performance is negative and the correlation was also found to be very small.

Similarly, some meta-analytical results revealed that there is insignificant correlation between job insecurity and performance (Sverke et al., 2002). This is in addition to the empirical findings where the results was found to have a curvilinear effect implying that at moderate level of job security employee exert a considerable level of extra effort (Brockner, Grover, Reed, & Dewitt, 1992). Therefore, Sverke & Hellgren, (2002) reported that the effect of absence of job security on performance is determined by many factors that are not limited to individual level factors, but also depends on how organizations treat their employees.

2.3.5 The Concept of Empowerment

The concept of empowerment has received adequate attention in the management, human resource and psychology literature. Specifically, conceptualization of empowerment construct has been a subject of debate among scholars from different fields of knowledge (Sergio Fernandez & Moldogaziev, 2013). In this vein,

academic scholars from various fields have exerted reasonable effort to define the concept with each disagreeing on the actual conceptualization (Mandefrot, 2003; Thomas & Velthouse, 1990). The disagreement among scholars about the actual conceptualization of empowerment led to the emergence of two distinct points of view from both the managerial and psychological standpoints respectively (Sergio Fernandez & Moldogaziev, 2013).

In this vein, the psychology school of thought viewed empowerment as a tool used for motivation that is similar to the state of mind or a set of beliefs. For instance, a psychological conceptualization of empowerment provided that the term has been described as heightened belief in the ability of individuals to perform (Conger & Kanungo, 1988); notion of self-efficacy expectation (Bandura, 1986); as a motivational construct comprising cognition, self-determination, competence and meaning (Spreitzer, 1995); while Thomas and Velthouse (1990) concluded on empowerment psychologically as a concept that does not connote a passive orientation but an active orientation towards work role.

However, the managerial perspective of empowerment differs slightly with that of the psychological perspective in the sense that it is concerned with sharing of power, resources, information and wealth between those who have and those lacking them (Sergio Fernandez & Moldogaziev, 2011). Particularly, managerial works on empowerment is traceable to the seminal works of human relations movement (e.g. Argyris, 1957; Follett, 1926; McGregor, 1960; Metcalf & Urwick, 2004).

The management perspective empowerment is strictly in line with the structural theory of organizational power. For instance Kanter (1979) in the structural theory describes that “power emanates from three sources: lines of supply, particularly to essential resources in the external environment; lines of information, including task-related knowledge, performance feedback, and other information about what is going on inside the organization; and lines of support, including top management support and discretion to engage in innovative behavior”.

In essence, the management perspective of empowerment describes that the extent to which managers empower their employees with access to the power sources as outlined in the structural theory the more success they will have in achieving organizational goal (Sergio Fernandez, 2013). Specifically, the managerial perspective of empowerment defined empowerment as the style of leadership that involve leadership behaviors aimed at enhancing the meaningfulness of work through fostering the participants freedom to involve in the decision making, providing autonomy from bureaucratic constraints and express their confidence in high performance (Ahearne, Mathieu, & Rapp, 2005).

This is also consistent with the definition provided by Arnold, Arad, Rhoades and Drasgow (2000) that defined empowerment as an approach to leadership that includes the following leadership behaviors: leading by example, involving others in decision making, coaching, informing, and showing concern for others. Hence empowerment that was considered in this research investigation is in line with the managerial perspective of empowerment.

2.3.6 Empowerment and Organizational Performance

Empowerment is a means through which organizations provide employees with necessary opportunities and resources that will enable them contribute positively and induce the desired changes in the organization (Delaney, Subramony, & Durik, 2014). Motivating employees to have feelings of self-efficacy and commitment depends on the extent of empowerment culture in the organization (Conger & Kanungo, 1988). Previous literature has pointed out that employees from organizations whose score is high on empowerment are motivated to think of better ways to perform their task, which translates into enhanced employee competence and make them develop a sense of meaning for the assigned task (Laschinger, Finegan, Shamian, & Wilk, 2004).

Furthermore, studies has long projected that empowerment through added discretion given to employees enable them display flexibility, improve the quality level of service delivery, ease adaptation to unforeseen circumstances and make more productive use of available time which in turn significantly influence performance (Fernandez & Moldogaziev, 2013; Worley, Bowen, & Lawler, 1992). Although, empowerment is an important tool that enable employee perform the assigned tasks more effectively through improving his capabilities, competence and technical knowledge (Fernandez & Moldogaziev, 2011), its effectiveness is connected to how it has influence on employee extra effort which eventually leads to favorable organizational performance outcome (Fernandez & Moldogaziev, 2013).

Previous studies on empowerment established significant relationship between empowerment and organizational commitment, performance of work group and innovative behavior (Fernandez & Moldogaziev, 2011; Fernandez & Moldogaziev, 2013). However, most of these studies focused on investigating the direct relationship between empowerment and performance (Maynard et al., 2014) while few studies tested the indirect effect such as moderating effect of job embeddedness (Karavardar, 2014). Since empowerment practice represents employees view on the extent to which their employers' contribute to their well-being (Rhoades & Eisenberger, 2002), thus reciprocation with desirable or undesirable level of performance is significantly influenced by the nature of support received (Stamper & Johlke, 2003).

2.3.7 The Concept of Extensive Training and Development

Training and development is an important element of human resource management (Vlachos, 2009). Specifically, training is defined as the organized activity aimed at imparting information or instructions to get better the staff performance or attain a required level of skill or knowledge to help him or her (Saeed & Asghar, 2012). While development is viewed as those activities that lead to the attainment of fresh skills or knowledge for the sole aim of personal growth (Peteraf, 1993).

Furthermore, study conducted by Apospori, Nikandrou, Brewster and Papalexandris, (2008) suggested that there is a significant impact of training and development on organizational performance. Subramaniam et al., (2013) mentioned that training and development could influence organizational performance because employees' skills,

knowledge and abilities can be enhanced and up to date. In addition findings of study conducted by Rugimbana and Akong'o Dimba, (2010) also revealed that training and development significantly influence organizational performance.

2.3.8 Extensive Training and Development and Organizational Performance

Training is seen as procedure and methods employed by organization to develop, modify and enhance the skills, knowledge, abilities and behavior necessary to enable employees perform their work effectively (DeNisi & Griffin, 2001). Organizations comprise bundles of resources but the role of human resource is very important in implementing the organizational plans and strategy which translates into overall performance (Elnaga & Imran, 2013). This implies that there is need for organizations to develop and frequently modify the attitude and skills of employees as important tool for achieving desired objective (Herold, Fedor, & Caldwell, 2007).

Training is seen as the method through which employee attitude can be positively influenced to achieve organizational performance (Bartel, Freeman, Ichniowski, & Kleiner, 2011). Given the importance of employee training in organization and complexity in the required skill and task needed by modern organizations, it is concluded that training is a vital element which improves employee performance which in turn influences service performance (Mackelprang, Jayaram, & Xu, 2012) as well as organizational performance (Millar & Stevens, 2012).

In addition, scholars have recognized the importance of training in enhancing employee and organizational performance, which led to a more focused empirical

investigation to validate the proposition. For instance, recent studies has established significant positive relationship between training and organizational performance (Millar & Stevens, 2012; Khan, 2010; Katou & Budhwar, 2006). Training has been widely reported to relate to employee attitude especially organizational commitment (Newman, Thanacoody, & Hui, 2011; Mcenrue & Groves, 2006). In essence, the effect of high performance work practices on organizational performance including training has been well established in the literature (Shin & Konrad, 2014).

2.3.9 The Concept of Compensation

The concept of Compensation as a human resource management function has several meanings. Milkovich and Newman (1996) argue that compensation refers to all forms of financial returns and tangible benefits that an employee receives as a part of an employment contract. A body of literature also argues that compensation, as a human resource management function, deals with every type of reward employees receive in exchange for performing a job (John & Qian, 2003). Compensation is not used to refer to free gift, but pay or a reward received during employment and its influence on outcome has been reported to be positive (Dessler, 2004).

Moreover, the compensation employees receive can be in different forms. Researchers argue that compensation packages often include: bonuses; profit sharing; overtime pay; recognition rewards and checks; sales commission; health insurance; company-paid car; stock options; company-paid housing; and other non-monetary but taxable income items (Navita, Simranjeet, & Anindita, 2010; Zingheim & Schuster, 2008).

However, Navita et al., (2010) argue that organizations, both public and private, design compensation packages and strategies to increase employees job satisfaction and job performance. on the other hand, motivational scholars argue that employees satisfaction or dissatisfaction can be linked to personal factors such as personality, personal needs and organizational factors such as hygiene factors and motivators (Herzberg, Mausner, & Snyderman, 1959; Maslow, 1943).

In virtually every aspect of organizational functioning, compensation can shape employee behavior and organizational effectiveness. Furthermore, from a psychological standpoint, compensation affects employee attitudes and behaviors. Simple and minimal reminders of money (e.g., a U.S. dollar bill on a screen saver) can increase feelings of self-reliance (Vohs, Mead, & Goode, 2006, 2008), and increase pain tolerance (Zhou, Vohs, & Baumeister, 2009).

Hence, from the perspective of organizations, it is almost axiomatic that, unless the compensation system is done right, other organizational policies and procedures cannot have their desired effects. The centrality of compensation systems is amply displayed in our everyday life in phrases such as “money talks,” “follow the money,” and “pay the piper.” Indeed, the design and implementation of compensation systems not only can affect employee motivation, but also can be harnessed to improve safety, quality, creativity, innovation and a myriad other outcomes critical in a successful workplace.

2.3.10 Compensation and Organizational Performance

Compensation has been used to connote non-financial and financial reward that accrue to employee in return for effort and talent expended in the production of goods and services for the organization (Fajana, 2002). The effective management of compensation signifies the act of implementing and designing pay system that guarantees organizations ability to attract, retain and maintain a pool of capable employees that are willing and able to exert considerable efforts necessary to help organization achieve its goals (Lo, Ghosh, & Lafontaine, 2011).

However, organizations effective reward system should be capable of channeling individual with organizations strategic goals (Fisher, Schoenfeldt, & Shaw, 2007). In particular, organizations effort to motivate its employees through utilization of compensation and reward system are essential and emphasis should be placed on job rotation, specification, analysis, evaluation and clear description of the assigned task (Hornsby & Kuratko, 2003; Delaney & Huselid, 1996).

Moreover, despite the relevance of effective compensation and reward strategy in influencing employee motivation which eventually transcend overall organizational outcome it has been highly under studied aspect in the literature (Gupta & Shaw, 2013). Among the little attention the field has generated, empirical evidence has provided support that generous compensation aligned with quality service orientation significantly influences organizational profitability (Georgiadis & Pitelis, 2012).

In addition, investigation conducted by King-Kauanui, Ngoc, and Ashley-Cotleur, (2006) also provided support that effective compensation system in organization is significantly and directly related to organizational performance. In essence, compensation and reward was also reported to firmly relate with organizational performance of oil and gas firms (Khan, 2010). In essence, extant literature has largely recognize compensation as a motivational tool utilized by organizations to create greater organizational performance (Harris & McMahan, 2015).

More precisely, studies has revealed significant positive relationship between collection of high performance work practices on organizational performance of which compensation is among the bundle of the practices (Shin & Konrad, 2014). In view of the above findings, this study investigates the mediating role of organizational commitment in influencing the effect of high performance work practices and performance of Nigerian banking industry in general and empowerment and organizational performance in particular.

2.3.11 The Concept of Recruitment and Selection

Recruitment was described by Ofori and Aryeetey (2011) as the process of generating a pool of competent individuals to apply for employment within an organization. They further added that selection is the process by which specific instruments are engaged to choose from the pool of individuals most suitable for the job available. This suggests that recruiting and selecting the wrong candidates that are not capable, make organizations incur a huge negative cost which is something that most organization will avoid.

The overall aim of recruitment and selection within an organization is to attract sufficient number of qualified employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2011). Often throughout recruitment and selection informal practices predominate but this does not mean they are ineffective (Bacon & Hoque, 2005).

According to Henry and Temtime (2010) Recruitment is the entry point of manpower into an organization and the path an organization must follow from there in order to make sure that they have attracted the right individuals for their culture so that the overall strategic goals are achieved. In addition, they viewed selection as the systematic process of deciding on a specific individual to fill in an available position.

Similarly, Taylor and Collins (2000) studied recruitment as one of the most critical Human Resource activity which was vital for the organizational success. Boudreau and Rynes (1985) reported that it was not so easy for organizations to attract potential employee as the organizational attraction influenced the effectiveness of successive selection. Barber (1998) discussed the recruitment function more closely related to the organization's strategic human resource planning. From the organization's perspective, developing a recruitment strategy involves three basic decisions; determining the target population, determining the applicant source, and deciding how to attract applicants to the organization.

2.3.12 Recruitment and Selection, and Organizational Performance

The recruitment and selection practice is seen as the activity undertaken by organization in order to attract and identify potential employees into the organization. Particularly, extensive recruitment and selection procedure has been widely documented in many human resource management researches as an exercise through which organizations attract a pool of individuals to undergo screening for the purpose of filling job vacancies (Highhouse, Stierwalt, Bachiochi, Elder, & Fisher, 1999). Through this process, the pool of employees are screened for the purpose of choosing only those candidates that are qualified and found competent to perform the desired activity (Snell & Bohlander, 2007).

However, the extent to which organization achieve its objective may to a large extent depends on the rigor of organizational selection procedure (Storey, 2007). Hence, in order to enhance competitive advantage, organization's selection process should be one that is capable of attracting and retaining best pool of talented employees that will efficiently and effectively make significant positive contribution to the competitive performance of the organization (Kleiman, 2000). The recruitment, as one of the most important functions of human resource management practices, it is a technique that assist managers to attract and select the right applicant that can lead to organizational effectiveness (Ferris et al., 1998).

Particularly, prior studies on human resource practices have long established relationship between these practices and organizational performance (Birkeland, Tangen, Idsoe, Berge, & Magerøy, 2015; Liu et al., 2007; Rogers & Wright, 1998).

For instance study conducted by Delaney & Huselid, (1996) long has established significant positive relationship between compensation system, recruitment/staffing, training and organizational performance. Similarly, Wright and Boswell (2002) reported that recruitment, participation, incentive compensation have significant influence on organizational productivity.

In addition, some studies consider the joint effects of human resource practices on organizational performance while others investigate individual effect of the practices. Particularly, a positive significant relationship between recruitment practice and organizational performance has been well established (Khan, 2010).

2.3.13 The Concept of Performance Appraisal

Performance appraisal is a key function of human resource management. Researchers, historically and currently, refer to two core purposes of performance appraisal systems: (1) administrative functions related to pay, promotion, and even layoffs, as well as (2) developmental purposes related to employee motivation and development (Rynes, Gerhart, & Parks, 2005). In the union context, it is important to remember that collective agreements usually contain language related to the mechanisms, and processes, that should be followed for pay increases, promotion decisions, layoffs, and training opportunities.

In addition, Brown and Warren (2011) view seniority, or the length of time an employee has worked with a firm, as often a key criterion in these processes as it is seen as less subjective than managerial evaluations of performance. For example,

seniority is often an important factor examined when determining which workers are promoted, selected, and/or laid-off (Verma, 2005). Because it is the key process through which work is accomplished, it is considered the “Achilles Heel” of managing human capital (Pulakos, 2009) and should therefore be a top priority of managers (Lawler, 2008).

However, less than a third of employees believe that their company's performance appraisal process assists them in improving their performance, and performance appraisal regularly ranks among the lowest topics in employee satisfaction surveys (Pulakos, 2009). Although performance evaluation is at the heart of performance appraisal (Cardy, 2004), the full process extends to all organizational policies, practices, and design features that interact to produce employee performance. This integrative perspective represents a configuration approach to strategic human resources management which argues that patterns of human resource activities, as opposed to single activities, are necessary to achieve organizational objectives (Delery & Doty, 1996).

Armstrong (2000), notes that performance appraisal process offers an opportunity for integrating all human resources strategies. Integrating these strategies connotes “Bundling” human resource practices so that they complement and strengthen each other. This has been shown to be necessary for an organization's human resource architecture to deliver desired performance (Pfeffer, 1998). As suggested by Verweire and Van Den Berghe (2004), performance management is valuable only if the various components of the system are aligned. Aligned bundles of human

resource practices create the mutually reinforcing conditions that generate desired outcomes (MacDuffie, 1995).

Although it is the ultimate objective of performance appraisal to increase performance both task and contextual, it can still be considered a distal outcome of the process (Borman & Motowidlo, 1993). More proximal outcomes include the cognitive and affective outcomes that precede changes in performance (Gruman & Saks, 2011).

2.3.14 Performance Appraisal and Organizational Performance

Performance appraisal has been used to refer to the method through which organizations communicate with employee on the progress of how well he is discharging the assigned responsibility and then determine and establish a sequence of planned action for necessary improvement (Byars & Rue, 2004). The performance appraisal connote the process of objective assessment of employee performance taking into cognizance set standards for specified task (Osman, Berbary, Sidani, Al-Ayoubi, & Emrouznejad, 2011).

More so, previous studies has established a significant relationship between performance appraisal and organizational performance (Quresh, Akbar, Khan, Sheikh, & Hijazi, 2010; Khan, 2010). This implies that appraising employee reflects management's commitment towards human capital development which is fundamental to organizations that wishes to succeed in the marketplace (Meyer & Kirsten, 2005).

Moreover, performance appraisal that is ineffective leads to many detrimental outcomes for organization such as low enthusiasm to support the organization, low morale and low level of employee productivity (Osman et al., 2011). Previous studies on performance appraisal focused on collective investigation of the direct link with quit and dismissal (Batt & Lee, 2014), employee attitude (Kehoe & Wright, 2013b), and more specifically its link with bank performance has also been established (Quresh et al., 2010).

2.3.15 The Concept of Organizational Commitment

In recent times, organizational commitment has received considerable level of attention in the literature, for instance, (Mowday, Porter, & Steers, 1982) sees organizational commitment as an individual's attitude towards an organization that comprises of strong confidence in, and acceptance of, the organization's objectives and values, eagerness to apply significant effort for the organization and a strong desire to keep working in that organization.

Moreover, Allen & Meyer, (1990) contended that there are three types of organizational commitment; affective commitment, normative commitment and continuance commitment. They further assert that affective commitment refers to the employees' passion to identify with and support their organization. Today, organizations that lay more emphasis on ensuring commitment from their employees remain competitive and excel in the marketplace (Benjamin, 2012).

Moreover, employees with an affective commitment proceed with jobs in the organization because they are willing to do so, not so much as a consequence of any pressure or compulsion being forced on them by an outsider (Alniaçık, Alniaçık, Akçin, & Erat, 2012; Jain, Giga, & Cooper, 2013; Patrick & Sonia, 2012). Then again, continuance commitment refers to an attention to the expenses connected with leaving the organization, (Bentes et al., 2012; Gill, Meyer, Lee, Shin, & Yoon, 2011; Zhang, Zhou, Su, & Zhou, 2013). The continuance commitment centered employees stays with the organization principally in pecuniary connection appended in their relationship with the organization, (Vandenberghe, Panaccio, & Ben Ayed, 2011).

The normative commitment reflects an inclination of commitment, or a feeling of obligation to continue working with the organization (Jaros, 1995). Although, affective, continuance and normative commitment are utilized to capture the multidimensional nature of organizational commitment, affective commitment is viewed as a more successful estimation of organizational commitment (Lee, Tan, & Javalgi, 2010). Employees with strong affective commitment would be motivated to higher levels of performance and make more significant contributions than employees who expressed continuance or normative commitment, (Taing, Granger, Groff, Jackson, & Johnson, 2011).

Moreover, committed and dedicated employees will enable organizations maintain a competitive edge in their industry (Ahiauzu & Asawo, 2012). Specifically, commitment improves performance, which stimulates organizational effectiveness and foster sustained productivity (Dixit & Bhati, 2012). The significance attached to

organizational commitment has spanned several researchers to analyze the impact of commitment on work family role such as impact of suggestion scheme (Jaja & Okpu, 2013). While there is a proliferation of literature, there has been little research attention on organizational commitment on performance of Nigerian banking industry.

However, recent developments in the Nigerian banking industry reform have thrown job insecurity into the sector ((Balogun et al., 2013), which led to loss of job commitment on the part of many employees (Okafor, 2013). Therefore, the following sub-section discusses organizational commitment and organizational performance.

2.3.16 Organizational Commitment and Organizational Performance

Employee behaviors and attitudes are assessed in terms of their eventual direct or indirect impact and its likely significant contribution to the overall organizational performance (Jung & Yoon, 2014). In essence, human resource are very important in the business organization as they directly influence organizational performance through their associations with customers in most services industries such as banks (Wallace, de Chernatony, & Buil, 2011). The need to get employee commitment to uphold human resource strategic role is important to the organization and this require firms to establish proper employee commitment oriented organizational systems (Kim & Sung-Choon, 2013).

However, organizational commitment as an element of employee attitude, influences career growth (Wang, Weng, Mcelroy, Ashkanasy, & Lievens, 2014). This is because the greater the opportunity provided by organizations for employees to meet their career goals, acquire additional professional skill, and degree to which organization reward those activities the more employees will be committed to the organizations goal, (Leslie, Manchester, Park, & Mehng, 2012; Presslee, Vance, & Webb, 2013) and less likely that employees will think about quitting the organization, (Stanley, Vandenberghe, Vandenberg, & Bentein, 2013) which eventually lead to significant influence on organizational performance (Ali, Rehman, & Ali, 2010a).

Organizational commitment also influences employee extra effort (Kim & Brymer, 2011). There is consistent support for turnover focused theories planned to explain how high performance work practices impacts changes in employee attitudes and behaviors, (Gavino, Wayne, & Erdogan, 2012), and how low performing employees have the tendency to be less committed to the organization and more likely to quit in the future (Swider & Zimmerman, 2014).

However, employee developmental climate was reported to influence individual level organizational commitment, engagement and perceived competence, (Bhatnagar, 2013). Thus, organizations need to continuously work on enhancing employee commitment (Khanin, 2013) because it reduce the tendency of employees leaving the organization (Nouri & Parker, 2013; Tse, Huang, & Lam, 2013) and positively affect overall performance (Ali et al., 2010a). Similarly, availability of

training in organization makes employees more committed to their organizational goals (Jehanzeb, Rasheed, & Rasheed, 2013).

Furthermore, organizational commitment and career commitment has a positive effect on job performance (Kalkavan & Katrinli, 2014). Thus, organizations should strive to ensure committed and satisfied employees through effective promotion system, formal performance appraisal, rewards, promotions, pay for performance etc. which will make an employee to be committed to the organization, (Raina & Roebuck, 2014).

Hence, when employees view their relationship with organization as a social exchange, they are likely going to be satisfied and committed to their job and more focused on their organizations goals (Venkataramani, Green, & Schleicher, 2010). Consequently, this may eventually lead to extra effort and overall performance (Ali et al., 2010a). Specifically, organizational commitment significantly impacts on performance (Imran, Arif, Cheema, & Azeem, 2014) and influence employee extra efforts (Kim, & Brymer, 2011).

2.3.17 The Concept of Strategic Implementation

The strategic management literature proposes that strategy implementation effectiveness is central to the performance of an organization (Olson, Slater, & Hult, 2005; White, Conant, & Echambadi, 2003). The literature has considered a number of different perspectives on organizations strategy implementation (Morgan, Katsikeas, & Vorhies, 2012). The first perspective of strategic implementation

adopts an individual level viewpoint which mainly focus on managers commitment to implementation of strategic decisions (Noble & Mokwa, 1999; Rosier, Morgan, & Cadogan, 2010).

The second strategy implementation perspective focuses on the issues affecting the link between planning of the strategic program, execution and performance outcomes (Bonoma, 1984; White et al., 2003). The third perspective is concerned with strategic fit which lays more emphasis on the extent of strategic alignment between the content of strategy, organizational culture and structures instrumental for the organizational performance (Olson et al., 2005; Yarbrough, Morgan, & Vorhies, 2011). Finally, the fourth strategic implementation perspective is mainly concerned with how the strategy planning process and capabilities influence the planning performance outcomes (Menon, Bharadwaj, Adidam, & Edison, 1999; White et al., 2003).

More precisely, the strategic implementation that is considered in this study is the perspective that adopts an individual level viewpoint which is mainly concerned with managers commitment to implementation of strategic decisions (Noble & Mokwa, 1999; Rosier, Morgan, & Cadogan, 2010). This is because effective strategic implementation require the harmonized and appropriate collective efforts of employees throughout the organization (Olson et al., 2005). The importance of strategic implementation in the realm of human resource development is evidenced when it empower organizations to compete favorably which eventually improve their overall performance (Alagaraja & Egan, 2013).

2.3.18 Strategic Implementation and Organizational Performance

The birth of strategy dates back to the work of Chandler, (1962) where he pointed out that the major problem of American companies lies in efficient allocation of resources, linking them with long term objective and forming a structure to facilitate and support the implementation of the organizational objective. Strategy is based on rational choice and efficient allocation of resources for successful implementation of the organizations goals and plans (Cisco & Klieštík, 2009). Additionally, the term strategy has been reported to deal with issues about deliberate choice of different set of activities that are necessary in achieving unique mix of value for organizations (Porter, 1996).

Mišanková and Kočišová, (2014) described strategy as a field comprising three distinct interconnected facets that influences each other at the course of their operation, this strategic processes are; strategic planning/formulation, strategic implementation and strategic control. They added that introduction of strategic implementation dates back to the year 1978 at University of Pittsburg's scientific conference.

Again, previous studies conducted by Barrick, Thurgood, Smith and Courtright (2015) on strategy implementation consider the role of top management teams on implementing strategic decisions. But the approach using top management to investigate strategic implementation has been highly criticized and it was suggested that middle level managers provide more insight because they have the responsibility of actual implementation of the strategy (Chadwick, Janice, & Kwon, 2015).

2.3.19 Organizational Commitment as a Mediator between High Performance Work Practices and Organizational Performance

Strategic human resource management literature has long established consistent relationship between human resource management practices, also called high performance work practices, high performance work systems and high involvement work practices (Paauwe & Boselie, 2005). But recent calls for investigation of the mediating mechanisms that facilitate this robust link (Gardner, Moynihan, Park, & Wright, 2001; Becker & Huselid, 2006) have shifted attention of scholars to focus on examination of these mechanisms for instance the mediating role of knowledge management capacity (Chen & Huang, 2009), human capital (Zhu, Chew, & Spangler, 2005) and engagement (Alfes, Truss, Soane, Rees, & Gatenby, 2013).

However, recent study has advocated for a more search for mediating mechanisms linking high performance work practices and organizational performance (Guest, 2011). Particularly, it has been reported that high performance work practices could lead to increase in level of employee commitment level (Dhar, 2015). In line with aforementioned scholars have intensified examination of the effect of high performance work practices on organizational commitment (Wright & Kehoe, 2008), and on general employee attitude and behavior comprising organizational commitment (Kehoe & Wright, 2013).

More specifically, bundle of high performance work practices has been firmly believed to enhance organizational commitment (Posthuma et al., 2013; Kwon, Bae, & Lawler, 2010), for this reason the bundle of the practices are sometimes referred to

as high commitment work practices (Chiang, Shih, & Hsu, 2014). Subsequently empirical evidence has revealed positive significant association between high performance work practices with organizational commitment (Gibbs & Ashill, 2013). Nevertheless, commitment based high performance work practices was firmly found to relate with performance dimensions and outcome of human resource management (Hauff, Alewell, & Hansen, 2014). Commitment practices influences employee efforts and organizational performance (McClellan & Collins, 2011). The effect of high performance work practices on performance indicators in organizations has been well established (Seong, 2011).

Theoretically, SET implies that investment in appropriate configuration of high performance work practices will provide an indication to employees that organizations is supportive and committed to their development (Blau, 1964). This will in turn lead to reciprocation through higher level of employee commitment to the organization (Jaiswal, Dhar, & Burgess, 2015). Moreover, it was recommended that scholars examine the mediator linking high performance work practices and organizational performance (Guest, 2011; Tzabbar, et al., 2016). In view of the aforementioned it was concluded that organizational commitment is a potential mediator of the effect of high performance work practices and organizational performance (Wright & Kehoe, 2008).

2.3.20 Strategic Implementation as a Moderator of the Effect of Organizational Commitment on Organizational Performance

Strategic management scholars have long recognized the effectiveness of strategic choices in creating value and achieving organizations strategic objectives (Child, 1972). The managerial role in every organization comprise the practice of bundling resources and influencing these resources to explore their competences and capabilities as well as, strategically position them through harmonizing all the fundamental resources to create value for the organization through effective implementation (Barrick et al., 2015). Recently, researchers have established that actions of organizations managers directly influences organizational performance and that ability of managers to effectively manage their resources and the extent to which such resources influence overall organizational outcome varies significantly depending on the level of their skill (Ndofor, Sirmon, & He, 2011).

Specifically, resource management model, postulates that organizations resources are acquired from the strategic factor market, internally developed through accumulation process, strategically bundle the resources through improving existing capabilities (stabilization), and extending the organizations current capabilities (Enriching), and creating new capabilities (pioneering). Most importantly, the model emphasize that in order to create value for the organization (organizational performance) there is need to leverage organizations capabilities through effective implementation and application of such capability (Sirmon et al., 2007).

However, based on principles of resource management model it can be projected that when internal resources are acquired (structuring) and developed (bundling), the extent through which the resource commitment (organizational commitment) will lead to high or low organizational value (organizational performance) is contingent upon effective strategic implementation (leverage).

Furthermore, the responsibility of strategic implementation within the organization, monitoring, tracking, and extent of effective implementation of specific strategic objectives lies in the hands of managers (Child, 1972). In line with the Resource Based View (RBV) perspective of the firm, organizations can leverage competitive advantage and performance through internal resource utilization strategy (Barney, 1991).

Additionally, for competitive advantage and performance to be achieved management effort must not be limited to the strategy formulation phase, but also ensure that such formulated strategy is implemented properly (Schendel & Hofer, 1979). Specifically, this study proposes that strategic implementation can moderate the effect of organizational commitment on organizational performance due to the following reasons.

In the event where management is highly committed to strategic implementation of organizational goals employee may clearly view how their roles involvement, value and greater collective sense of purpose will contribute to overall organizational performance (Barrick et al., 2015). With high spirit of strategic implementation,

employees are liable to feel bound with success of the task and how their collective effort will impact overall organizational performance.

Secondly, if management team properly monitors and recognizes the organizational strategic goals, they will be acquainted with the means that will facilitate precise evaluation of employee activities and output and the level at which they contribute to the achievement of organizational goals. Particularly, when organizations management focuses on implementing practices strategically, it creates an atmosphere that is consistent with motivating employees through implementation of human resource practices to contribute to overall goals (Batt & Colvin, 2011).

2.4 Underpinning Theories

Corporate and human resource strategies are integrated as a holistic strategy which incorporates a number of strategies including human resource management issues. Such an approach is rooted in the belief that human resource management strategy is critical to business profitability and efficiency, as well as an organizational end in itself (Boxall, 1996). It has been added that there is a strong lobby propounding the view that human resources are the source of competitive advantage, rather than access to capital or the use of technology (Barney, 1991).

Boxall and Steeneveld (1999) assert that it is evident that the quality of human resource has a critical influence on the performance of organizations and managing people. In this regard, two theories, one framework and one model are used to highlight the efficacies of human resource management to the organizational

performance in the Nigerian banking industry. These include: Resource Based View Theory (RBV), Social Exchange Theory (SET) and Ability Motivation Opportunity Framework (AMO) and Resource Management Model (RMM).

2.4.1 Resource Based View Theory

RBV contended that organizations contain exceptional bundle of resources, especially human resource, and that acquiring these and in addition to the organizations capacity to make effective utilization of them, provide an avenue through which organizations can attain, sustain and maintain competitive advantage (Barney, 1991; Penrose, 1959). RBV perspective of the firm focuses on resources that are internal to the organization where the contribution and commitment of organization's human resource is to provide sustained competitive advantage through internal resource to achieve organizations key objectives (Barney, 1986).

Wright and McMahan (1992), quoting from RBV of the firm, revealed that human resource can be a source of unique competitive advantage when four fundamental prerequisites are met. These requirements are value, rarity, inimitability and non-substitutability (Barney's, 1991). Wright and McMahan (1992), point to the significance of human resource in the formation of competitive advantage that is specific for a particular organization.

The issue, then, is whether, or how can this source of profitability be adequately and properly utilized by the organization. Bailey (1993) opined that human resource are not effectively utilized in light of the fact that employees perform beneath their most

extreme potential and that organizational endeavors to aspire discretionary effort from employees. The contention is that employees provide returns in abundance and above any related expenses incurred in their development.

Human resource practices can influence performance of an organization through their impact over their employees' and through organization structures that equip employee with the capacity to control how their tasks are performed (Gavino, Wayne, & Erdogan, 2012). The practices impact employee aptitudes through obtaining and improving organization's human capital (Cabello-Medina, López-Cabrales, & Valle-Cabrera, 2011). Recruitment methods that attract a vast pool of qualified candidates, matched with a substantial selection, will have a considerable impact over the quality and sort of abilities new employees have (Newman & Lyon, 2009).

Furthermore, giving formal training and coaching encounters can further impact employees' improvement (Misko, 2008). The capability of even very talented employee will be restricted in the event that they are not encouraged to perform. Human resource practices can influence employee creativity by reassuring them to work both harder and more intelligent (Jiang, Lepak, Hu, & Baer, 2012).

Bailey (1993) further added that commitment of even motivated and most talented employees will be restricted if tasks are modified to the extent that employees, who probably know their work better may not have the chance perform. In this way, human resource practices can influence performance through putting in place

organizational system that motivate employees and permit them to demonstrate how their tasks are better performed (Jiang, Lepak, Han, et al., 2012).

2.4.2 Social Exchange Theory

In contemporary social and management research, Social Exchange Theory (SET) has attracted a wide research attention and has been the focus of workplace relationships (Shore, Tetrick, & Barksdale, 1999; Shore et al., 2004). This model of SET stipulates that certain working environment precursors lead to interpersonal networking, which is also called social exchange relationships (Cropanzano, Byrne, Bobocel, & Rupp, 2001). Social exchange relationships progresses when organization properly maintains and utilize its employees which consequently induce beneficial outcomes.

At the point when employees view their relationship with an organization as a social exchange, they are more disposed to be content with their job, focused on their organization, have a feeling of individual achievement in their work, and help other employees accomplish their task (Venkataramani, Green, & Schleicher, 2010). Likewise, Employee who is managed with high performance human resource practices is likely to demonstrate improved commitment to the organization in reciprocation to the exchange relationship (Kehoe & Wright, 2013).

Furthermore, social exchange as considered is constrained to activities that are dependent upon rewarding reactions from others. It is a two ways mutually rewarding and mutually contingent procedure involving social exchange (Blau,

1964). Social Exchange Theory has recently been recognized as one of the most relevant conceptual models for explaining workplace conduct. Although, different perspectives of social exchange have risen, scholars agree that social exchange encompass series of interactions that produce commitments (Emerson, 1976). Within SET these relations are generally seen as connected and dependent upon the activities of another person (Blau, 1964).

SET also highlights that these interdependent exchanges can possibly produce high quality relationships. SET explanatory value has been felt in such different fields of social influence, (Molm, Peterson, & Takahashi, 1999), such as organizational justice (Konovsky, 2000), board independence (Westphal & Zajac, 1997), psychological contracts (Rousseau, 1995) , and governance (Liden, Sparrowe, & Wayne, 1997), and lastly networks (Brass et al., 2004; Cook, Molm, & Yamagishi, 1993), among others. One of the fundamentals of SET is that relationships advance over a long period into a trusting, committing and loyal one.

Similarly, social exchange is a reciprocal type of exchange relationships and it is seen as one that does include express bargaining (Molm, 2003; Molm, Takahashi, & Peterson, 2000). It's a situation where, one party's conduct is dependent upon the other's party's actions. This, interdependence diminishes risk and supports teamwork (Molm, 1994). The procedure starts when one member makes a move, and if the other responds, new circles of exchange begin (Lawler, Thye, & Yoon, 2008). When the procedure of social exchange is in place and every result can create a cycle and

cycle is likely going to continue, making it hard to sort out into discrete steps (Lawler, 2001).

Generally, reciprocity in this phase can be connected to the interrelationships between employees and organization where the organization provide training, communication, empowerment, appraisal and rewards etc. from their organization where they are expected to respond with positive attitude and commitment, which will impact their efficiency and decrease turnover intention in the organization prompting enhanced performance.

Blau (1964) postulated that exchange relationships are connected with each other, despite the fact that the direction is to some degree uncertain. For instance, he contended that the character of the relationship between exchange accomplices may influence the procedure of social exchange, implying that the relationship impacts the kind of exchange. Yet, he likewise demonstrated that effective exchanges can bring about a situation where one person will be committed to another, proposing that an exchange might now and then influence the relationship.

There is another imperative element of Blau's (1964) perceptions that the relationship and exchanges are distinguishable, even though they are linked. Blau (1964) essentially referred to economic and social exchanges as mixtures of exchanges that does not have exact time and comprise of transaction of social and economic advantages, and thereby stress more on the needs and requirements of the other party.

In spite of the fact that theorists differ on particulars, they do meet on the focal point, thus SET contains activities that are dependent upon appreciating responses of others, which eventually lead to rewarding and mutually benefitting exchange relationships. Furthermore, Lavelle et al., (2009) projected that high social exchange can lessen turnover, lateness, and spur employees into the engagement of positive practices. Accordingly, SET can be a helpful instrument for understanding the employment relationship, because it portrays the elements of interpersonal relations and social interrelationships (Gillis, 2008) through which organization's objectives are achieved (Huselid, 1995; Lam et al., 2009).

Therefore, this study is based on the theories of social exchange among other theories, which postulates that there is reciprocal responsibility between parties in a relationship (Gillis, 2008). Previous scholars inferred that the effect of positive exchange relationships stimulates positive employee attitude and overall organizational results (Huselid, 1995; Koys, 2001). In a related study, Moideenkutty, (2009) revealed that the motive behind any work relationship is to add value to the organization by influencing employee productivity and organizational performance. He added that effective utilization of internal resources, enhancing coordination, enhancing organizations capacity to entice and retain better employees, improving flexibility to environmental changes, and augmenting customer and social capital is central to the exchange relationship.

2.4.3 Ability, Motivation and Opportunity Framework

The Ability, Motivation and Opportunity (AMO) framework is rooted from fundamental ideas of psychology. Motivation which is the stimulus toward a conduct; Ability and skills which are essential to the execution of a given performance behavior; and Opportunity which is logical and situational limitations pertinent to the execution of the performance behavior collectively formed the AMO framework.

AMO is an alternative framework utilizing ability, motivation and opportunity which has been utilized as a premise for theory development in the field of human resource management (Binney, Hall, & Oppenheim, 2006). The framework has been widely utilized by human resource discipline in which it has been generally utilized (Boselie, Dietz, & Boon, 2005). Employee Knowledge, Abilities, Skills and Opportunity are estimated to be the factors leading to viable and effective effort which translate into overall organizational performance.

Previous studies in the field of human resource management propose that three framework components shape employee abilities and along these lines contribute to the achievement of greater organizational performance (Harney & Jordan, 2008). These are components to guarantee the employer has the suitable abilities and skill; instruments to empower and spur the employee to participate in desired behavior in the organization. It also help employee apply discretionary behavior and respond to the process appropriately. The framework enables employees to contribute their individual and aggregate contribution toward positive organizational results.

Furthermore, academic scholars have started to combine ability, skills, opportunity and knowledge in the system of AMO, on the basis that it leads to improved performance (Boselie, 2010); human resource management and performance: from practices towards Sustainable Competitive Advantage (Barney, 1991). They can carry out their employment task based on the fact that they have the essential knowledge, skills and abilities and they find themselves able to do as such work since they have abilities they require. In addition, when they are sufficiently remunerated they will be motivated and inspired to do as much contribution to the organization.

2.4.4 Resource Management Model

The RMM was put forward by Sirmon et al., (2007) as an extension of the RBV theory oversight of manager's role. The model is considered an integrated procedure in which organizations structure their resource portfolio bundling to create competences and leveraging the competences with the goal of creating value for their owners and customers. Basically, resource management model was developed to address the shortcomings of RBV theory of competitive advantage. This is because RBV theory has emphasize the role of internal resources in gaining value for organizations, but to realize value creation, organizations must accumulate, combine, and exploit resources (Grant, 1991; Sirmon & Hitt, 2003).

RBV theory provides minimal explanation about how managers/firms transform resources to create value for organizations (Priem & Butler, 2001). Specifically, the processes by which firms obtain, combine, develop, and leverage resources to create

and maintain competitive advantages are not well understood (Sirmon et al., 2007). Therefore, the RBV requires further elaboration to explain the link between the management of resources and the creation of value and this led to the development of RMM.

The center of the resource management model is the structuring, bundling and leveraging the organizational resources to create value (Sirmon et al., 2007). Structuring the resource portfolio implies a situation of the management of the firm's resource portfolio. This can be accomplished through three different methods; Acquiring which is the process of purchasing resources from strategic factor markets; Accumulating which is the process of developing resources internally and Divesting the process of shedding firm-controlled resources. Secondly, the model emphasize on Bundling which refers to the combining of firm resources to construct or alter capabilities. This can be facilitated through Stabilizing the process of making minor incremental improvements to existing capabilities, Enriching the process by extending current capabilities; although the degree of enrichment can vary, it extends beyond keeping skills up to date and Pioneering which is the process of creating new capabilities with which to address the firm's competitive context.

Finally, resource management model emphasize on Leveraging which refers to the implementation of a firm's capabilities to create value for customers and wealth for owners. Leveraging can be achieved through Mobilizing which is the process of identifying the capabilities needed to support capability configurations necessary to exploit opportunities in the market. And Coordinating which is the process of

integrating identified capabilities into effective yet efficient capability configurations, and Deploying which is the process of physically using capability configurations to support a chosen leveraging strategy, which includes the resource advantage strategy, market opportunity strategy, or entrepreneurial strategy.

Particularly, this model supports the framework by laying more emphasis on the principle of leveraging. This is based on the premise that even if organizations structure and bundle their resources to gain superior value, realization on such value depends on “leveraging”. Specifically, leveraging in this model refer to firms ability to effectively implement/use a given value creating strategy. This is because effective leveraging is vital, in that even when a firm possesses or controls resources and has effectively bundled them to develop capabilities with the aim of creating value for the organization, the firm is unlikely to realize value creation unless it effectively implement/uses those capabilities in the marketplace (Lichtenstein & Brush, 2001).

Therefore, organizations with adequate human resources i.e. structuring, sufficient practices capable of eliciting employee commitment i.e. bundling, may not be able to add sufficient value through positive influence on organizational performance without effective implementation of a given strategy i.e. Leveraging. Hence, inclusion of strategic implementation in the study framework is based on leveraging principle of resource management model. This facilitates testing the proposition made under the leverage and enables the study to test moderating effect of strategic

implementation on the relationship between organizational commitment and organizational performance.

Furthermore, top management role in implementing and monitoring organizations strategy as a means to enhance collective organizational engagement has been confirmed (Barrick et al., 2015). Therefore in order to enhance organizational success Bourgeois and Brodwin (1984) suggests linking strategic implementation with commitment and also emphasized the need to treat strategic implementation as central boundary condition to organizational level outcome. Specifically, this study contributes to extension of RBV by integrating manager's role (strategic implementation) yet another necessary condition for organizational performance.

Conclusively, RBV, SET provides support for the framework. For instance RBV provides the main theoretical foundation and argues that organization can gain sustainable competitive advantage through utilization of its internal resources that are valuable, rare, inimitable and non-substitutable (Barney, 1991; Wright, 1992). Hence the framework was developed based on the premise that Nigerian banks can achieve sustainable competitive advantage through internal resource utilization particularly human because only human resource fits into the resource based criteria (Wright, 1992).

SET (Blau, 1964a), emphasize on social exchange based on reciprocal exchange relationship. Hence it provides support for the model based the social exchange relationship i.e. in situations where employee perceive the essence of utilizing

human resource practices are designed to support him, he reciprocate with commitment and this commitment eventually transcend individual level to influence organizational level outcome.

In addition, ability motivation and opportunity support the model by prescribing appropriate utilization of human resource practices that will motivate human resources, influence their ability and provide them with opportunity to contribute toward enhancing favorable outcome for the organization (Harney & Jordan, 2008). This serves as a basis for inclusion of high performance work practices, which are expected to influence employee commitment and eventually lead to favorable organizational outcome. This leads to the reason for including the RMM. Specifically, RMM support the inclusion of strategic implementation in the study framework. This is based on the contribution it provides for RBV theory by including resource structuring, resource bundling and leverage. This study lays more emphasis on leveraging principle to support the inclusion of strategic implementation in the study framework.

Consequently, the higher or lower perception of the practices as being supportive, the greater or lesser the reciprocal reaction will be. Hence, based on this it is concluded that strategic implementation can serve as a moderating variable between high performance work practices and organizational commitment which is depicted in the framework below.

2.5 Development of Hypothesis

The rationale for this research is to investigate the effect of high performance work practices, organizational commitment, strategic implementation and organizational performance. Basically, the study has examined the effect of high performance work practices, the mediating role of organizational commitment, moderating role of strategic implementation while organizational performance represents the dependent variable. Therefore the following diagram depicts the proposed effect among the variables and has also been used to guide the development of the hypotheses.

Specifically, this study was conducted based on the premise that organization can achieve sustainable performance through leveraging on the competencies of their human resource (Van Esch, Wei, & Chiang, 2016). This is in congruence with previous suggestions that organizations can capitalize on the competences of their human capital through implementing high performance work practices such as effective recruitment and selection procedure to attract pool of qualified candidates with requisite skills and knowledge and by developing existing employees (Youndt & Snell, 2004). The bundle of high performance work practices studied in this research are job security, empowerment, extensive training and skill development, compensation and reward, recruitment and selection and performance appraisal (Neal, West & Patterson, 2005; Wright & Nishii, 2006). Hence, each of the practices is explained as follows;

Job security is one of the important element of high performance work practices which has reportedly impacts organizational outcomes through safeguarding the

work tenure of human resource, enhancing their well-being and ensuring that their appointment is not unjustly terminated (Gong et al., 2009). There is evidence that employees are choosing to stay with their current employers, rather than move on, because they are concerned about losing their job security (Zhang et al., 2012).

Furthermore, another study by Gong et al. (2009) Asian context specifically in Chinese firms using job security to predict firm performance with samples of 463 quantitative approach, result indicate that job security is related to OP. Numerous empirical studies were conducted between the job security practice and OP and the result revealed positive significant relationship (Delery & Doty, 1996; Karami et al., 2015). In addition, previous studies have revealed that utilization of high performance work practices firmly relates with bank performance (Karami, Sahebalzamani, & Sarabi, 2015). Based on the above findings the study hypothesizes as follows;

H1a: Job security has significant effect on organizational performance

Empowerment is important practice in organization because in the event where human resources are empowered and provided with sufficient autonomy and flexibility, they are likely to going to be motivated and take charge of their responsibilities thereby finding new techniques to develop new skills and effectively respond to other challenges (Van Esch, et al., 2016). Furthermore, when there is a high degree of interaction among human resources in an organization, such interaction enhances creativity, interpersonal competencies and develops intellectual

capability of the team competencies (Jiang, et al., 2012). The effective interactions of the above mentioned human resource factors will eventually influence overall performance of the organization through their combined effects on human resources competencies (Datta et al., 2005). In view of the above the study hypothesizes;

H1b: Empowerment has significant effect on organizational performance.

Training and Development is needed to constantly improve the competencies of human resource through providing up to date skill development to achieve and sustain high performance (Singh, 2003). Specifically, if human resources are provided with extensive training and development through various sources, they become competent and more capable of discharging their responsibilities with greater level of proficiency and by integrating the knowledge and applying it to their work (De Saá-Pérez & García-Falcón, 2002; Leede, de Looise, & Alders, 2002). More precisely, human resource training and development enable organizations to positively shape and direct the behaviours and attitudes of their team and align them with organizational goals (Van Esch, et al., 2016).

Moreover, extensive training and skill development help improve human resource competencies by enhancing spread of information and knowledge across the organization (Argote, McEvily, & Reagans, 2003) and eventually satisfy the organizational demands supportive of overall organizational strategies (Laursen & Foss, 2003; Scarbrough, 2003). Thus, extensive training and development is central to enhancing human resources competencies on their job as well as essential in

increasing the specificity of human capital development (Lepak & Snell, 2002) and organizational performance (Van Esch, et al., 2016). Hence, the study hypothesizes that;

H1c: Extensive training and development has significant effect on organizational performance.

Compensation and reward practice in organization is important to motivate and maintain suitably qualified human resource, develop their competencies and retain them in organization (Singh, 2003). Specifically, effect of compensation and reward system can be viewed from four basic perspectives. Firstly, the practice of compensation and reward is used to attract and retain competent talent in an organization (Starkey, Tempest, & Mckinlay, 2004). Secondly, the practice can also be used to motivate additional effort necessary for the development and updating human resource competencies (Van Esch, Wei, & Chiang, 2016). This is because if organization is committed to providing intrinsic and extrinsic reward, it will lead to the acquisition and development of relevant knowledge as well as specific skills needed to leverage on human resource competencies and improve organizational performance (Bowen & Ostroff, 2004; Evans & Davis, 2005).

Additionally, effective compensation and reward practice (e.g. team rewards) facilitates cooperation and interaction among the team (Chiang & Birtch, 2012), and facilitate sharing of knowledge (Van Esch, et al., 2016). Thirdly, aligning compensation and reward system to performance goals that are clear makes

employees exert cognitive and behavioural effort and attitudes that are sustained and focused towards realizing overall organizational objectives (Latham & Pinder, 2005; Rynes, Gehart, & Parks, 2005). Finally, when organizations set performance standards against predetermined set of performance objectives human resource are rewarded based on their evaluation of how well they are meeting the standards which is an indicator of overall performance of the organization (Chiang & Birtch, 2011). Hence, appropriate behaviour is motivated, which eventually lead to improvement in overall organizational performance (Van Esch, et al., 2016). Based on the above this study hypothesizes that;

H1d: Compensation has significant effect on organizational performance.

Recruitment and selection practice enable organizations to attract and select employees with the required competencies and skills which are essential as well as instrumental to effective execution of organizational strategy (Yang & Lin, 2009). Hence, organizations can ascertain the appropriate competency standards of their prospective employees at the course of the selection process. This is because attracting pool of employees with appropriate competencies is instrumental and essential for the extensiveness and depth of the knowledge as well as the competencies necessary for successful accomplishment of organizational goals (Yli-Renko, Autio, & Sapienza, 2001).

In addition recruiting and selection the best talent and developing internal employees provide prospects necessary for the organization to transform and leverage

knowledge pool available to the organization as well as and facilitate the generation of new organizational stock of knowledge (Nonaka & Takeuchi, 1995). This can make employees more competent in discharging their responsibilities which ultimately leads to organizational performance (Van Esch, Wei, & Chiang, 2016). In view of the above this study hypothesizes as follows;

H1e: Recruitment and selection has significant effect on organizational performance.

Performance appraisal practice effectiveness enhances the development and competences of employees (Van Esch, Wei, & Chiang, 2016). This practice is designed in order to help organizations develop a system that is capable of identifying the strengths and weaknesses of employees' as well as evaluate and direct the activities aimed at developing the skills and competencies required for appropriate performance (Cardy & Dobbins, 1994; Chiang & Birtch, 2010). Additionally, performance appraisal is used to convey information to organization such as feedback on its employee behaviour against expectation and provides direction on the strategy necessary to improve competencies of employees and align them with organizations requirement (Shipton, West, Dawson, Birdi, & Patterson, 2006; Yang & Lin, 2009).

There is also a contention that performance appraisal practices facilitate creativity, innovation and development of competencies in employees (Egan, 2005). This is based on the premise that appraisal is used to determine what, when, where and how to advance performance and this motivates employees to pursue new approaches that

facilitate their creativity on the job activities (Jiang, Wang, & Zhao, 2012) which eventually result in competence and overall performance (van Esch, Wei, & Chiang, 2016). Hence this study hypothesized that;

H1f: Performance appraisal has significant effect on organizational performance.

Organizational commitment has been found to firmly relate with work performance (Rose, Kumar, & Pak, 2011; Fu & Deshpande, 2014); organizational citizenship behavior (Huang, You, & Tsai, 2012); empowerment (Oh & Chung, 2011); job performance (Imran, Arif, Cheema, & Azeem, 2014); and organizational performance (Ali, Rehman, & Ali, 2010a). It also leads to organizational commitment which leads to extra efforts that may eventually influences competitive performance (Kim & Brymer, 2011).

In essence, considering plethora of studies linking organizational commitment and organizational performance (Hauff, Alewell, & Hansen, 2014; Salkavan & Katrinli, 2014; Imran, Arif, Cheema, & Azeem, 2014; Kim & Brymer, 2011; Pinho, Rodrigues, & Dibb, 2014). With some studies reporting significant link (Zehir et al., 2012) while others insignificant (Gibbs & Ashill, 2013) indicates a mixed and inconsistent findings. Also, it was further suggested that the link between organizational commitment and organizational performance be examined in sectors engaged in profitable economic activities using a large sample (Pinho et al., 2014). Hence this study hypothesizes as follows;

H2: Organizational commitment has significant effect on organizational performance.

Strategic implementation an important phenomena in management, but organizations often emphasize the importance of strategy formulation, while the ability of the best policy to lead to desired level of performance depends on its effective implementation (Noble, 1999). Specifically, effective implementation of a given organizational strategy has long been identified by scholars as key enabler of overall organizational performance (White, Conant, & Echambadi, 2003; Olson, Slater, & Hult, 2005).

The main essence of implementation phase of a given strategy is to harmonize and put into action every decision and plans the organization has put in place, as well as to position appropriate measurement indicators in order to eliminate deficiencies in the process of implementation (Mišanková & Kočišová, 2014). Particularly, most of previous studies in the field of strategy have emphasized the importance of strategy formulation and implementation, but despite the significance of strategic implementation in influencing organizational performance, the phenomena received very little research attention (Powers & Hahn, 2015; Mišanková & Kočišová, 2014). Hence this study hypothesizes as follows:

H3: Strategic implementation has significant effect on organizational performance.

In addition, Appelbaum, Bailey, Berg, & Kalleberg (2000) in their study of United States organizations reported that organizations using high performance work

practices were found to outperform their competitors in terms of getting their human resource committed to work and producing high quality outputs and productivity. More empirical investigations have revealed that utilization of high performance work practices leads to commitment among employees (Gould-Williams & Mohamed, 2010). Moreover, past studies has revealed that high performance work practices are positively associated with participation of employees (Boon et al., 2007; Wilkinson, Redman, Snape, & Marchington, 1998).

In essence, Wright and Kehoe, (2008) explicitly stated that high performance work practices might impact commitment through various ways. While many studies have focused on the organization as the target of commitment, one could consider the types of commitment that might be impacted by high performance work practices and that might subsequently impact organizational performance. More specifically, commitment to goals, to the job, to the supervisor, or to the workgroup might play as significant a role as commitment to the organization. This suggests a broader view of the potential commitments that could be impacted by high performance work practices and that might be related to organizational performance.

Specifically it was recommended that organizational commitment could be the potential mediator if the high performance work practices are designed to motivate employee behavior (Wright & Kehoe, 2008). In view of the above, this study hypothesizes that; organizational commitment mediates the effect of high performance work practices on organizational performance. Hence, below are specific hypotheses are formulated;

H4a: Organizational commitment mediates the relationship between job security and organizational performance

H4b: Organizational commitment mediates the relationship between empowerment on organizational performance

H4c: Organizational commitment mediates the relationship between extensive training and development

H4d: Organizational commitment mediates the relationship between compensation and organizational performance

H4e: Organizational commitment mediates the relationship between recruitment and selection on organizational performance

H4f: Organizational commitment mediates the relationship between performance appraisal on organizational performance

On the other hand, if organizational commitment is increased in situations where organizational goals and processes are clearly demarcated (Kahn, 1990). The top managements' commitment to implementation of organizational strategy will stimulate employees to reciprocate with a sense of shared goal commitment (Piccolo & Colquitt, 2006). Thus, management that is committed to implementing strategy by closely monitoring organizational strategy, providing adequate information and support to enable employees understand the strategy, such action metamorphoses into employee trust and confidence in their leaders (Barrick et al., 2015). Bourgeois and Brodwin (1984) recommended connecting strategic implementation with commitment and highlighted the need to treat strategic implementation as a central

boundary condition to organizational level phenomena. Based on the above this study hypothesizes that:

H5: Strategic implementation moderates the effect of organizational commitment on organizational performance

2.6 Research Framework

Strategic management researchers usually draw from the well-grounded theories in order to implement and apply strategies that are capable of creating sustainable competitive advantage for their organizations (Barney, 1986). To gain competitive advantage organizations must consider the importance of resources and products which are two sides of the coin and require harmony among one another (Wernerfelt, 2007). Researches in this realm mostly draw from the RBV theory of the firm (Barney, 1991; Penrose, 1959).

More specifically, RBV argued that organization can gain sustainable competitive advantage by utilizing its internal resources. Specifically, it was reported that only human resource directly fit into this criteria (Appelbaum, Bailey, Berg, & Kalleberg, 2000; Wright, 1992). Hence, it was further added that gaining sustainable competitive advantage through human resource can be accomplished through utilizing practices that induce employee commitment and motivation toward favorable organizational outcome (Combs et al., 2006).

RBV perspective contends that competitive advantage happens when an organization implement a competitive strategy that is not been duplicated by competing organizations (Helfat & Peteraf, 2003; Newbert, 2008). Hence sustained competitive advantage is said to exist where other organizations are unable to copy the advantages (Barney, 1986a; Barney, 1991, 1995). Hence, Barney (1991), posits that four criteria indicate whether the resource is getting a sustained advantage must: (a) add positive value to the firm (b) be unique or rare among competitors (c) be inimitable, and (d) not be substituted with another resource by competing firms.

In addition, SET propose that exchange interrelationships is dominant practice in social behavior (Homans, 1958). This relationships was demonstrated as the basis for employee and organization mutual exchange interrelationships (Blau, 1964). The social exchange relationship is based on reciprocal exchange between the employees and organization (Blau, 1964a). This is implies that if employee view his organization as providing policies that are supportive of his development, he will respond by exerting positive attitude towards accomplishing the assigned responsibility (Venkataramani et al., 2010).

Hence, implementation of high performance work practices perceived by employee as supportive of his development makes employee more committed to the organization leading to positive outcome (Kehoe & Wright, 2013). According to Blau (1964), such reciprocal exchange begins from individual and eventually transcends individual level. Thus, if organization remain committed to

implementation of its strategic goals, the outcome of employee improved effort and commitment can influence overall organizational performance.

On the other hand, Obeidat et al., (2016) reported that utilizing high performance work practices based on AMO should influence three mechanisms and be capable of enhancing three dimensions such as ability, motivation and opportunity. Specifically, AMO emphasized that organization should focus on utilizing practices that facilitate employee's ability and those that can motivate them and provide opportunity for them to demonstrate positive attitude. Based on AMO opportunity should be provided by the organization to ensure that effective transition of employee discretionary behavior is linked with overall organizational performance.

Finally, RBV has been used by many empirical studies in strategic management and strategic human resource management to investigate the antecedents of organizational performance. However, the theory has been under critics for overlooking the important role of managers in leveraging the strategic resources (Sirmon et al., 2007). Hence, it was suggested that for organization to fully utilize the potentials of its strategic resources managers must commit to work in concert and harmony (Chadwick et al., 2015). There is little theory development on how managers explore resources to create more value for the organization (Priem & Butler, 2001). This led to the development of resource management model explaining managers role in structuring, bundling and leveraging strategic resources (Sirmon et al., 2007).

In essence, the model in this study is grounded in the assumptions of RBV because of many reasons. First and foremost, RBV laid emphasis on utilizing internal resource strategy which is valuable, rare, inimitable and non-substitutable. Wright and McMahan, (1992) posits that only human satisfy this criteria. Therefore utilization of high performance work practices to improve organizational performance is in line with RBV perspective (Combs et al., 2006). In addition, managers' strategic implementation was included in the model to extend the RBV of the firm.

More specifically, the framework is based on the premise that effective implementation of high performance work practices to lead to positive social exchange leading to organizational commitment. This is the same with strategic implementation which emphasize the role of managers as moderator. In essence, high performance work practice is supported by provision of practices that enhance employee ability, commitment represent the outcome of motivation while effective strategy implementation provide opportunity for collective commitment of managers in implementing strategic objectives. Based on the above, the research framework was developed which diagrammatically depicts the interrelationship and connectivity among the theories as shown below.

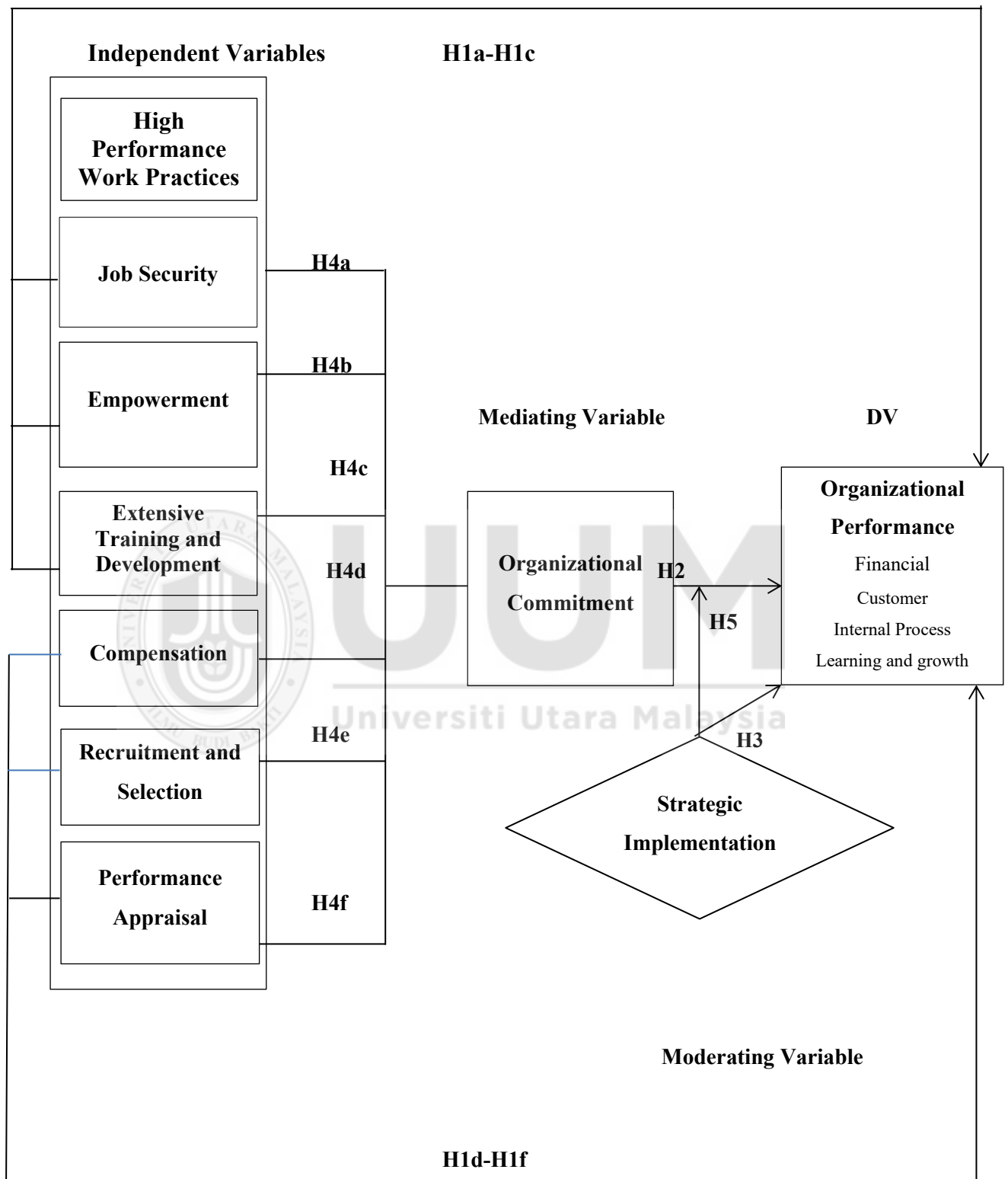
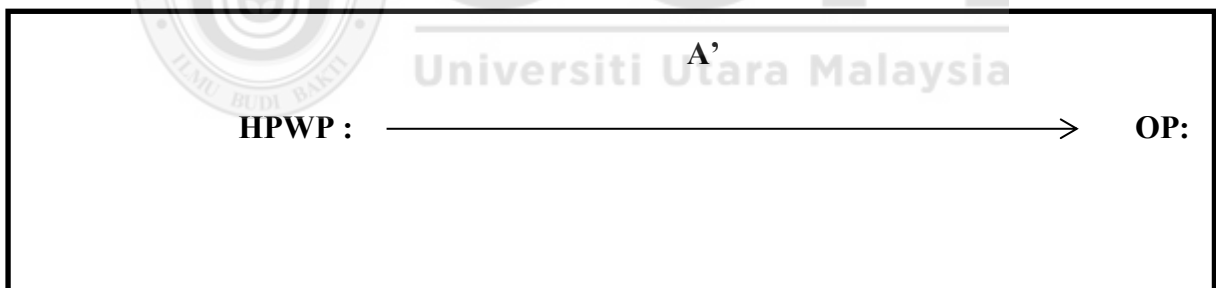


Figure 2.1
The Research Framework.

The above demonstrates the hypothesized direct and indirect effect among the constructs. Particularly, H1a-H1f and H2 – H3 states the direct effect; H4 presents the mediation effect while the moderated effect was demonstrated in H5. The direct model depicts the direct interrelationships between independent and dependent variable as shown in fig. 3.3. The independent variables are represented by HPWP based on the premise that it has direct effect on the dependent variable OP. In addition, the indirect effect is depicted in fig. 2.1 where independent variable is represented by HPWP, dependent variable is represented by OP. Point OC and SI, represent the mediation and moderation points.

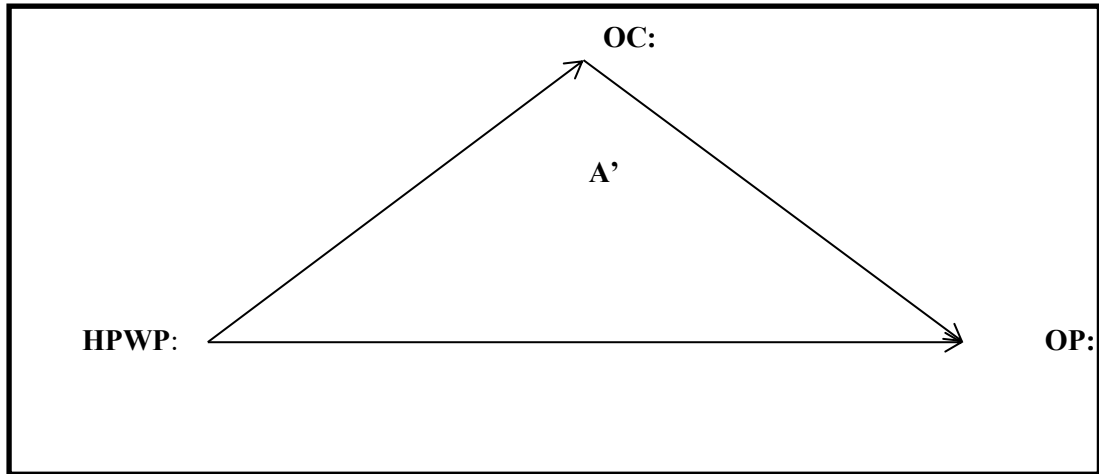
Figure. 2.2 Direct Effect Model of High performance work practices, Organizational commitment, Strategic Implementation and Organizational Performance.



Source: Researcher

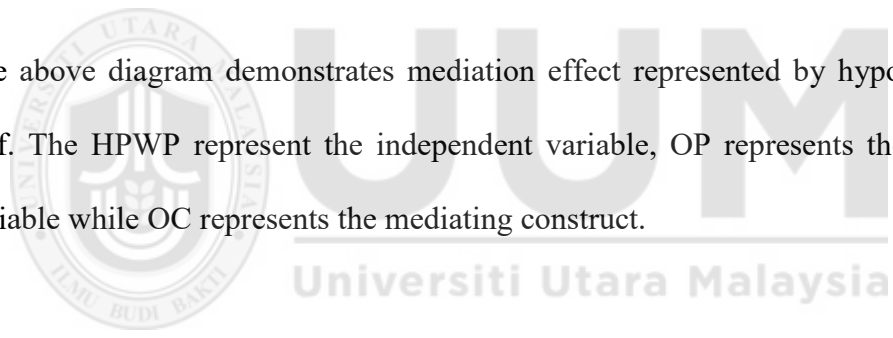
In addition, the effects of HPWP exogenous construct on OP endogenous construct may be influenced through another a mediating variable represented by organizational commitment OC. Also, the variable HPWP may independently affect variable OP as demonstrated in fig. 3.3 and 3.4.

Figure. 2.3 Indirect Model of the Effect of High Performance Work Practices and Organizational Performance Mediated by Organizational Commitment.

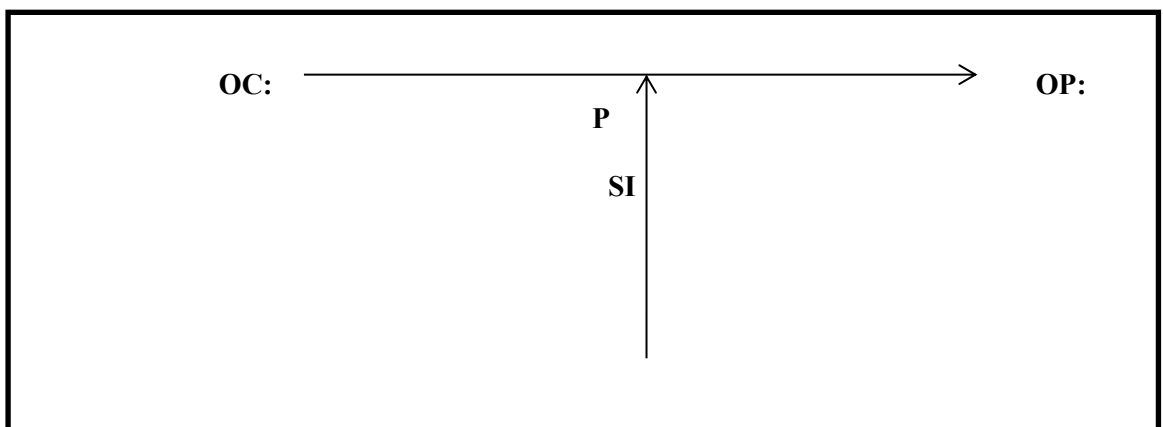


Source: Researcher

The above diagram demonstrates mediation effect represented by hypothesis H4a-H4f. The HPWP represent the independent variable, OP represents the dependent variable while OC represents the mediating construct.



Figure, 2.4: Model of Effect of Organizational Commitment on Organizational Performance Moderated by Strategic Implementation.



Source: Researcher

In essence, the above diagrams depicts moderating effect of strategic implementation represented by SI, demonstrating the hypothesized effect of moderating construct on organizational performance. Therefore, based on the literature reviewed in the previous chapter the following subsection elaborates the design for the study.

2.7 Summary of the Chapter

The essence of the preceding literature review and subsequent theoretical postulations is to elaborate the interrelationships among the constructs under study and link theories with current reality expounded from the review of previous studies. The issues discussed in the review are the investigation of the effect of high performance work practices, organizational commitment, strategic implementation and organizational performance. This is because the collective investigation of the constructs in a single model received little attention in the literature. Therefore, this study provides a new contribution to the scholarly literature and practice. Thus, the following chapter discusses the approach that the study employed for collection and analysis of data pertinent to the investigation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The preceding chapter reviewed the literature on previous studies, classified according to the constructs: high performance work practices, organizational commitment, strategic implementation and organizational performance. This chapter discusses how the researcher collects relevant data, the design adopted for the investigation, and the procedure followed to achieve the objectives of the study.

In detail, the chapter describes the methodology employed to accomplish the aim and objectives of the investigation, organized as follows. First is the research design, the population of the study, determination of the sample size, data collection procedures and choice of instrument for data collection. Finally, methods of data collection and the technique used for data analysis are discussed.

In essence, the chapter dwells on the description of the measurement of the latent constructs, the researcher's plan for data collection, and measurement and operationalization. Finally the constructs, the measurement instrument and the pilot study are highlighted.

3.2 Research Design

Research design has been described by Sekaran and Bougie (2013) as a blueprint demonstrating how the researcher plans to collect and analyze the data, and interpret

the results to provide a solution to the research problem. It refers to the design, steps or plan for identifying the procedure, means and technique for collecting and analyzing the required data to become a useful information (Frankfort-Nachmias & Nachmias, 2007). Research design refers to the logical model of evidence that allows the researcher to draw conclusions concerning the relationship among the variables under investigation. Hence, research design comprises the modalities and action plan for the research undertaken.

Yin (1989) viewed research design as a blueprint for accomplishing scientific investigation, showing how it can be undertaken from start to finish. This involves the initial set of questions to be answered at a start, and the conclusions to be drawn about the questions at the end. Specifically, research design comprises finding answers to the following questions: Who shall we observe? What variables are involved in the observation? When will the observation be made? And how will the data be collected, analyzed, interpreted and reported? (Agbonifoh & Yomere, 1999).

Research design is also seen as the preparation of conditions for the collection, interpretation and analysis of the required data in a way that aims to combine relevance to the research purpose with some economy in procedure (Selltitz, Wrightsman, & Cook, 1976). The nature of design that is applicable to an investigation depends upon the purpose of the inquiry (Agbonifoh & Yomere, 1999).

In this regard, Sekaran and Bougie (2009) reported that a study conducted to predict organizational outcome or explain definite variance in the endogenous latent

construct is referred to as hypothesis testing. Therefore a hypothesis-testing research design is employed to accomplish the research objective, because of its suitability to the nature of the investigation. More specifically, the study is a causal enquiry because it examines the effect of one or more factors on another (Sekaran & Bougie, 2013).

A study is said to be quantitative when it employs a method that quantifies and interprets the collected data by means of statistical analysis techniques (Bhatti, Hee, & Sundram, 2012). Hence, this study employs the quantitative approach to investigate the effect of high performance work practices (HPWP) as the independent construct, organizational commitment (OC) as mediating construct, strategic implementation (STRIMP) as the moderating construct and organizational performance (OP) as the dependent construct.

It is important next to select the appropriate method of data collection given the nature of the approaches chosen. Specifically, Osuala (2005) reported that data on behavioural/attitudinal variables that describe individuals are often obtained through a structured questionnaire. He therefore concluded that a sample survey was the best method available to the social scientist interested in collecting original data to test hypotheses for generalization purposes. Hence, this study adopted a sample survey or questionnaire for gathering primary data from respondents on their perception of the effect of the exogenous latent constructs on the endogenous latent construct. This is because the questionnaire is considered appropriate and efficient in a survey enquiry (Sekaran, 2003).

It has been concluded that surveys do more than uncover data; they interpret, synthesize, and integrate the data, as well as pointing to the implications of the problem of interest to the researcher (Osuala, 2005). Thus, in this study the constructs are measured by the extent of the participants' responses to their perceived effect on organizational performance.

Consequently, the study utilizes a cross-sectional survey, conducted with minimal researcher interference (follow-up and/or retrieval of the questionnaires) with the units of analysis. Also, neither the variables under investigation nor the work environment setting were controlled by the researcher. In essence the investigation was conducted in a non-contrived environmental setting. Finally, the study measured the constructs, HPWP, OC, STRIMP and OP, using perceived responses of the participants.

3.2.1 Unit of Analysis

The unit of analysis refers to the level at which data is analyzed and aggregated to answer the research questions (Sekaran, 2003), although the research question itself is the major determinant of the unit of analysis. Bank branches in Nigeria represent this study's unit of analysis, consistent with the research questions and the problem statement spelt out in the first chapter. This implies that organization is the unit of analysis for the study and the data is collected at the branch level.

The branch manager in charge of each sampled branch, participated in the study because he oversee the activities of the entire branch's business and operations as

well as commercial activities. In addition, part of the framework was developed to contribute to theory on middle level manager's strategic implementation role as highlighted in the RMM. Moreover, branch managers are considered based on Nzewi and Ojiagu (2015) recommendation for institutional and comprehensive implementation of strategic planning by managers for effective performance of Nigerian banks.

More specifically, branch managers are vested with the responsibility of management and overseeing the activities of each business office operated by a particular bank. Utilizing branch managers as data source is because they are directly in contact with the jobs and tasks (Gurbuz & Mert, 2011); Reports of each branch's performance are sent to the corporate headquarters and aggregated for the entire bank. As a source of data for the study, branch managers are therefore in the best position to provide information pertinent to the effectiveness of implementation or otherwise of a given strategy.

Chadwick et al., (2015), in their study of strategic orchestration, recommended that future research concentrate on middle level management measures. The decision to collect data from branch middle level managers was further supported by Guest (2011), who recommended that strategic human resource management researchers need to focus on collecting data from middle-level managers rather than human resource managers and branch managers fits into this criteria.

Therefore, branch managers were selected because they are in the best position to provide detailed and relevant responses on issues involving implementation of strategy and high performance work practices. The questions asked of them in the survey are presented in section 1 for demographic information, and in section 2 on each of the constructs, labelled alphabetically: A-I, corresponding to each of the constructs already outlined.

3.3 Population and Sample of the Study

A researcher has to decide who or what to study to clearly define the population of interest. The population may be a group of people, objects or elements about which the researcher wants to draw conclusions. It is the totality of the objects or elements of interest to which the conclusions and generalizations of the results of study apply (Agbonifoh & Yomere, 1999). Therefore, the population of the study is eight post-consolidation commercial banks in Nigeria. The population of the study is limited to eight of the nine banks currently undergoing stress in the Nigerian banking sub-sector. These are listed in Table 3.1, showing the total number of branches as 1,862.

Table 3.1
List of Banks in the Sample frame

S/No.	Bank Name	Number of Branches
1	Diamond Bank	152
2	First Bank	315
3	Fidelity Bank	135
4	Skye Bank	212
5	Sterling Bank	92
6	United Bank for Africa	583
7	Unity Bank	222
8	Wema Bank	151
	Total	1862

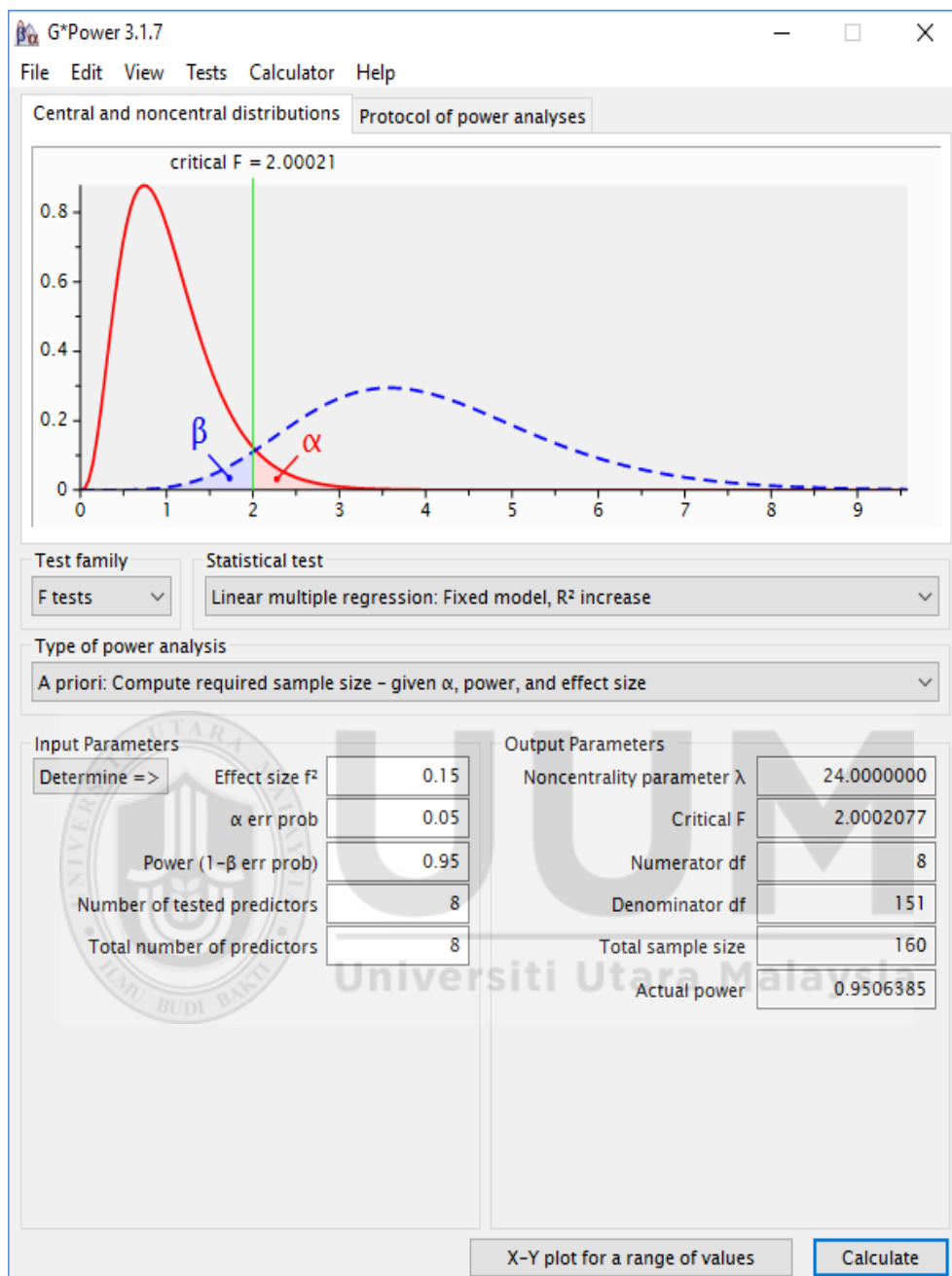
Source: CBN, 2016

Based on the above table the number of branches of interest to the research is one thousand eight hundred and sixty two (1,862) branches.

3.3.1 Determination of Sample Power

Determination of an adequate sample size is critical (Bartlett, Kotrlik, & Higgins, 2001), and use of an appropriate power-analysis technique using an instrument not connected with the research is recommended (Ticehurst & Veal, 1999). Power analysis is a technique for assessing the required sample size; it refers to the probability that an alternate hypothesis will be accepted when the null hypothesis is rejected (Faul, ErdFelder, Buchner, & Lang, 2007).

Power analysis is conducted independently of the actual population of the study, taking into cognizance the number of exogenous constructs pertinent to the investigation (Faul, ErdFelder, Buchner, & Lang, 2007). Hence the formula G^* Power 3.1.9.2 was used to arrive at the minimum sample size required for the eight predictor constructs: job security, empowerment, extent of training and development, compensation, recruitment and selection, and performance appraisal. Lastly, organizational commitment and strategic implementation were included in the power analysis. Figure 3.1 shows the results.



Source: G*Power 3.1.9.2

Figure 3.1
Output of Power Analysis

Based on the power analysis, 160 is the minimum sample size for a study that has at least eight predictor constructs.

3.3.2 Sampling Design

Although obtaining an adequate sample size is critical, Wimmer and Dominick (1987) states that there is no single way of determining an adequate sample size, so the choice of method should give a sample size that reveals and represents the variability of the population and provides a desired level of confidence in the results.

In research involving several hundreds and even thousands of elements or objects, it would be practically difficult to collect data from, test or even look at every aspect of the population. Even if it were possible, it would be extremely constrained by time, cost and other human resources or material costs (Sekaran & Bougie, 2010). In this regard, researchers must critically view sample size determinations and issues with non-response as an essential condition in any quantitative survey design (Bartlett, Kotrlik, & Higgins, 2001).

Basically, researchers utilize two types of sampling design, probability and non-probability sampling (Agbonifoh & Yomere, 1999). In probability sampling every element in the study population has a known chance of inclusion as a subject in the sample (Sekaran & Bougie, 2009). Choosing between the two methods involves consideration of the conditions for validity, credibility and reliability against a reasonable evaluation of the conditions for suitability and relevance of the substitute methods. Probability sampling, if cautiously designed and carried out, has greater validity, credibility and reliability for the research outcome (Henry, 1990).

Probability sampling is based on the concept of random selection, which is a controlled procedure. The method assumes that each population element is given an equal chance of selection in the sample. Five basic techniques for probability sampling are: simple random sampling; systematic sampling; stratified sampling; cluster sampling; and multistage sampling (Henry, 1990; Sekaran & Bougie, 2010).

Conversely, in some instances non-probability sampling may be selected because it is suitable and less costly than probability sampling (Cooper & Schindler, 2003; Sekaran & Bougie, 2010). It is also possible that the non-probability sampling may be the only alternative if the list of population or sample frame is not readily available (Agbonifoh & Yomere, 1999).

For ease of generalizability, this study employed probability sampling. The sampling technique follows a sequence of stages. First, the adequate sample size for the number of population elements was determined. Yamane (1967) proposed a technique for determining adequate sample size, and it was applied in this study as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n= sample size,

N= Population (1,862)

e= Precision level (0.05)

$$n = \frac{1,862}{1 + 1,862 (0.05)^2}$$

$$n = \frac{1,862}{1 + 1862 (0.0025)}$$

$$n = \frac{1,862}{4.65}$$

$$n=400$$

That is, a total of 400 subjects are considered sufficient for this study.

3.3.3 Estimate of Expected Responses

To accomplish the stated objective, 560 questionnaires were distributed. This increase in the number of questionnaires is in line with Salkind (1997) view recommending the adjustment of the sample size by 40-50% in survey research to allow for an incomplete response rate (Bartlett, Kotrilik, & Higgins, 2001).

$$z = \frac{1}{400} \times \frac{40}{100}$$

Where;

z = Unknown value for 40% sample increase

1 = Constant

400 = Actual sample size

100 = Total percentage

$$z = \frac{1 * 40}{400 * 100}$$

$$z = \frac{400 * 40}{1 * 100}$$

$$z = \frac{16000}{100}$$

$$z = 160$$

The increment to 560 is suggested to take care of eventual non-response bias and/or unreturned questionnaires (Grooves, 2006). Specifically, this study expects a response rate of 71.5%, out of the 400 original sample size. This response rate agrees with findings in the literature (Zafar, Asif, Zafar, Hunjra, & Ahmad, 2012), where probability sampling was used and a response rate of 70% was achieved.

3.3.4 Sample Size Determination

Determination of the sample size as 560 subjects is described above. Next, a systematic sampling technique was utilized to determine the nth number which was used to select the entire sample subjects. The systematic sampling was utilized because the study covers a very wide geographical location and branches are spread across the 3 geo political regions. The sampling was facilitated by using the list of all the branches located in Nigeria assessed through bank sort code list. The list serves as a sample frame for selecting the branches from all states across the country. Thus

selecting 400 subjects from the population of 1,862 is considered adequate to ensure representation based on (Yamane, 1967).

However, the systematic sampling technique was accomplished by determining the nth number which was used to select the entire sample subjects as follows.

$$\frac{1,862}{560}$$
$$= 3.25$$

nth number = 3

Nevertheless, after determining the nth number, lottery procedure was applied on 3 pieces of plain paper numbered 1 to 3 and number 2 was randomly selected as the nth number. Based on the nth number the researcher applied the systematic procedure by selecting every nth number 2 from each cluster of 1 to 3 until the targeted subjects of 560 were selected.

3.3.5 Data Collection Method

Of the numerous methods through which social science researchers obtain data, primary data was obtained for this research by administering copies of the questionnaire to the respondents through mail and personal delivery. The choice of questionnaire survey was guided by previous studies, specifically by Mahmood, Iqbal and Sahu (2014) in analyzing the impact of human resource management practices on the performance of Pakistan's banking industry.

The researcher's decision to use mail and self-administered method for distributing the questionnaire is because of its likely impact on the study. In particular, personal delivery enables the researcher to motivate the respondents to take part in the survey and give their opinions independently (Sekaran, 2003). There are two further advantages: first, the responses can be collected within a very short period of time; and secondly, the researcher will have the opportunity to clarify any doubts the respondent may have on any of the questions (Sekaran, 2003). The administration of the questionnaire was also facilitated in conjunction with an assistant who was well trained in how to discharge such responsibilities.

However, because of the great distances in Nigeria, the questionnaire had to be delivered by mail. An introductory letter was first sent to the managers of the selected branches to inform them about the importance of the forthcoming survey and solicit their active participation. Exactly two weeks after this, the researcher embarked upon full-scale data collection; the questionnaire was accompanied by a self-addressed envelope.

There are some advantages in mail delivery, such as allowing respondents to complete the survey at their convenience, as well as ease of delivery over a wide geographical area (Sekaran & Bougie, 2013). However, two weeks later only 38 copies of the questionnaire had been returned, so the researcher, with the help of research assistants, started following up the respondents to remind them and retrieve the completed copies of the questionnaires. Extra copies were sent in case of misplacement of the questionnaire by the respondent or issues of undelivered mail.

Consequently, after a series of follow-ups at weekly intervals, a total of 314 questionnaires had been retrieved and were subsequently considered for data screening and analysis.

3.3.6 The Questionnaire Design

A questionnaire is a framed set of written questions that are presented to respondents, which they are required to answer usually by ticking provided options. Moreover, questionnaires can be administered through e-mail, personal delivery or, as in this case, both mail and personal delivery (Sekaran & Bougie, 2009). Specifically, it is an effective source of collecting data from the respondents.

3.3.7 Response Scale

There are different types of response scales ranging, but the researcher selected a 7-point scale as most likely to reveal acceptably high mean scores in relation to the highest likely realistic score (Dawes, 2008). Therefore in this study, the researcher administered the scale on 7-point. Besides, most of the scales adapted for the study were in 7-point rating format as demonstrated in the sub sections below.

3.4 Research Instrument Measurement and Operationalization

To accomplish objectives of this research, primary data was gathered through questionnaire survey. The instrument for collection of primary data was adopted from previous studies, each of which has been tested and found to be a reliable and valid measure for conducting similar investigations. Each of the nine constructs was investigated using an individual question or statement. All the variables were

measured on the 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

3.5 Organizational Performance

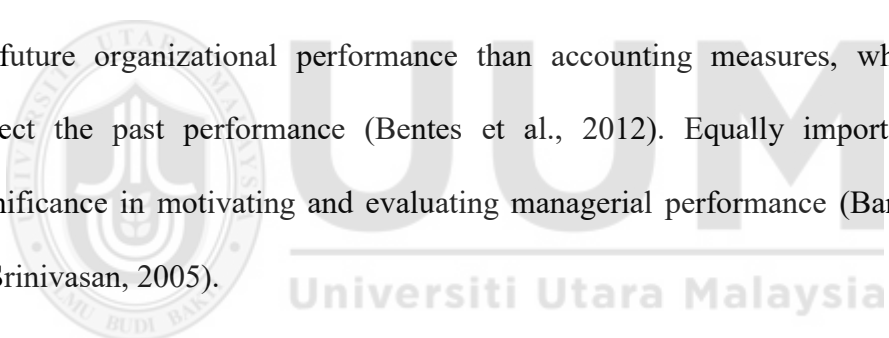
Basic understanding about the determination of organizational performance is an important goal, especially crucial in recognizing how management shapes performance (Meier & O'Toole, 2013). Specifically, this study considers organizational performance as operational effectiveness which positively influences efficiency in the organization through various performance metrics such as financial, customer, internal process, learning and growth. In essence, determination of actual organizational performance is relevant for practice and research because it constitutes the final objective of economic activities (Hamann et al., 2013).

Organizational performance has been described by many scholars as the degree to which the organization has the capacity to address the needs of its stakeholders and its own requirements for survival (Griffin & Mahon, 1997). Griffin (2000) further argued that it is not necessarily linked to overall revenue or a high market share, despite the fact that these may be realized as a result of completely accomplishing the described performance.

More specifically, this study sees organizational performance as the extent to which it's operations create stakeholder value through the arrangement of effective and efficient organizational structures and processes, centred towards innovation as well as developing a culture for continuous learning and organizational growth. Again,

this takes into cognizance perceived improvement in both financial and non-financial facets of performance, because they are better indicators of future financial performance than are purely accounting measures (Banker, 2005).

This study used BSC (Kaplan & Norton, 1992) on a 7-point Likert scale, because it captures both financial and non-financial dimensions of organizational performance., which should both be included in organization performance investigation (Kaplan & Norton, 1992). This method of measuring organizational performance has also been recommended because the strategic goal of an organization deals with the future direction. A combination of financial and non-financial measures is a better indicator of future organizational performance than accounting measures, which usually reflect the past performance (Bentes et al., 2012). Equally important is their significance in motivating and evaluating managerial performance (Banker, Potter, & Srinivasan, 2005).



Again, Ray, Barney and Muhanna (2004) concluded that, against the difficulties associated with testing the RBV using extensive measures of performance, researchers can utilize indicators specifically connected with the resources under examination. Although there are numerous measurements of organizational performance, the choice of the most appropriate should be made by the researcher and justify the motive behind such decision (Richard, Devinney, Yip, & Johnson, 2009).

Finally, some modifications were made on the measurement scale to make it more suitable for respondent to understand. This modification was made by adding the word “My” and “In this” as the case may be because the original scale was developed with more direct statement such as “Significant improvement in financial efficiency (ratio of revenue to staff number) compared to five years ago” and “Reduced amount of customer complaints significantly”. The modifications were made in line with expert’s suggestions.



Table 3.2
Measures of Organizational Performance

Dimension	No.	Items	Source
Multi-dimension	1	My organization experience significant improvement in financial efficiency (ratio of revenue to staff number) compared to five years ago.	(Kaplan & Norton, 1992).
	2	My organization experience significant return on asset in last five years.	
	3	My organization experience significant reduction in service costs in compare to five years ago.	
	4	My organization succeeds in customer retention.	
	5	My organization succeeds in absorbing new customers.	
	6	My organization available services are supportive for customers.	
	7	My organization have reduced amount of customer complaints significantly.	
	8	My organization significantly reduces the amount of average mistakes discovered in organizational procedures.	
	9	My organization experiences significant increase in facilities' improvement.	
	10	My organization significantly Involve in supporting new services.	
	11	My organization significantly improvement in prompt answering to customers.	
	12	In this organization there is significant improvement on staff's efforts regarding organizational goals.	
	13	In this organization staff efficiency has improved compare to five years ago.	
	14	In this organization learning programs for staffs is organized at regular interval.	
	15	In this organization there are activities that leads to improvement in organizational culture	

3.6 High Performance Work Practices

High performance work practice connotes a bundle of interconnected strategic human resource practices intended to improve human resource abilities and effort, eventually leading to improvement in organizational performance (Datta, Guthrie, & Wright, 2005; Way, 2002; Wood & Wall, 2002). However, there is still no general agreement on the content of the exact practices themselves (Datta et al., 2005), although past investigation revealed that the choice of practices should be guided by previous investigation (Datta et al., 2005; Delery & Shaw, 2001; Guthrie, 2001; Huselid, 1995; Lepak & Snell, 2002; Wood & Wall, 2002; Zacharatos, Barling, & Iverson, 2005).

Posthuma, Campion, Masimova and Campion (2013) proposed comprehensive high performance work practices taxonomy. Pfeffer (1998) also presented a set of practices which include selective hiring of new personnel, employment security, self-managed teams and decentralization, performance-based compensation, extensive training, reduced status distinctions and barriers and empowerment.

This study considers high performance work practices as a collection of skills enhancing practices designed to develop employee competence, motivate and induce desired behaviour and attitudes, which enhance commitment to the task and facilitate the realization of overall organizational objectives. Specifically each of the practices is defined below.

3.6.1 Job Security

Sverke, Hellgren and Näswall (2002) viewed job security as an indicator of a situation where there is absence of job insecurity; this does not necessarily mean the employee will lose his job, but it is an indication that the employee's job is at risk. Therefore this study sees job security as the extent to which an organization provides policies that guarantee a long-term employment relationship between employee and employer, reducing to the bare minimum the possibility of dismissal, termination of appointment and job separation, such that employees do not perceive their job to be at risk. The construct was measured on the 7-point Likert scale like all the subsequent constructs, uses items adapted from Yaping Gong et al., (2009) as shown in Table 3.3 below.

Table 3.3
Measures of Job Security

Dimension	No	Item	Source
Unidimensional	1	In my organization employees can expect to stay for as long as they wish	Yaping Gong et al., (2009)
	2	My organization tries to avoid dismissing employees.	
	3	In my organization job security is almost guaranteed to employees.	
	4	If my organization faces economic problems, employees would be the last to get cut.	
	5	My organization has offered employees a pledge of employment security.	
	6	Compared to our close competitors, my organization offers higher employment security to employees.	

3.6.2 Empowerment

Delaney, Subramony and Durik (2014) defined empowerment as a means through which organizations provide employees with necessary opportunities and resources

to facilitate their positive contribution to the organization, thereby inducing the desired changes in the overall organization. This study therefore considers empowerment as autonomy provided by the organization to its employees, enabling them to air their views and participate in organizational decisions which enable them to perform the assigned tasks with reasonable influence, self-determination, discretion and control. It is a practice that enables employees to decide on the best method to perform the required task. The researcher uses Spreitzer's (1995) measures. See Table 3.4.

Table 3.4
Measures of Empowerment

Dimension	No.	Item	Source
Uni dimensional	1	My organization provides employees with autonomy to decide on how to go about doing their work.	Spreitzer (1995)
	2	My organization gives opportunity for independence and freedom on how I do my job.	
	3	The impact of employee on what happens in the department is large.	
	4	In my organization employees have a great deal of control over what happens in their department.	
	5	In my organization employees have significant influences over what happens in my department.	
	6	In my organization employees are confident about their ability to do the job.	
	7	In my organization employees are self-assured of their capabilities to perform the work activities.	
	8	In my organization employees have mastered the skills necessary for the job.	
	9	In my organization employees work is very important to them.	

Table 3.3 (Continued)

Dimension	No	Item	Source
	10	In my organization employee job activities are personally meaningful to them.	Spreitzer (1995)
	11	The autonomy provided by my organization makes the work more meaningful to employees.	

Source: Spreitzer (1995)

3.6.3 Extensive Training and Development

Training and development have been described by various scholars. For instance, DeNisi and Griffin (2001) defined training as a procedure and methods employed by an organization to develop, modify and enhance the skills, knowledge, abilities and behaviour necessary to enable employees to perform their work effectively. Considering the importance of training in the development of employee competences, scholars advocate frequent modification of employee attitudes and skills as an essential requirement for achieving desired objectives (Herold et al., 2007).

Based on the above, this study operationalized training and employee development to mean the effectiveness of the procedure employed by the organization toward equipping employees and managers with skills necessary to improve their understanding of organizational operations, customer relations, and work techniques which will positively influence overall organizational strategy and outcome. The items were modified based on experts suggestions to include “My” and “In my” at the beginning of each statement to make it easier for the respondent. The instruments are adopted from Campion, Cheraskin and Stevens, (1994) as shown in Table 3.5.

Table 3.5
Measures of Extensive Training and Development

Dimension	No.		Source
Uni dimensional	1	My organization provides training that greatly increases knowledge of the work.	Campion, Cheraskin and Stevens (1994)
	2	My organization provides training that greatly increased employee's knowledge of customer relations.	
	3	My organization provides training that significantly increased employee's general understanding of its operations.	
	4	My organization provides training that contributes to employee's development.	
	5	My organization provides training that significantly increased employee's communication skills.	
	6	My organization provides training that significantly improved employee's planning and organizing skills.	
	7	My organization provides training that significantly improved employee's interpersonal skills.	
	8	My organization provides training that significantly improved employee's ability to analyze complex customer and other operational issues.	
	9	My organization provides training that has helped employees grow as in their career.	

Source: Campion Cheraskin and Stevens (1994)

3.6.4 Compensation

Fajana (2002) defined that compensation has been used to connote non-financial and financial rewards that accrue to employees in return for effort and talent expended in the production of goods and services for the organization. This study therefore defines compensation as the organization's ability to align both financial and non-financial rewards with level of employees' contribution to the production or service delivery, which commensurate with the prevailing rate the industry offers for similar tasks. Compensation in measure in this study is adapted from Tremblay, Rondeau

and Lemelin (1998) and was modified to include “My” based on expert suggestion as shown in Table 3.6.

Table 3.6
Measures of Compensation Practices

Dimension	No	Item	Source
	1	My organization pays employee salary fair internally.	Tremblay, Rondeau and Lemelin (1998)
	2	My organization pays fair salary in comparison with what is offered for a similar job elsewhere.	
	3	In this organization supervisors assign mandates in a fair manner.	
	4	My organization offer compensation level which adequately reflects employee level of responsibility in the organization.	
	5	My organization offers pay increases and/or bonuses which adequately reflect recent performance evaluations.	

Source: Tremblay, Rondeau and Lemelin (1998)

3.6.5 Recruitment and Selection

Recruitment has been defined as the process by which organizations locate and attract individuals to fill job vacancies (Highhouse, Stierwalt, Bachiochi, Elder, & Fisher, 1999). It can also be defined as any practice or activity that is carried out by the organization with the primary purpose of identifying and attracting potential employees. In view of the above, recruitment and selection in this study is the organized process through which the organization circulates sufficient information about requirements for existing internal and external vacancies, to attract a pool of interested applicants and apply rigorous procedures in order to equip the

organization with the most competent employees. The items are adapted from Demo, Neiva, Nunes and Rozzett (2012), as in Table 3.7.

Table 3.7
Measure of Recruitment and Selection Practice

Dimension	No	Items	Source
	1	My organization disseminates information about both external and internal recruitment processes.	Demo, Neiva, Nunes and Rozzett (2012)
	2	My organization discloses information to applicants regarding the steps and criteria of the selection process.	
	3	My organization communicates performance results to candidates at the end of the selection process.	
	4	My organizations selection test is conducted by trained and impartial people.	
	5	My organization has competitive selection processes that attract competent people.	
	6	My organization uses various selection instruments (e.g. interviews, tests, etc.).	

Source: Demo, Neiva, Nunes and Rozzett (2012)

3.6.6 Performance Appraisal

Performance appraisal is the procedure of objectively assessing employee performance, taking into cognizance set standards for specified tasks (Osman, Berbary, Sidani, Al-Ayoubi, & Emrouznejad, 2011). However, this study operationalize performance appraisal as a technique employed by organizations based on objective criteria specifically linked with the level of task accomplishment and communicating such criteria to employees to enable them to optimize their contribution to the organization. The construct measure was adopted from Demo et al. (2012), and was modified to include “My” In my” and “in This” as in Table 3.8.

Table 3.8
Measurement of Performance Appraisal

Dimension	No	Item	Source
	1	This organization discusses competency-based performance appraisal criteria and results with its employees.	Demo et al., (2012)
	2	In this organization competency-based performance appraisal provides the basis for an employee development plan.	
	3	In this organization competency-based performance appraisal is the basis for decisions about promotions and salary increases.	
	4	This organization disseminates competency-based performance appraisal criteria and results to its employees.	
	5	This organization periodically conducts competency-based performance appraisals.	

Source: Demo et al., (2012)

3.6.7 Organizational Commitment

Organizational commitment can be best described as the ability that an individual possesses which enable him to participate, identify with and be fully engaged with a particular organization (Mowday et al., 1982). Allen and Meyer (1990) categorized commitment into three different components, namely affective, normative and continuance commitments. They specifically described affective commitment as employee loyalty, devotion and obligation to the organizational goals, based on emotional attachment; normative commitment as obligation due to the perception of uncertainty associated with the cost of leaving the organization; and finally continuance commitment for economic or social reasons.

The form of organizational commitment that was considered in this study is the affective form because employees who are emotionally attached to the organization are liable to make more meaningful contributions to the organizational goals. In essence, this is considered a more effective measurement of organizational commitment (Alniacik, Cigerim, Akcin, & Bayram, 2011).

This study view affective commitment as the collective employee willingness to exert considerable efforts, commitment to goals, being passionate, internalizing organizational values, willingness to take any responsibility as well as selflessly perform all the necessary activities required to move the organization to achieve its corporate goals. This reaffirms commitment as a feeling of loyalty and the desire to invest mental and physical energy in helping the organization achieve its goals (Gardner, Wright, & Moynihan, 2011).

Organizational commitment was assessed in this study by means of a measure adapted from Mowday et al., (1982). This measure has been extensively used in social and behavioural science inquiry and found suitable in numerous studies. The items are selected for their high face validity (Hung et al., 2005) and investigated as a collective construct (Conway & Briner, 2013). The measure was originally designed for individual level analysis, however, in line with previous literature it was modified to include “My” “In my” and “In this” to make it more suitable for organizational level analysis as recommended by experts. See Table 3.9.

Table 3.9
Measures of Organizational Commitment

Dimension	No	Item	Source
	1	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.	Mowday, Porter, and Steers, (1979)
	2	My organizations employees talk up this organization to friends as a great organization to work for.	
	3	In my organization employees would accept almost any type of job assignment in order to keep working for this organization.	
	4	In my organization employees find their values and the organization's values very similar.	
	5	In this organization employees are proud to tell others that they are part of the organization.	
	6	My organization really inspires the very best in employees' way of job performance.	
	7	In this organization employees are extremely glad for choosing to work with the organization over others.	
	8	In my organization employees really care about the fate of the organization.	
	9	In my organization employees feel this is the best of all possible organizations for which to work.	

Source: Mowday et al., (1982)

3.6.8 Strategic Implementation

Strategic implementation was viewed as “management team members’ willingness to specify and pursue strategic objectives and to adopt clearly defined metrics to dynamically monitor progress in implementation” (Barrick et al., 2015). Therefore,

this study operationalize strategic implementation as a method through which middle-level management teams commitment to organizational objective and their effective role in executing overall organizational strategy to ensure proper alignment between the overall objective and functional priorities, while monitoring progress to ensure timely response through control and feedback mechanisms.

Hence, strategic implementation was measured using items of team processes because the items were designed to measure and monitor progress toward goals and goal specification (Barrick, et al., 2015; Mathieu, Heffner, Goodwin, Salas & Cannon-Bowers, 2000). The scale was adapted from the publication of Barrick et al., (2015) because they modify it to suit manager's strategic implementation role as demonstrated in Table 3.10 below.

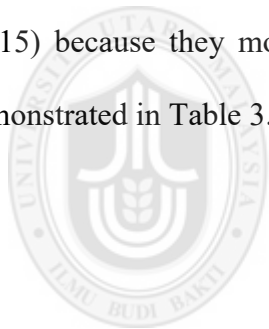


Table 3.10
Measurement of Strategic Implementation

Dimension	No	Item	Source
	1	This organization ensures that everyone in the team clearly understands the organizational goals and strategies.	(Barrick, et al., 2015)
	2	This organization relies on clearly defined metrics to assess progress on organizational goals and strategies.	
	3	This organization links management team goals with the strategic direction of the organization.	
	4	This organization monitors events and conditions outside the team that influence progress on organizational goals and strategies.	
	5	This organization seeks timely feedback from stakeholders about how well the team is meeting organizational goals and strategies.	
	6	This organization regularly monitors how well we are meeting our organizational strategies and goals.	

Source: Mathieu, Heffner, Goodwin, Salas, and Cannon-Bowers, (2000)

The above constructs, summarized in Table 3.11, have been used by previous investigators in the realm of strategic management and have reported high discriminant and convergent validity. Hence, in this study the internal consistency reliability for all the items exceeds the minimum threshold of 0.70. The average variance extracted (AVE) for the items are all above the threshold of 0.50.

Table 3.11
Summary of Adopted Measures of the Constructs

Construct	Dimension	Sources	No. of items	Description
Organizational Performance	Multi-dimensional	Kaplan and Norton (1992)	15	Organizational effectiveness/Operational performance.
Job security	Uni-dimensional	Yaping Gong et al., (2009).	6	Absence of job insecurity
Empowerment	Uni-dimensional	Spreitzer (1995)	11	Employee autonomy
Training	Uni-dimensional	Campion, Cheraskin, and Stevens, (1994).	9	Extent of value addition through employee
Compensation and rewards.	Uni-dimensional	Tremblay, Rondeau and Lemelin (1998).	5	Alignment between benefit and employee contribution.
Recruitment and staffing	Uni-dimensional	Demo, Neiva, Nunes, and Rozzett, (2012).	6	Rigor in staff selection process
Performance appraisal	Uni-dimensional	Demo, Neiva, Nunes and Rozzett, (2012).	5	Objectivity in employee evaluation
Organizational commitment	Uni-dimensional	Mowday, Steers, and Porter (1979).	9	Collective organizational commitment has been defined as a 'shared psychological state among a delimited collective of individuals regarding their employer typified by feelings of loyalty and a desire to invest mental and physical energy in helping the organization achieve its goals' (Gardner, Wright, & Moynihan, 2011).
Strategic implementation.	Uni-dimensional	(Barrick, et al., 2015)	6	Management team effort toward the execution of organizational goals and objectives
9 Constructs			72	

3.6.9 Validity and Reliability

The concept of reliability and validity connotes the extent of goodness of an instrument in measuring the particular construct of interest for which it was intended. Specifically, researchers perform reliability and validity tests to ensure that the measurement instrument and items are fit and suitable for such measurement (Sekaran & Bougie, 2010). A validity test is conducted to assess the extent of an instrument to measure what it was developed to measure, while reliability assesses the extent to which the measure is bias free and yields consistent results. The following sub-section deals with reliability and validity in detail.

3.6.10 Validity

Validity can be termed as the correctness of an instrument to measure the targeted construct or the degree to which the score of a given measure is representative of a given construct of interest (Zikmund, Carr & Griffin, 2010). Researchers consider a measurement instrument as valid if it satisfies four basic criteria: face, content, criterion and construct validity. This study considers content and construct validity.

3.6.10.1 Content Validity

Content validity is the extent to which a measure contains a sufficient number of items to represent the construct of interest to the researcher (Sekaran & Bougie, 2010). It is the degree to which a measure covers the scope or realm of the construct (Zikmund, Babin, Carr, & Griffin, 2013). Scale is said to have a high content validity if the measure represent the greater domain or universe of the construct. Therefore,

content validity is the degree to which a measure delineates the elements and dimensions of the construct being measured (Sekaran & Bougie, 2010).

This study applied the content validity assessment recommended by Kidder and Judd (1986). The group of judges, experts and professionals in the field evaluated the content of the instrument based on their experience in the field. The requisite knowledge possessed by panel of judges qualifies them to critically scrutinize the content of a measurement instrument. Sekaran (2003) added that the greater the extent to which items contained in an instrument represent the concept's universe and domain, the higher the validity of its content. In essence, content validity denotes how well the elements and dimensions of a concept have been clearly defined and captured by a given measure (Sekaran & Bougie, 2010).

In describing content validity the experts in each subject determine whether or not the items are essential, useful and necessary to measure a particular construct (Lawshe, 1975). Central to content validity is having half or more of the judges recommending that an item is essential. The more judges agree on the desirability of an item, the greater will be its content validity. This method of content validity as suggested by Lawshe (1975), is suitable for quantitative study. For this reason, a group of experts rated the instrument for the study. Specifically, four are professionals in the banking industry; three are from strategic management and three from the human resource management field. Eight judges indicated the desirability of the items, while one industry practitioner and one strategic management professional did not return the instrument due to their tight schedule.

3.6.10.2 Construct Validity

The construct is said to be valid if the results obtained from the use of an instrument are consistent with the theory around which it was constructed (Sekaran, 2003). The validity of a measure depends on the degree of accuracy with which a measurement instrument explains a particular concept (Sekaran & Bougie, 2009). The two most common methods used to determine construct validity are discriminant and convergent validity.

According to Sekaran and Bougie (2013), convergent validity is established in situations where the results obtained from two different instruments measuring the same constructs are highly correlated. Discriminant validity is an assessment of how two constructs are different, that is how distinct one construct is from another. This can be confirmed by empirically testing the constructs based on predictions of a theory.

There are many ways through which validity can be ascertained; for instance, Zikmund et al. (2013) recommended the use of multivariate procedures such as factor analysis as an important technique to establish construct validity. Multi-trait and correlation analysis were also found to be suitable. This study assessed discriminant validity by running the PLS Algorithm using Fornell Lacker criteria to check the cross-loadings of the constructs. Average variance extracted (AVE) was used to determine convergent validity (Hair, Ringle, & Sarstedt, 2013). In essence, the study utilized both confirmatory analysis and correlational analysis to assess

convergent and discriminant validity (Sekaran & Bougie 2013; Zikmund et al., 2013).

3.6.11 Reliability

The reliability of a measure indicates the extent to which it is without bias (error free), and offers consistent measurement across time and across the various items in the instrument. It indicates the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure (Sekaran & Bougie, 2013). The common method applied by researchers in assessing reliability of the measurement instrument is internal consistency reliability (Litwin, 1995).

According to Sekaran (2003), a measure must be assessed in terms of its ability to remain unchanged over a period of time regardless of the uncontrollability of conditions surrounding the different studies undertaken with the instrument, in other words goodness of a measure depends on its ability to remain stable and less vulnerable to changes in any situation. Therefore this study measures the adapted constructs by means of internal consistency reliability.

3.7 Pilot Study

A pilot study is a preliminary study conducted on a scale smaller than the main study. The essence of conducting a pilot study is to determine and assess the possibility and practicability of the proposed research investigation. It helps researchers ascertain the cost implications, time likely to be expended and probable adverse events encountered. Most importantly, the pilot study enables researchers to

determine the statistical variability and effect of size in their quest to predict an event relating to an appropriate sample size (Zikmund et al., 2013).

The pilot study thus positively impacts upon design of the study prior to the execution of the full-scale research investigation. In essence, researchers utilize a pilot study to assess the viability of methods, procedures, randomization, retention and implementation of a novel intervention in a scientific enquiry (Leon, Davis, & Kraemer, 2012). Therefore, in order to confirm the reliability of the measurement scales and validity (construct validity) of the instruments in this study, a pilot test was conducted (Flynn, Sakakibara, Schroeder, Bates, & Flynn, 1990).

Specifically, the pilot test in this study was conducted to assess the reliability and validity of the instruments using with 60 branch managers randomly drawn from the targeted population. Questionnaires were distributed to the 60 randomly selected bank managers; 49 were retrieved, of which only 46 were found to be usable. Partial least square structural equation modelling software (PLS-SEM) is used to statistically analyze the measurement for goodness and suitability. As the study constructs comprise a combination of reflective and formative constructs, PLS-SEM was used to analyze the composite reliability CR and AVE (Geladi & Kowalski, 1996).

The results of the pilot test are depicted in Tables 3.12 and 3.13. The reliability and convergent validity are depicted in the Table 3.12, showing that all the reflective constructs have satisfied composite reliability of 0.7, the minimum threshold (Hair,

Ringle, & Sarstedt, 2011; Hair, Ringle, & Sarstedt, 2012). The assessment of convergent validity is also satisfactory for AVE for job security (0.525), empowerment (0.593), training and selection (0.547), compensation (0.555), recruitment and selection (0.654), performance appraisal (0.573), organizational commitment (0.529) and strategic implementation (0.626). This indicates that all the reflective constructs in this study has achieved the minimum threshold of AVE as recommended (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 3.12
Pilot Test: Reliability and Convergent Validity

Construct	Items	CR	AVE
Job security	6	0.852	0.525
Empowerment	11	0.853	0.593
Training extensiveness	9	0.853	0.547
Compensation	5	0.827	0.555
Recruitment	6	0.883	0.654
Performance appraisal	5	0.799	0.573
Organizational Commitment	9	0.816	0.529
Strategic Implementation	6	0.769	0.626

Source: Researcher

The model was also tested to ascertain the discriminant validity, i.e. to assess the extent to which all the constructs can stand on their own. In other words, it ascertained the extent of uniqueness and distinctiveness of a measure in such a way that it will not be highly associated with another construct measuring different phenomena (Zikmund et al., 2013, 2010). To achieve this, the study utilized Fornell

and Lacker's (1981) criterion: the square root of AVE for all the respective reflective constructs should be higher than its correlation with all the reflective constructs included in the model, both horizontally and vertically. The discriminant validity can be seen in Table 3.13.

Table 3.13
Pilot test: Discriminant Validity

Construct	1	2	3	4	5	6	7	8
Compensation	0.704							
Empowerment	0.294	0.703						
Job security	0.331	-0.019	0.739					
Organizational Commitment	0.285	0.346	0.279	0.745				
Performance Appraisal	0.174	0.480	0.050	0.133	0.809			
Recruitment	0.096	0.183	-0.274	0.110	0.056	0.757		
Strategic Implementation	0.339	0.284	-0.086	0.087	0.325	0.468	0.727	
Training Effectiveness	0.549	0.274	0.167	0.313	0.196	0.286	0.409	0.791

Note: The figures in bold are higher than for each variable indicating its distinct from others (n=46)

The measurements of internal consistency reliability of the reflective construct CR and AVE are satisfactory. It is now important to assess the measurement model for the formative constructs, as the model comprises constructs that are both formative and reflective in nature. Specifically, Tables 3.12 and 3.13 demonstrate the reflective measures of convergent and discriminant validity where all the constructs have achieved the threshold.

However, to assess the suitability of the formative constructs, according to Hair et al. (2014) some basic criteria must be met. First, multi-collinearity issues must be addressed by examining the tolerance and variance inflation factor for the formative construct. As a minimum threshold collinearity diagnostics of construct should have tolerance of not less than 0.10 and VIF of not more than 10 (Pallant, 2011). Based on the results in Table 3.14, the tolerance of all the formative indicators is more than 0.10 while the VIF is less than 10. Hence the first criterion has been met.

Secondly, the construct is a reflective formative type which is usually analyzed using a hierarchical component model (HCM). The HCM involves the collection of higher-order constructs (HOC) and lower-order constructs (LOC) The latter either form or reflect the former, depending on the nature and type of formative construct under investigation. However, as a requirement a repeated indicator technique (repeating indicators of the LOCs on HOC) was applied to the reflective formative construct.

Again, the PLS algorithm was performed, deleting some indicators so that the LOCs achieve the required composite reliability and AVE, and to obtain the latent variable scores for the model. Specifically, the formative relationship between the HOC and LOCs indicates that each of the LOCs contributes significantly to explaining the HOC, i.e. financial perspective, customer perspective, internal process and learning and growth collectively explain the construct of organizational performance (Kaplan & Norton, 1992). Thus, after the repeated indicator approach the latent variable scores were obtained to form the two-stage approach. Particularly, each of the latent

variable scores was used as a substantive dimension or indicator forming the HOC in the model (Hair et al., 2014).

Table 3.13
Pilot Test: Test of Significance of Formative Indicators

Formative Construct	Formative Indicators	Tolerance	VIF	Outer weights (Outer loadings)	T Value
Organizational Performance	Financial Perspective	.780	1.282	0.345(0.861)	3.727
	Customer Perspective	.660	1.515	0.346(0.878)	3.736
	Internal Process Perspective	.647	1.545	0.363(0.812)	2.451
	Learning and Growth	.793	1.261	0.233(0.873)	3.494

***p < 0.01; **p < 0.05; NS= Not significant (n=46)

The table above also indicates that the outer weights for all the constructs contribute relatively to the formation of the HOC because they are all significant. In addition, the outer loadings are all above 0.50 signifying their absolute contribution to the explanation of the HOC. Table 3.14 also indicates that the T values are above 1.30, indicating their significant contribution to the explanation of HOC. Therefore all the conditions for analyzing formative constructs using PLS-SEM have been achieved (Hair et al., 2014).

Conclusively, the above tests of reliability and validity indicate that the adapted measurement instruments in this study have satisfied the minimum requirements for embarking on a scientific enquiry. The convergent and discriminant validity have all been achieved for the reflective construct. Again the formative construct has also been assessed for collinearity diagnostics, inner and outer weights, T values and all have been satisfied.

3.8 Data Analysis Technique

Data analysis uses statistical tools which researchers apply to analyze data and test hypothesized relationships, in order to support, refine or refute these relationships among the variables and theories under investigation. This study utilized descriptive and inferential statistics to analyse the data relevant to the research investigation. Therefore, after collecting data the valid and usable questionnaires were coded and input into the Statistical Package for the Social Science (SPSS v22).

The researcher performed data checking in order to detect missing values, then cleaning and screening were performed through different screening processes provided by the statistical package. The process was followed in order to trace errors made during the data input. Missing values were detected and corrected through a frequency test. In addition, descriptive statistics were used to describe and compare the constructs (Saunders, Lewis & Thornhill, 2009). In essence, the study employed the use of descriptive statistics in order to describe the demographic variables and profile of the respondents.

Furthermore, due to the nature of the interrelationships and complexity of the research model, PLS was applied to analyze the data concerning the relationships among the observed variables. The PLS model is an upgraded version of the statistical data analysis tool specifically designed to capitalize on the drawbacks of the earlier techniques. This model has no restrictions in terms of the interaction technique used in the moderation test, as opposed to other statistical packages. Therefore, the PLS model is a feasible and reliable method for testing moderation and mediation effects (Chin, Marcolin, & Newsted, 2003; Esposito Vinzi, Trinchera & Amato, 2010).

The decision to use the PLS model is in line with previous investigations which found the technique suitable (Haenlein & Kaplan, 2004; Joe F Hair, Sarstedt, Ringle, & Mena, 2012). Their investigations revealed that it is a suitable technique for a study where there are a number of independent constructs, elucidating a smaller number of dependent variables.

Furthermore, the PLS-SEM statistical approach has been used by a number of researchers in various areas of social sciences research, including human resources (Becker, Klein, & Wetzels, 2012); marketing (Hair et al., 2012; Joerg Henseler, Ringle, & Sinkovics, 2009; Reinartz, Krafft, & Hoyer, 2004); management information systems (Chin et al., 2003; Marcoulides, Chin, & Saunders, 2009); business research (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014); strategic management (Gudergan, Devinney, Richter, & Ellis, 2012; Hulland, 1999; Lew & Sinkovics, 2013); and family businesses (Sarstedt, Ringle, Smith, Reams, & Hair,

2014). In essence, the model is able to analyze the association between exogenous variables and endogenous variables (Hair et al., 2012; Henseler et al., 2009).

Moreover, the PLS model is stronger in its treatment of non-normal data because its assumptions on the data are more flexible; it places less emphasis less on the assumptions of normality of distribution of the data (Joerg Henseler et al., 2009). Therefore, the study applied SmartPLS v3.0 (Ringle, Wande, & Becker, 2014) in order to determine the outer model (discriminant validity, reliability and convergent validity) and the inner model (effect size, coefficient determination, predictive relevance and significance of the path coefficients), to achieve the objective of the study. The following sub-section dwells on hypotheses testing.

3.8.1 Descriptive Analysis

Descriptive analysis stage is the stage where statistical tools are used to describe the nature and characteristics of the data. The major statistical tools used are mean, median, mode, standard deviation and variance, obtained for the interval-scaled independent and dependent variables (Sekaran & Bougie, 2010). The essence of this analysis is to summarize and present the data in a logical manner.

3.8.2 Hypotheses Testing

The hypothesis testing is the point where the collected data is checked to ensure it meets the minimum requirement. It is then coded according to the response format using SPSS, and summarized for factor analysis with PLS-SEM and SPSS. Below are the preliminary analyses that were performed on the data for hypothesis testing.

3.8.3 Measurement Model

The study's hypotheses are formulated based on a directional relationship, which makes it more suitable for PLS-SEM analysis. Hence, the instrument underwent confirmatory factor analysis to test whether the quantified expectations and factor loadings of the items satisfied the minimum requirements for the intended analysis. The hypothesis testing involved confirmatory measurements such as the analysis of the measurement model (outer model). These were used in this study to measure the relationship (path) among the variables (construct). Specifically, the measurement model demonstrated the relationship of the indicators with their respective endogenous and exogenous constructs or variables. This analysis was evaluated using indicator reliability, internal consistency reliability, convergent validity and discriminant validity. The essence of this analysis is to ensure that the indicator loadings are adequate and have satisfied the minimum threshold for inclusion in the analysis.

3.8.4 Structural Model

The structural model explains how the latent variables are correlated with each other (i.e. a path-dependent link between the exogenous latent variables and exogenous variable). The direction of association between the constructs is grounded in theory or the researcher's prior experience and knowledge (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). There are basically two types of structural analysis: covariance based on CB-SEM or PLS-SEM. The choice of the appropriate structural model depends on the characteristics and objective of the investigation (Hair, Sarstedt, Ringle, & Mena, 2012).

This study utilized PLS-SEM because the objective of the study is to predict and explain the target construct, using the data in order to estimate the path relationship in the model while minimizing the error terms. To achieve this, the analysis involved evaluation of a path coefficient for hypothesis testing using P and T values, to evaluate the R², and to evaluate the effect size and predictive relevance.

3.8.5 Mediation Analysis and Moderation Analysis

PLS-SEM was used in this study to measure the indirect effect, which involved analysis of the sequence of the compound path through which the intervening construct, i.e. organizational commitment, passes to influence the effect of exogenous latent constructs on the endogenous construct. For the mediation the study utilized bootstrapping analysis because it has more statistical power than the Sobel test (Sarstedt et al., 2014). A moderation test was also conducted.

3.9 Summary of the Chapter

This chapter concerns the research methodology, discussing the research framework, hypothesis development, research design and population of the study, sampling design, sampling method, data collection method, technique of data analysis, the research instrument, and hypothesis-testing technique. The researcher followed the above procedures systematically in order to accomplish the objective of the investigation.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 Introduction

The objective of this chapter is to analyze, present and discuss the results of empirical analysis obtained through the application of PLS-SEM technique. The data was analyzed in sequence; firstly the preliminary analysis was performed such as response rate analysis, followed by demographic variables analysis and data screening. The chapter also reports the data coding, the missing values, normality, collinearity diagnostics and assessment of outliers. None response bias, common method bias was also performed prior to the main analysis of the data.

Furthermore, after carefully screening the data, researcher undertook the main analysis of the data beginning with measurement model analysis to further ascertain the goodness of the adapted measures. The measurement model was performed which lead to the presentation of reliability and validity for the adapted constructs. Additionally, based on the data collected from the questionnaire structural analysis was performed and presented in terms of the path coefficient, effect size f^2 , R^2 and predictive relevance. Furthermore, the mediation and moderation models has been analyzed and presented in this chapter.

4.2 Response Rate

The study distributed five hundred and sixty (560) questionnaires to commercial banks' branch managers who serve as the target respondent for the study. After intense follow up, the researcher retrieved three hundred and fourteen 314

questionnaires out of 560 questionnaires administered. This response rate amounts to fifty six percent (56%) of the total questionnaire administered to the bank managers. However, substantial part of the questionnaires were duly filled, retrieved and returned but few were returned blank while others were incorrectly filled. Specifically, six (6) questionnaires were returned blank while eight (8) were not properly filled. In summary the blank and incorrectly filled questionnaires were all removed from the data set as recommended because all effort to get them filled was proved abortive (Hair, Anderson, Tatham, & Black, 1998). The response rate is demonstrated in the table 4.1 below.

Table 4.1
Questionnaire distribution and response rate

Questionnaire	Frequency	Rate (%)
Questionnaires distributed	560	100
Original sample size	400	100
Unreturned/not responded	246	44
Questionnaires returned	314	78.5
Removed	56	14.1
Usable	258	64.5

Source: Researcher

Based on the table 4.1 above, the response rate for the study is 78.5% of the original sample size which is 400. The usable response out of the entire retrieved questionnaire is 64.5% of the original sample size. This response rate is considered sufficient for the study to be generalized to the entire population. Additionally, fifty 50% responses rate is considered adequate for conducting research, analyzing the

data and reporting the findings (Babbie, 2007). The response rate of 64.5% of original sample and 78.5 of total questionnaires administered was achieved due to the intense follow up and the involvement of some top management team members as well as the dependency culture in Nigeria. The dependency culture connotes a situation where people perform an act for the purpose of pleasing their superior, relatives, colleague or friends etc. Hence, the aforementioned factors make response rate in Nigeria a reasonably high depending on the extent to which the researcher take advantage of such factors.

Hence, sample size for this study is above 50% and can be considered adequate for conducting research for the purpose of generalization. Similarly, the adequacy of the sample size can be further justified due to recommendation that sample size can be considered adequate if it is five or ten times larger than the construct under study (Bartlett, Kotrlik, & Higin, 2001; Hair, Black, Babin, Andersen, & Tatham, 2010). Thus, considering the fact that there are nine (9) constructs in this study, forty five (45) and ninety (90) respondents can be considered adequate for the study. Therefore, valid responses of 258 are adequate sample size for this investigation.

Additionally, considering the type of analysis technique i.e. PLS-SEM used in this study, a sample of thirty respondents is considered sufficient to conduct the data analysis (Chin, 1998). Again, sample of 30% has been considered adequate for survey research in social sciences (Hair, et al., 2010; Sekaran, 2003).

4.3 Preliminary Analysis

Preliminary analysis is conducted after coding and entering the data into the data file. The procedures involved in this analysis comprise scrutinizing the data file with the aim of exploring the nature of the variables prior to the main hypothesis testing (Pallant, 2011). Specifically, these procedures involve describing the data through mean and standard deviation and checking the distribution of scores on the constructs that are continuous in nature through normality and outliers etc. Hence, the preliminary analysis in this study was conducted using SPSS V22 software as presented in the following sub-sections.

4.3.1 Data Screening and Coding

Out of the five hundred and sixty (560) copies of the study questionnaires distributed, three hundred and fourteen (314) were finally retrieved from the respondent. The retrieved questionnaires represent 56% of the total questionnaires distributed and 78.5% of the original sample size. This response rate represents a significant high response rate in a survey research. Additionally, in the process of data screening fifty six 56 copies of the questionnaires were removed because they are not properly filled and all efforts to get them completed by the respondent were proved abortive.

Furthermore, after the careful screening, the data was coded and entered into SPSS V22. The coding of the data was performed on the variable view page of the SPSS and each variable was coded according to the combination of alphabets of what makes the name of the variable. Again, a number was assigned to each item based on

its position in the questionnaire. For instance, job security construct that has 6 items which were coded JSEC1, JSEC2, JSEC3, JSEC4, JSEC5 and JSEC6. Each of the coding was made against the respective statements. For instance, statement that said “In my organization employees can expect to stay for as long as they wish” was coded as JSEC1. The procedure applied in coding job security was applied to code all other independent variables.

In addition, the organizational performance which is the dependent variable and a reflective-formative type of hierarchical component model (HCM) was also coded at two different stages. First, the items were coded as OP1 to OP15 in order to perform the measurement model and repeated indicator approach. Secondly, after obtaining the latent variable scores the construct was re-coded according to the dimensions. For instance financial perspective dimension was coded as FP1, FP2 and FP3. Customer perspective was coded CP1, CP2, CP3 and CP4, internal process perspective was coded as IP1, IP2, IP3, IP4 while learning and growth was coded as LP1, LP2, LP3 and LP4 respectively.

The mediating variable which is the organizational commitment was coded as OC1, OC2, OC3, OC4, OC5, OC6, OC7 OC8 and OC9 while strategic implementation which is the moderating variable was coded as STRIMP1, STRIMP2, STRIMP3, STRIMP4 STRIMP5 and STRIMP6. After, completing the coding of items full scale screening of the data was conducted as can be seen in the subsequent subsections.

4.3.2 Missing Value Analysis

The nature of conducting survey research usually involve studying human beings and only in rare cases that one can obtain complete data for every response on all the cases (Pallant, 2011). Hence, the researcher and research assistants took a preventive step towards minimizing the rate of the missing values. This was done by carefully scrutinizing the questionnaire immediately after it was returned. In the event where there is any missing value the respondent is called upon to tick against the missing column. This measure plays a vital role in reducing the tendency of having many missing values cases.

Again, after the data was entered in the data file, the researcher applied descriptive statistics to detect and replace the missing values. The results of the missing value analysis revealed that out of 19,608 data points only 23 cases were found missing which corresponds to 0.11% of the entire data. Specifically, job security has 3 missing values, empowerment has 5, training extensiveness has 3, compensation has 1, recruitment has 3, performance appraisal has 1, organizational commitment has 1, strategic implementation has 2 and organizational performance has two missing values. Even though, there is no acceptable percentages of missing values in a given set of data to enable researchers make a valid inference, there is general agreement among scholars that missing values found in a data set that is less than 5% is insignificant (Schafer, 1999; Tabachnick & Fidell, 2007).

Therefore if the percentage of the missing data is less than 5% there is agreement among scholars that mean substitution should be used to replace the data (Little &

Rubin, 1987; Raymond, 1986; Tabachnick & Fidell, 2007). Hence, since the missing values in this study are less than 5%, the mean substitution (series mean) was used to replace the missing values (Pallant, 2011; Tabachnick & Fidell, 2007). Particularly replacing the missing data is essential because PLS-SEM does not run with a missing value in a data set. The summary of the missing items are displayed in Table 4.2 below.

Table 4.2
Missing Values and Affected Items

Latent construct	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6	Item 7
Organizational performance	-	OP2	OP3	-	-	OP6	--
Organizational commitment	OC1	-	-	-	-	OP6	-
Strategic implementation	-	-	STRIMP3	-	-	STRIMP6	-
Training extensiveness	-	TEFF2	-	-	TEFF5	-	TEFF7
Empowerment	EMP1	EMP2	-	-	EMP7	-	-
		EMP2			EMP7		
Compensation	-	-	COMP3	-	-	-	-
Performance appraisal	-	-	PA3	-	-	-	-
Job security	JSEC1	JSEC2	-	JSEC4	-	-	-
Recruitment practice	-	-	REC3	-	REC5	-	-
					REC5		
Total/Percentage 23 items out of 19,608 data points were missing i.e. (0.11%).							

Source: Researcher

4.3.3 Assessment of Outliers

Another significant step involved in data screening is the handling and treatment of outliers. Outliers are seen as those values that are extreme or not consistent with other values in a given data set (Barnett & Lewis, 1986, 1994; Hodge & Austin, 2004). They are cases that have an unusually extremely low or extremely high values in comparison with other values in the data set (Hair, et al., 2010). Outliers should be discarded from a data set because it represent gross deviation from the other observations in the data set (Grubbs, 1974). Because outliers can distort estimation and results of analysis resulting in misleading results (Pallant, 2011).

In this study, so many steps have been taken to deal with the outlying observations. Firstly, frequency table was requested from the SPSS where the output displays the minimum and maximum values in the descriptive statistics. The essence of this table is to detect whether there is out of range figure wrongly typed by the researcher. Secondly, multivariate analysis was applied to detect univariate outliers using the threshold of ± 3.29 as recommended (Tabachnick & Fidell, 2007). He recommended that any case in the multivariate analysis that has z score of ± 3.29 is an outlier and should be completely deleted from the data set because of its potential distortion possibility on the data. In this case questionnaire with I. D no. 188, 23, 248, 37, 67, 68, 57, 4, 79, 131, 54, 22, 81, 72, 82, 1, 58, 5, 225, 86, 87, 21, 10, 95, 115, 116, 2, 3, 9, 33, 109, 73, 56 and 59 were all deleted from the data set because their value is above the z score of ± 3.29 therefore they are outliers.

Moreover, multivariate outliers were also detected in the study using the Mahalanobis distance (Tabachnick & Fidell, 2007). This technique was applied by running Mahalanobis in the SPSS, and then the values that appear will now be compared with the Chi-square table. The threshold for Mahalanobis distance (D^2) is 0.001(Hair, et al., 2010). Subsequently, multivariate analysis was recommended as the best technique for detecting outliers (Hair, et al., 2010). The rule of Mahalanobis distance is any case with a Mahalanobis Distance of 85.35 and above is a multivariate outlier and should be deleted from the data set.

Based on this recommendation, this study applied the multivariate technique for detecting outliers and 8 cases were detected in this regard and the cases were 311, 205, 191, 155, 221, 44, 76, and 39 and they were all deleted from the data set. In essence, after deleting 46 outliers and removing 10 partly completed questionnaires only 258 responses were left in the data set.

4.3.4 Assessment of Normality

Normality connotes a situation where the observations are symmetrical or bell shaped with larger part of its scores in the center and few scores spread around the extreme points (Hair, et al., 2010; Pallant, 2011). It is an important assumption of multivariate analysis of data which represents the nature of the data distribution metrics and data that achieve normality test is widely considered as normal data (Hair, et al., 2010). In situations where the aim of study is to make inference, ensuring that the data is normal is an essential element in survey research (Tabachnick & Fidell, 2007).

Again, there is a wide traditional notion that researcher using PLS-SEM for analysis of data does not require normal data because the technique is assumed to be less sensitive to normality. But, this notion has been refuted recently by Hair, Sarstedt, et al., (2012) where they suggested that normality test should be performed on the data before it can run on PLS-SEM. This is because non normal data is said to be highly kurtotic and skewed data that is capable of inflating the bootstrapped standard error estimate (Chernick, 2008). Again, if data is normal its relationship between the constructs is assumed to be homoscedastic which signifies absence of heteroscedasticity (Tabachnick & Fidell, 2007).

Against this background, this study employed statistical method to assess the normality of the distribution. Statistical technique for establishing normality are obtained through the Skewness and Kurtosis (Hair, et al., 2010). Subsequently, the data was analyzed to check for Skewness and kurtosis and the result indicates all are within the acceptable limit i.e. they are below the acceptable threshold of ± 2 for Skewness and ± 7 for kurtosis as recommended (Curren, 1996; Hair, et al., 2010). The results of this analysis can be seen in the table 4.3 below. Again, Field, (2009) suggested that for sample size above 200 may decrease standard error and thereby inflating the value of the Skewness and kurtosis. For this reason he recommended that researchers generate and view the shape of the distribution graphically. Hence this study generates the histogram and normal probability plot and the output indicates that the data is normal. (see appendix B).

Table 4.3

Measurement Test: Skewness and Kurtosis Statistics

Constructs	Min Stat.	Max Stat.	Mean Stat.	Std. Dev Stat.	Skewness		Kurtosis	
					Stat.	Error	Stat.	Error
JS	4.000	7.000	5.844	0.579	-0.549	0.152	0.131	0.302
EMP	4.360	6.730	5.930	0.430	-0.692	0.152	1.171	0.302
TEFF	4.780	7.000	6.078	0.438	-0.082	0.152	-0.248	0.302
COMP	3.600	7.000	5.759	0.623	-0.775	0.152	0.305	0.302
REC	4.500	7.000	5.934	0.544	-0.565	0.152	-0.215	0.302
PA	4.400	7.000	5.942	0.462	-0.090	0.152	0.124	0.302
OC	4.440	7.000	5.913	0.450	-0.242	0.152	-0.123	0.302
STRIMP	4.500	7.000	6.110	0.419	-0.637	0.152	0.763	0.302
OP	4.930	6.730	6.080	0.318	-0.596	0.152	0.663	0.302

Valid N (listwise) ($n=258$)**4.3.5 Multicollinearity Test**

Multicollinearity happens in situations where the independent constructs are said to be highly correlated with one another at .9 and above (Pallant, 2011; Tabachnick & Fidell, 2007). When the correlation between the two constructs is high it is an indication that there exists redundant information and as a result they inflate each other. Thus, one of them should be removed from the analysis. If there is multicollinearity among the independent latent constructs it can significantly distort the significance of the statistical tests as well as the estimation of the regression coefficients (Chatterjee & Yilmaz, 1992; Hair, Black, Babin, Anderson, & Tatham, 2006). Particularly, multicollinearity render coefficient statistically insignificant by increasing the standard errors of the estimates (Tabachnick & Fidell, 2007).

However, to detect the existence of multicollinearity among the independent latent construct two procedures are applied. First the correlation matrix was generated from the SPSS as can be seen in Table 4. 4. The values indicates that none of the independent latent construct is highly correlated with one another i.e. to say all the values on the correlation matrix are below the critical value ($r=.9$). This indicates the non-existence of correlation among the variables (Hair, et al., 2010).

Table 4.4
Multicollinearity Test: Independent Variable Correlation Matrix

	1	2	3	4	5	6	7	8
Strategic Implementation	1							
Job security	.162**	1						
Empowerment	.337**	.426**	1					
Training extensiveness	.432**	.243**	.321**	1				
Compensation	.211**	.408**	.234**	.200**	1			
Recruitment	.276**	.392**	.517**	.384**	.357**	1		
Performance appraisal	.176**	.371**	.271**	.396**	.276**	.376**	1	
Organizational Commitment	.268**	.455**	.411**	.311**	.538**	.428**	.391**	1

** . Correlation is significant at the 0.01 level (1-tailed)

Furthermore, Tolerance and Variance inflation factor were also examined in ensure that multicollinearity does not exist among the independent latent constructs. Multicollinearity exists in situations where there is Tolerance of less than .20 and VIF of more than 5 respectively (Hair, Ringle, & Sarstedt, 2011; Hair, et al., 2014). Hence from the multicollinearity test in Table 4.5 it can be seen that tolerance for all the independent latent constructs are above .20 while none of the VIF is up to 5. Therefore, this is an indication that there exists no multicollinearity among the independent latent constructs.

Table 4.5

Multicollinearity Test: Tolerance and VIF for Independent Variables

Construct	Collinearity Statistics	
	Tolerance	VIF
Job security	.656	1.525
Empowerment	.618	1.619
Training extensiveness	.673	1.485
Compensation	.655	1.526
Recruitment	.606	1.650
Performance appraisal	.714	1.401
Organizational Commitment	.562	1.778
Strategic Implementation	.754	1.327

Source: Researcher

Additionally, Tabachnick and Fidell (2007) recommended that a Tolerance value of less than .10 and VIF of more than 10 is an indication of existence of multicollinearity among the independent latent constructs. Specifically, Tolerance and VIF on table 4.5 indicates that both cut off threshold recommended by both scholars has been achieved. Thus this indicates the goodness of the correlation between the independent latent constructs.

4.3.6 Test of Non Response Bias

Non response Bias was defined according to Lambert & Harrington (1990) as “the differences in the answers between non-respondents and respondents”. In addition non response refers to the inability of the researcher to obtain data from the target respondent research. However, non-response bias is concerned with bias in the response pattern that occur as a result of this in ability to obtain data on a timely manner (Hawkins, 1975). Furthermore, early and late response should be categorized based on a time-trend survey technique which requires comparison between the early

and late response because those who responds late share common features with non-respondents (Armstrong & Overton, 1977). This is due to the presumption that they must have responded as a result of intense pressure mounted on them by the researcher or research assistants. In this vein, to mitigate the effect that non response can have on the data, achieving a minimum early response rate of 50% was highly recommended (Lindner & Wingenbach, 2002).

Moreover, it is expected in survey research that some respondent may be reluctant to respond timely as this will lead to under representation of some group of respondent leading to bias in the response rate. Thus, in line with Armstrong and Overton (1977) this study categorized the responses into two i.e. those whose questionnaires were retrieved within the first month and those retrieved after. Additionally, 245 questionnaires were retrieved within the first 30 days, while 13 responded after the first 30 days. To test the significance of the difference between the early and late response groups, the study independent-sample T test was utilized. Specifically, Levene's Test for Equality of Variances was employed to compare the difference (Pallant, 2011).

Table 4.6
Test of Non Response Bias: Independent Sample T-Test

Construct	Response	N	Levene's Test for Equality of Variances	
			F	Sig.
Job security	Early Response	245	4.300	.039
	Late Response	13		
Empowerment	Early Response	245	.242	.623
	Late Response	13		

Table 4.6 (Continued)

Construct	Response	N	F	Sig.
Training effectiveness	Early Response	245	5.854	.016
	Late Response	13		
Compensation	Early Response	245	2.010	.157
	Late Response	13		
Recruitment	Early Response	245	.499	.481
	Late Response	13		
Performance appraisal	Early Response	245	.004	.951
	Late Response	13		
Organizational Commitment	Early Response	245	7.159	.068
	Late Response	13		
Strategic Implementation	Early Response	245	5.352	.021
	Late Response	13		
Organizational Performance	Early Response	245	1.296	.256
	Late Response	13		

The above Table 4.6 indicates that the first group responded within one month. The response rate indicates that majority of the responses were retrieved on early since they constitute vast majority of the valid responses. Precisely, the values on the table indicate that there is no significant difference between early and late response for the groups. For instance, job security, empowerment, training effectiveness, compensation, recruitment performance appraisal, strategic implementation and organizational performance do not show any significant differences in the responses. Based on this, it is concluded that there is no element of non-response bias in the data set. Hence, the findings from the retrieved responses can be generalized to the

entire population because the results of Levene's independent-sample T test indicate that there is no element of non-response bias in the data. Finally, Lindner and Wingenbach's (2002) suggested that achieving a response rate above 50% is an indication that non-response bias does not seem to be an issue, hence this study achieved 61.3% early response rate.

4.3.7 Common Method Bias

In survey research, Common Method Variance (CMV) is used to refer to variance that is not associated with the latent construct but linked in most cases with the method of measurement employed (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Common Method Variance is a major concern for survey researchers (Lindell & Whitney, 2001; Podsakoff et al., 2003).

Additionally, Common Method Variance in most cases inflates the correlation between variables in a survey research (Conway & Lance, 2010). Studies conducted based on survey designs usually reports inflated and spurious high correlation between the observed variables as a result of common method bias (Organ & Ryan, 1995).

There has been increasing scholarly focus toward reducing the Common Method Variance in survey studies due to its effect on generating measurement error. Particularly, this study is a survey research and has utilized self-reported instruments for collecting the data from the respondent. Specifically, the data was collected using questionnaire survey and was based on self-reports of bank managers in Nigerian

commercial banking subsector which makes the data vulnerable for Common Method Variance (CMV). The data was collected from the managers based on their perception on the effect of job security, empowerment, training extensiveness, compensation, recruitment and performance appraisal on performance of Nigerian banking industry. The responses were collected from a single source (i.e. bank managers) which exposes the responses to Common Method Variance. However, some statistical techniques and procedural remedies were employed to reduce the tendencies of Common Method Variance (MacKenzie & Podsakoff, 2012; Podsakoff et al., 2003; Williams, Hartman, & Cavazotte, 2010).

Specifically, the procedural remedies are those measures applied prior to the commencement of data collection which ensure that the questionnaire is designed and presented in such a way that tendencies of Common Method Variance will be reduced (Baumgartner & Weijters, 2012). The procedural remedies applied in this study are firstly, the researcher assures respondents that they don't need to disclose their identity since the study is just meant for the stated academic purpose. Secondly, they were informed to be objective and sincere in responding to the questions.

Thirdly, the questionnaire was carefully prepared in a simple and easy to understand wordings and the items were self-explanatory without any ambiguity. Fourthly, the instructions were clear and straight forward. Finally, the respondents were provided with detailed and clear instructions on how to respond to the questions in the questionnaire. This involves providing the general introductory information on how

to complete the questionnaire followed by specific information providing brief introduction of the construct and how the responses will be selected.

Moreover, unlike procedural remedies, statistical methods are applied after the data has been collected. Thus, this study applied statistical technique in line with Podsakoff et al., (2003) where they recommended the use of Harman's single-factor test. This test was applied by entering items of the principal constructs into principal factor analysis (Podsakoff & Organ, 1986). After running the test, if the output produce only a single factor or if a single factor dominates greater part of covariance among the measures, it indicates that common method bias exists (Podsakoff et al., 2003). Hence, in this study the results of Harman's single-factor test revealed that there exists no Common Method Variance in the un-rotated factor structure. This is because the percentage of variance is 11.922% with cumulative percentage of 11.922% and total of 8.584 which is below the critical value of 50%.

4.3.8 Demographic Profile

This section presents the description of the respondents' profiles based on the frequency of distribution, percentage of the distribution and cumulative percentage. Specifically, this section describes the gender composition of bank managers that participated in this study, their age limit, the highest educational qualification obtained and years spent in service with the organization. These demographic profiles of the respondent are presented in the Table 4.7 below.

Table 4.7

Demographic Profile of Respondent: Frequency Distribution

Gender	Frequency	Percentage (%)	Cumulative Percentage (%)
Male	235	91.1	91.1
Female	23	8.9	100.0
Total	258	100.0	

Age	Frequency	Percentage (%)	Cumulative (%)
18-29	46	17.8	17.8
30-39	155	60.1	60.1
40-49	57	22.1	22.1
50-59	-	-	-
60 and above	-	-	-
Total	258	-	100.0

Highest Educational Qualification	Frequency	Percentage (%)	Cumulative Percentage (%)
HND	12	4.7	100.0
Degree	169	65.5	95.3
Master/PGD	73	28.3	29.8
PhD	4	1.6	1.6
Total	258	100.0	1.6

Years of Service	Frequency	Percentage (%)	Cumulative Percentage (%)
0 – 5	6	1.5	1.5
6 – 10	39	9.8	11.3
11 – 15	114	28.5	39.8
16 – 20	99	24.7	64.5
Total	258	100.0	

Based on the results in Table 4.7 two hundred and thirty five (235) of the respondent are male managers, this represents 91.1% of the total usable sampled responses. On the other hand 23 female managers constituting 8.9 % of the total usable responses analyzed in this research participated in this study. There is actually a wide gap between the responses obtained from male managers and that obtained from their female counterpart. This is so because Nigeria is a country where there is a negative stereotype against women worker in general and against women being managers in particular. The situation lead to a situation where women are highly discriminated against making the prospect of a man becoming a manager being favored more than that of a woman in Nigeria (Ogenyi, 2004).

Furthermore, the age distribution between male and female respondent was also presented in the table 4.17. Based on the results, managers between the ages of 18 to 29 constitute 17.8% of the total usable responses. Those managers within the range of ages between 30 to 39 are 155 which accounted for 60.1% of the total usable questionnaires. The reason behind high percentage of respondent between the ages 30 to 39 could be explained by the high rate of job insecurity in the banks (Adenugba, 2012; Ajani et al., 2015). In addition, 57 managers are within the ages of 40 to 49 and their valid percentage stands at 22.1% of the total population. The results of the analysis revealed that there is no respondent branch manager between the ages of 50 to 59, and the same also applies to the respondent branch manager between the ages of 60 and above.

Moreover, in terms of the educational qualification, those respondents who possess higher national diploma (HND) are 12 in number which accounts for 4.7% of the usable responses. First degree (B.Sc. B.Ed, etc) holders are 169 which accounts for 65.5% of the total usable responses. The number of Master degree and post graduate diploma holders is 73 corresponding to 28.3% of the usable questionnaires retrieved in the study. While those respondents that possess PhD are 4 which amounts to 1.6% of the total usable questionnaire used in the study.

The demographic profile of the respondent in terms of years spent in service demonstrates that those managers who spent between 0 to 5 years in their respective organizations are 6 in number amounting to 1.5% of the usable responses. Those within the range of 6 to 10 years are 39 constituting 9.8% of the usable responses. The managers who spent between 11 to 15 years in service constitute 28.5% which is largest among responses in this category and it is not surprising because of the rate at which banks currently engage in branch network expansion as part of the consolidation reform requirement. Respondents who are between 16 and 20 years are 24.5% of the usable response rate.

4.3.9 Descriptive Statistics of Latent Constructs

This section presents statistical description of the latent constructs that are used as predictors in the study. Specifically, the descriptive statistical analysis employed to describe the latent constructs in this study are the mean and standard deviation. The standard deviation is the measure that indicates the rate of dispersion in a given data set. The mean is used to refer to the summation of all the latent constructs included in the

study. This is arrived at through dividing the sum of the observed variables by the number of events. Hence, the statistical values generated from the descriptive analysis in this study i.e. the mean values, the standard deviation, and the *N* which refers to the number of observation are displayed in the Table 4.8 below.

Specifically, the responses in the 7 Likert scale were classified into three categories to enable easier interpretation. The categories are low, moderate and low for instance, the mean scores that are less than 3 (6/3 +lowest value 1) were categorized as low responses. Mean scores of 5 and above (highest number in the scale 7- 6/3) were considered as high while the mean scores between 3 and 5 are considered moderate response. Hence, Table 4.8 demonstrates the descriptive results as follows.

Table 4.8
Descriptive Statistics of Constructs: Mean and Standard Deviation

Construct	Mean	Std. Deviation	N
Organizational Performance	6.080	0.318	258
Job security	5.844	0.579	258
Empowerment	5.930	0.430	258
Training extensiveness	6.078	0.438	258
Compensation	5.759	0.623	258
Recruitment	5.934	0.544	258
Performance appraisal	5.942	0.462	258
Organizational Commitment	5.913	0.450	258
Strategic Implementation	6.110	0.419	258

As displayed in the in the descriptive statistical table above, the mean and standard deviation for all the constructs are clearly demonstrated. Based on the mean values

of organizational performance, it can be seen that the mean is 6.080 and while standard deviation is 0.318. The mean values and standard deviation demonstrates that the respondents (branch managers) have agreed with the statements on the construct. In the same vein, mean for job security is 5.844 and standard deviation of 0.579, and that of empowerment is 5.930 for mean and 0.430 for the standard deviation respectively.

The descriptive analysis revealed that training effectiveness has mean value of 6.078 and standard deviation of 0.438. Compensation has a mean value of 5.759 and standard deviation of 0.623 while the mean value of recruitment was 5.934 and standard deviation of 0.544. Performance appraisal has a mean value of 5.942 and 0.462, while organizational commitment has mean value of 5.913 and standard deviation of 0.450. Finally, strategic implementation has a mean value of 6.110 and standard deviation of 0.419. Based on the mean value of all the constructs it can be concluded that the respondents have highly agreed with the statements on the instrument. In addition the standard deviation of all the latent constructs are not up to one demonstrating that the data points are close to the means.

4.4 PLS-SEM Path Modeling

This study uses PLS-SEM to analyze the theoretical postulations in order to achieve the objective of the research (Hair et al., 2012). The PLS-SEM Path Model was utilized to test the hypothesized relationship between the endogenous and exogenous latent construct which can be visualized through the path diagrams (Hair et al., 2011). Analyzing data using PLS-SEM is carried out based on two basic steps

namely; the measurement model and structural model. Moreover, the first step is to conduct a measurement model (outer model) assessment of measurement instrument for the latent construct to ensure goodness of fit.

Additionally, the outer model evaluation is conducted by means of construct reliability, individual item reliability and internal consistency reliability. Again, the validity of the instrument was evaluated using Fornell & Lacker (1981) criterion in order to assess the discriminant and convergent validity of the measurement instrument.

In PLS-SEM path model analysis, the manifest variables also called items or indicators are presented in the shape of a rectangle while latent constructs are displayed in the model as ovals while (Hair et al., 2014). They added that path is represented by lines and arrows linking the latent constructs as well as the manifest variables and the constructs which indicates the direction of interrelationship among the observed constructs. In essence the outer model is used to refer to a part of the model containing some indicators and their relationship with the latent construct while the inner model connotes the interrelationship among the latent constructs (Hair et al., 2012).

However, in this study there are two types of latent constructs those that are reflective in nature and a formative construct. Specifically, the reflective measurement model is the type of model whereby it is the latent construct that explain the items used to measure the construct. In this situation, the positions of the

arrows are pointing from the construct to the indicators. This is an indication that the latent construct is the one explaining the items and in absence of any item the construct does not lose its meaning. On the other hand, formative construct is the one whose arrows are pointing inward showing that it is the items that form the construct, thus absence of any of the items makes the latent construct lose its meaning or weight. Therefore, each type of construct whether reflective or formative has a different approach for assessing measurement model (Hair, Ringle, & Sarstedt, 2013).

In PLS-SEM path modeling, bootstrapping methods are utilized to evaluate the statistical significance of the path model. It is also used to calculate the standard error of estimate. This is because it provide a precise approximation of a given measure (Mooney, 1996). Specifically, in this study, bootstrapping was used to analyze the significance level of the path coefficients and determine the standard error of the estimate because the technique attempt to resample the distribution of an estimator through replacement from the original sample (Good, 2000).

4.4.1 Assessment of the Measurement Model

Data analysis using PLS-SEM as a technique involves two basic steps i.e. measurement and structural model assessment. Specifically, the latent constructs in this study are of two different types i.e. Reflective and Formative constructs. For this reason, the measurement model was assessed based on the nature of the constructs. Thus, the study assesses the reliability and validity of the instrument used to measure the reflective latent constructs by means of measurement model analysis. Particularly, measurement model was used to determine the internal consistency,

reliability of the items, convergent validity and discriminant validity (Hair et al., 2014).

Again, the measurement model for formative constructs was evaluated based on the prescribed conditions (Hair, Jr, Hult, Ringle, & Sarstedt, 2014). The first condition is to assess the formative constructs in terms of collinearity of the indicators by examining the tolerance and variance inflation factor VIF. Secondly, formative construct was evaluated by assessing the significance level of the T values, and finally, by evaluating the outer weights and loadings for their relevance and significance.

Moreover, all the constructs in this study are reflective with exception of the dependent latent construct (organizational performance). Specifically, the dependent construct is a reflective-formative type of hierarchical component model (R-F HCM). The hierarchical component model basically comprises of two elements; the lower order constructs (LOC) and a higher order construct (HOC) respectively (Hair et al., 2014). The lower order construct represents the dimensions of the higher order construct while higher order construct represents the abstract entity that is been formed by the dimensions (LOC). Thus far, in constructing the hierarchical component model, the study analyze constructs based on repeated indicator approach i.e. by repeating the lower order construct (LOC) indicators on the higher order construct (HOC) to facilitate the measurement analysis (Ringle, Sarstedt, & Straub, 2012). For repeated indicator model is shown in the Figure 4.1.

In conclusion, constructing the repeated indicator approach, the reflective measurement analysis was performed to assess the reliability and validity of the dimensions (indicators). This process ensure that items have achieved minimum threshold for average variance extracted AVE, internal consistency reliability based on the reflective relationship between the LOC and their items (Hair et al., 2012). Then the latent variable scores were used in a two stage approach (*see* Figure 4.2). Particularly, latent variable scores were used as the items or the manifest variables forming the higher order construct HOC (Hair et al., 2014; Ringle, Sarstedt, & Schlittgen, 2014).

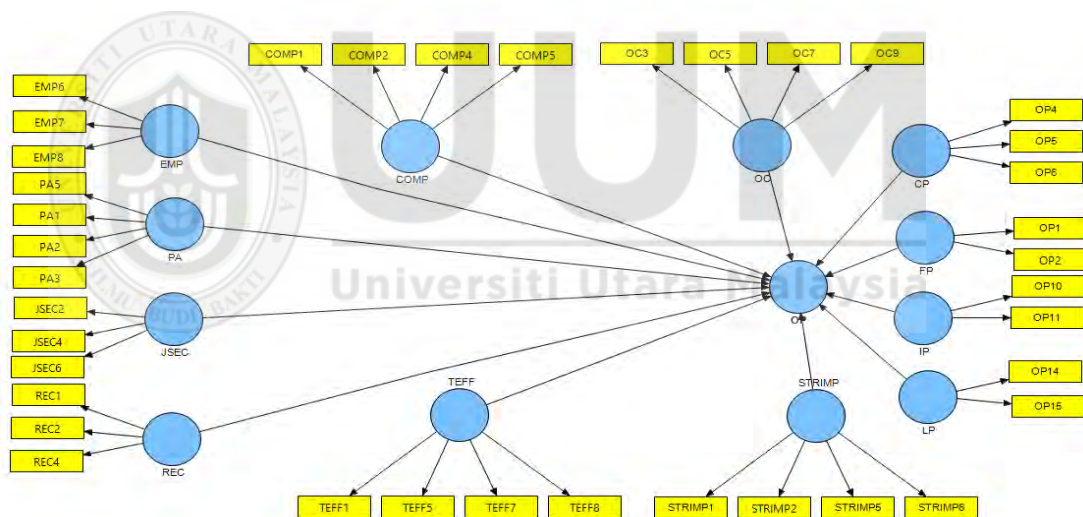


Figure 4.1
Repeated Indicator Approach

Note: the repeated indicator approach implies that the items on the lower order constructs are repeated on the higher order construct but they are hidden using hide or show variable option on the PLS-SEM menu.

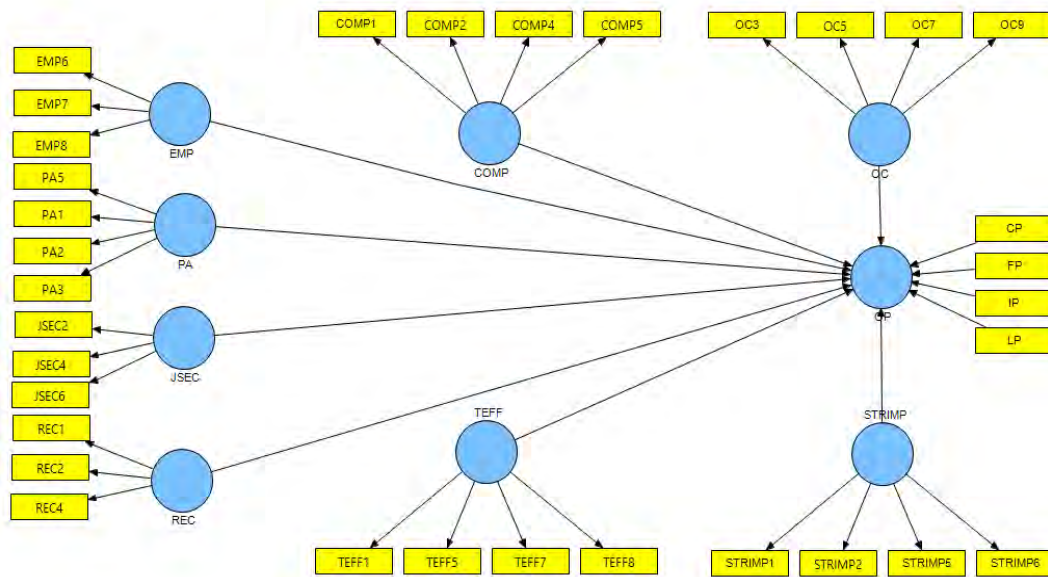


Figure 4.2
Two Stage Approach

Note: This stage demonstrate two-stage approach where latent variable scores of customer perspective (CP), financial perspective (FP), internal process perspective (IP) and learning and growth perspective (LP) are used as the manifest variables forming the higher order constructs (OP).

In essence, all subsequent analysis such as the reflective latent construct measurement model evaluation , assessment of the formative latent construct measurement model and bootstrapping, assessment of effect size, blindfolding, mediation and moderation tests were performed using the two stage approach (Hair et al., 2014). Particularly, the reflective latent construct was assessed in terms of reliability and validity while the formative model was evaluated using the collinearity check such as tolerance, VIF, outer weights and loadings as well as significance of the T values. Finally the structural model was also evaluated using the model.

4.4.1.1 Reflective Construct Measurement Models

The measurement model is deeply rooted into measurement theory which specifies the techniques through which a constructs are measured (Hair et al., 2014). The procedure is performed on the constructs in order to ascertain the goodness of fit of a given construct through PLS-SEM algorithm assessment (Geladi & Kowalski, 1996). Hence, in this study, PLS-SEM algorithm was performed on each of the scale to ensure it is reliable and valid for measurement of the targeted constructs. Thus, in order to assess the reflective measurement model in this study, PLS-SEM algorithm was performed and the results are depicted in the Figure 4.3 below.

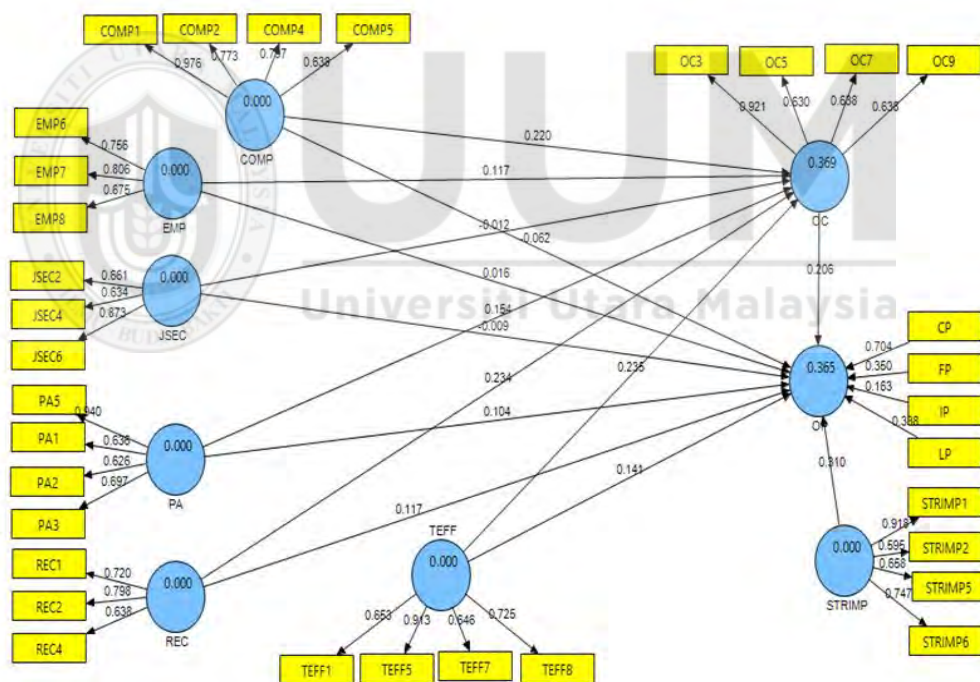


Figure 4.3
Measurement Model

The results of the measurement model as shown in Figure 4.3 above. According to Hair et al., (2014) outer loadings are considered reliable if it has indicators or items with outer loadings of at least between 0.40. However, they recommended that indicators with less than the threshold should be removed from the model based on the presumption that it will increase the average variance extracted AVE and composite reliability. Therefore, the result revealed that all the indicators maintained on the reflective latent constructs have satisfied the minimum threshold of above 0.40. as suggested (Hair, et al., 2014). The outer loadings, average variance extracted AVE and composite reliability for all the reflective used in the study have been achieved.

Table 4.9
Measurement Model: Convergent Validity and Reliability for the Reflective Construct

Construct	Item	Loadings	AVE	CR
Job Security	JSEC2	0.661	0.534	0.771
	JSEC4	0.634		
	JSEC6	0.873		
Empowerment	EMP6	0.756	0.559	0.791
	EMP7	0.806		
	EMP8	0.675		
Training Extensiveness	TEFF1	0.653	0.551	0.828
	TEFF5	0.913		
	TEFF7	0.646		
	TEFF8	0.725		

Table 4.9 (Continued)

Construct	Item	Loadings	AVE	CR
Compensation	COMP1	0.976	0.648	0.878
	COMP2	0.773		
	COMP4	0.797		
	COMP 5	0.638		
Recruitment	REC1	0.720	0.520	0.763
	REC2	0.798		
	REC4	0.638		
Performance Appraisal	PA1	0.636	0.542	0.821
	PA2	0.626		
	PA3	0.697		
Organizational Commitment	PA5	0.940	0.515	0.804
	OC3	0.921		
	OC5	0.630		
	OC7	0.638		
	OC9	0.638		
Strategy Implementation	STRIMP1	0.918	0.547	0.825
	STRIMP2	0.595		
	STRIMP5	0.658		
	STRIMP6	0.747		

Note: Some items were deleted from the data set because they could not achieve the minimum threshold for the measurement model (i.e. COMP3; EMP1, EMP3, EMP5, EMP7 EMP8, EMP9,EMP10,EMP11; JSEC1, JSEC3, JSEC5; PA4; REC3, REC5,REC6; TEFF2, TEFF3, TEFF4, TEFF6, TEFF9; OC1, OC2, OC4, OC6, OC6, OC8; STRIMP3, STRIMP4) were all deleted (n=258)

Table 4.9 reveals the indicators that were retained in the model as well as those deleted as a result of measurement requirements. Specifically, items retained in the Table 4.9 are the ones within the table while those located in the last row of the table were deleted. Therefore, based on Hair et al., (2014) the retained reflective indicators are suitable to facilitate further analysis of the data.

4.4.1.2 Internal Consistency Reliability of Reflective Models

The term internal consistency, reliability is used by Sekaran and Bougie (2010) to refer to consistency of indicators intended to measure a given construct. They added that items designed to measure a particular construct should “hang together as a set” in such a way that respondent will view the entire items as similar so that each item can independently measure the same construct. The most common technique for measuring internal consistency reliability is by assessing the Cronbach’s alpha of the items or indicators. Cronbach’s alpha presumes that the outer loadings for all indicators on a particular construct are the same. In addition assessing internal consistency reliability using Cronbach’s alpha usually underestimate the internal consistency reliability by being sensitive to number of indicators on the scale.

However, due to Cronbach’s alpha limitations PLS-SEM assesses internal consistency by prioritizing each indicator based on their individual reliability. Due to the capability of internal consistency reliability to take cognizance different outer loadings of different indicators as against Cronbach’s alpha which calculate based on the presumption that all indicators are equally reliable (Barclay, Higgins, & Thompson, 1995; Hair, et al., 2014). For this reason, Hair et al., (2014)

recommended that studies adopting PLS-SEM as a technique of analysis utilize internal consistency to assess the reliability of their measure. Therefore, in line with Hair et al., (2014) this study uses composite reliability to evaluate the reliability of the measures.

Furthermore, the threshold for composite reliability is 0.70 as recommended (Hair et al., 2011). The figures in Table 4.9 indicates that for all the latent constructs is within the acceptable limit of 0.70 as recommended (Bagozzi & Yi, 1988; Hair et al., 2011). Specifically, composite reliability for compensation, organizational commitment, performance appraisal, strategic implementation and training extensiveness are 0.878, 0.804, 0.821, 0.825 and 0.828 respectively. While, composite reliability for empowerment, job security, and recruitment are 0.791, 0.771, and 0.763. This indicates that all the values for internal consistency reliability are above the minimum threshold because it ranges from 0.763 to 0.878 and they are all hereby reliable and acceptable for further analysis in the study.

4.4.1.3 Convergent Validity of Reflective Models

Convergent validity is used to explain the ability of a measure to be positively correlated with another measure designed to measure the same construct (Hair et al., 2014). If a measure has achieved convergent validity it indicates that items of a given measure of a particular construct should converge and share high proportion of variance with another measure of the same construct. Convergent validity has also been used to refer to the degree to which indicators are truly representative of their

construct as well as their association with other measurement instruments of the same construct (Hair et al., 2006).

The assessment of convergent validity is carried out in accordance with Fornell and Larcker (1981) criterion through careful analysis of the average variance extracted AVE. Moreover, Chin (1998) recommends a minimum threshold for average variance extracted AVE to be minimum of 0.5. This implies that only those constructs having the AVE of 0.5 and above should be considered reliable and acceptable for scientific enquiry. Hence, all the latent constructs in this study have achieved the critical value as suggested by Chin (1998). Furthermore, job security have AVE of 0.534, empowerment have AVE of 0.559, training extensiveness have AVE of 0.551, compensation have AVE of 0.648, recruitment have AVE of 0.520, performance appraisal have AVE of 0.542, organizational commitment have AVE of 0.515 and finally strategic implementation have AVE of 0.547 respectively as shown in Table 4.9. The values of above 0.5 achieved in this study indicates that the reflective latent construct have convergent validity and is considered to have explained more than 50% variance of its indicators (Hair et al., 2014).

4.4.1.4 Discriminant Validity of Reflective Models

Discriminant validity represents the extent to which a latent variable stands distinct from other latent constructs in the model. Specifically, discriminant validity is an indication that a construct stand unique and has explained a unique phenomenon that has not been significantly explained by other latent constructs in the model based on empirical standard (Hair et al., 2014). However, it is determined through two basic

approaches; the first is by applying the Fornell and Lacker (1981) criterion. Second, is by making comparison between indicator loadings of one latent construct and that of the other latent constructs in the model as suggested by Chin (1998).

The discriminant validity in this study was achieved by using the both approaches developed by Fornell and Lacker (1981) and Chin (1998). According to the criterion discriminant validity can be determined by making comparison among the latent constructs thereby calculating the square root of average variance extracted AVE. The criteria as suggested by Fornell and Larcker (1981) stipulates that square root of average variance extracted AVE should be greater than its correlations with other latent constructs in the model. The criterion developed by Fornell and Larcker (1981) was applied and the correlations are shown in the Table 4.10.

Based on the correlations demonstrated the value ranges between 0.805 and 0.717. Precisely, job security has discriminant validity of 0.730, empowerment 0.748, training effectiveness 0.742, compensation 0.805, recruitment, 0.721, performance appraisal, 0.736, organizational commitment, 0.717 and strategic implementation 0.740. The aforementioned indicates that discriminant validity for each latent as shown in Table 4.10 is higher than its correlation with any other construct in the model. This demonstrates that the correlation shared between each of the constructs and its indicators are higher than what it shares with other latent constructs in the model. Based on results presented on Table 4.10 it can be concluded that all the reflective latent constructs have attained discriminant validity.

Table 4.10

Measurement Model: Discriminant Validity (Fornell-Lacker Criterion)

	1	2	3	4	5	6	7	8
COMP	0.805							
EMP	-0.119	0.748						
JSEC	0.500	0.003	0.730					
OC	0.352	0.233	0.290	0.717				
PA	0.228	0.139	0.260	0.391	0.736			
REC	0.269	0.258	0.363	0.435	0.305	0.721		
STRIMP	0.074	0.352	0.067	0.348	0.190	0.189	0.740	
TEFF	0.229	0.258	0.286	0.449	0.437	0.297	0.363	0.742

Note: The values presented in bold represent the square root of AVE of all the reflective latent constructs
($n=258$)

The second technique used to determine the discriminant validity was one suggested by Chin (1998). This was determined by comparing the loadings of the indicator or items with that of cross loadings suggesting that indicator loadings should be higher than the cross loading (Chin, 1998). Additionally, cross loadings are generally preferred in terms of establishing discriminant validity (Hair et al., 2011). The Table 4.11 below presents the discriminant validity (cross loadings).

Table 4.11

Measurement Model Discriminant Validity

	1	2	3	4	5	6	7	8
COMP1	0.976	-0.124	0.496	0.348	0.211	0.268	0.093	0.230
COMP2	0.773	-0.180	0.340	0.330	0.173	0.175	-0.055	0.143
COMP4	0.797	-0.015	0.477	0.242	0.230	0.302	0.085	0.225
COMP5	0.638	-0.040	0.260	0.180	0.098	0.086	0.149	0.126
EMP6	-0.014	0.756	0.026	0.213	0.035	0.220	0.183	0.124
EMP7	-0.143	0.806	-0.002	0.209	0.204	0.194	0.312	0.264
EMP8	-0.109	0.675	-0.022	0.084	0.055	0.163	0.302	0.186

Table 4.11 (Continued)

	1	2	3	4	5	6	7	8
JSEC2	0.437	-0.170	0.661	0.178	0.347	0.176	-0.005	0.228
JSEC4	0.381	-0.065	0.634	0.120	0.122	0.179	-0.047	0.124
JSEC6	0.344	0.134	0.873	0.291	0.144	0.378	0.129	0.254
OC3	0.322	0.264	0.301	0.921	0.403	0.418	0.388	0.463
OC5	0.314	0.024	0.192	0.630	0.258	0.218	0.229	0.226
OC7	0.087	0.237	0.101	0.638	0.259	0.308	0.133	0.320
OC9	0.276	0.101	0.206	0.638	0.159	0.276	0.195	0.229
PA1	0.176	0.079	0.214	0.214	0.636	0.203	0.084	0.186
PA2	0.056	0.091	0.244	0.243	0.626	0.256	0.147	0.274
PA3	0.113	0.136	-0.002	0.264	0.697	0.168	0.185	0.329
PA5	0.284	0.106	0.302	0.394	0.940	0.272	0.144	0.444
REC1	0.176	0.223	0.243	0.286	0.219	0.720	0.209	0.307
REC2	0.244	0.255	0.285	0.391	0.198	0.798	0.087	0.214
REC4	0.159	0.070	0.256	0.257	0.246	0.638	0.114	0.117
STRIMP1	0.197	0.284	0.132	0.362	0.199	0.187	0.918	0.389
STRIMP2	-0.001	0.240	-0.064	0.148	0.106	0.116	0.595	0.195
STRIMP5	-0.002	0.177	0.038	0.201	0.082	0.166	0.658	0.161
STRIMP6	-0.043	0.348	0.052	0.282	0.157	0.075	0.747	0.286
TEFF1	0.109	0.088	0.162	0.258	0.247	0.122	0.212	0.653
TEFF5	0.185	0.267	0.234	0.444	0.403	0.293	0.412	0.913
TEFF7	0.167	0.201	0.189	0.257	0.281	0.265	0.185	0.646
TEFF8	0.218	0.184	0.263	0.341	0.346	0.179	0.222	0.725

Source: Researcher

As presented in the Table 4.11 above all the reflective latent constructs have attained discriminant validity based on comparison of the indicator loadings and the cross loadings of each construct. The shaded figures in bold represents the item loadings and their values are higher than their corresponding values both horizontally and vertically. Therefore, all the reflective latent constructs have discriminant validity which is suitable to perform for further analysis (Chin, 1998).

4.4.1.5 Collinearity and Significant Assessment of Formative Models

The formative latent construct measurement model is assessed bearing in mind that the formative indicators will eventually become the causes or the dimensions of the higher order formative construct (Hair et al., 2014). The formative latent construct are presumed to be error free (Edwards & Bagozzi, 2000). Based on Hair et al., (2014) recommendation this study assess the tolerance, variance inflation factor, outer weights, outer loadings and significance of the T values.

Table 4.12
Formative Construct Measurement Model VIF and Indicators Significance Testing Result

Formative Construct	Formative Indicators	Tolerance	VIF	Outer Weights (Outer Loadings)	T Value
Organizational Performance	Customer Perspective	.941	1.063	0.761(0.8784)	16.171***
	Financial Perspective	.971	1.030	0.268(0.520)	5.578***
	Internal Process Perspective	.869	1.151	0.236(0.500)	4.097***
	Learning and Growth	.893	1.120	0.239(0.530)	3.863***

***p<0.01

Note: The table presents acceptable tolerance and variance inflation factor indicating nonexistence of multi collinearity, indicators relative contribution of the (outer weights) and absolute contribution (outer loadings) of LOC to HOC and significance of the T values for indicators.

The above Table 4.12 presents the assessment of formative latent constructs measurement model. The results indicate the measurement model for dimensions of the formative construct that is, organizational performance. More specifically, the construct has tolerance values that are acceptable. For instance customer perspective has tolerance value of .941 and VIF of 1.063, financial perspective has tolerance

value of .971 and VIF of 1.030 respectively. In addition, the internal process perspective has tolerance value of .869 and VIF value of 1.151 and learning and growth perspective which has .893 and 1.120. The values collectively are indicating they are all within acceptable limit of tolerance critical values of less than .10 and variance inflation factor VIF of not more than 10 as recommended (Pallant, 2011). In addition, the outer weights and loadings as well as the T values are all within the acceptable limit. Therefore, based on the assessment of the measurement model for both reflective and formative model it was concluded that the measures are suitable for analysis using PLS-SEM.

4.4.2 Assessment of the Structural Model

After evaluating the measurement model the next stage is to assess the structural model. Hence this study applied bootstrapping procedure of the PLS-SEM path modeling to analyze the significance of the path in this model (Hair et al., 2011). The relevance of this section is to test the hypothesized relations proposed in chapter 3. Specifically, this section tested the direct effect, mediating effect as well as the moderating effect hypothesized in the model. Specifically the hypothesis testing involved using the bootstrapping samples of 5000 and 258 valid cases in order to evaluate and assess the path coefficients' significance in the model (Hair et al., 2012; Hair et al., 2014; Henseler et al., 2009).

Furthermore, the study was conducted to test the hypothesized direct relationship between the endogenous latent constructs and exogenous latent constructs. This is to ascertain the direct effect, the mediating effect and the moderating effect as

hypothesized in the preceding chapter. In essence, this study analyzed three (3) bootstrapping procedures, first procedure tested the direct effect, second tests the mediation effect and the third procedure was applied to test the moderating effect (Baron & Kenny, 1986; A. Hayes, 2013; Zhao, Lynch Jr., & Chen, 2010). Therefore the next sub-section states the summary of the hypothesized relationships.

4.4.2.1 Hypothesis Testing for Direct Effects

Based on the study model, eight direct effect hypotheses were tested according to the postulations. Specifically, the variables involved are job security, empowerment, training extensiveness, compensation, recruitment, performance appraisal, organizational commitment and strategic implementation. The endogenous latent construct in the model is organizational performance. Hence, hypotheses below represent the summary of the direct effect which has been analyzed in this section.

H1a: Job security has significant effect on organizational performance.

H1b: Empowerment has significant effect on organizational performance.

H1c: Training extensiveness has significant effect on organizational performance.

H1d: Compensation has significant effect on organizational performance.

H1e: Recruitment has significant effect on organizational performance.

H1f: Performance appraisal has significant effect on organizational performance.

H2: Organizational commitment has significant effect on organizational performance.

H3: Strategic implementation has significant effect on organizational performance.

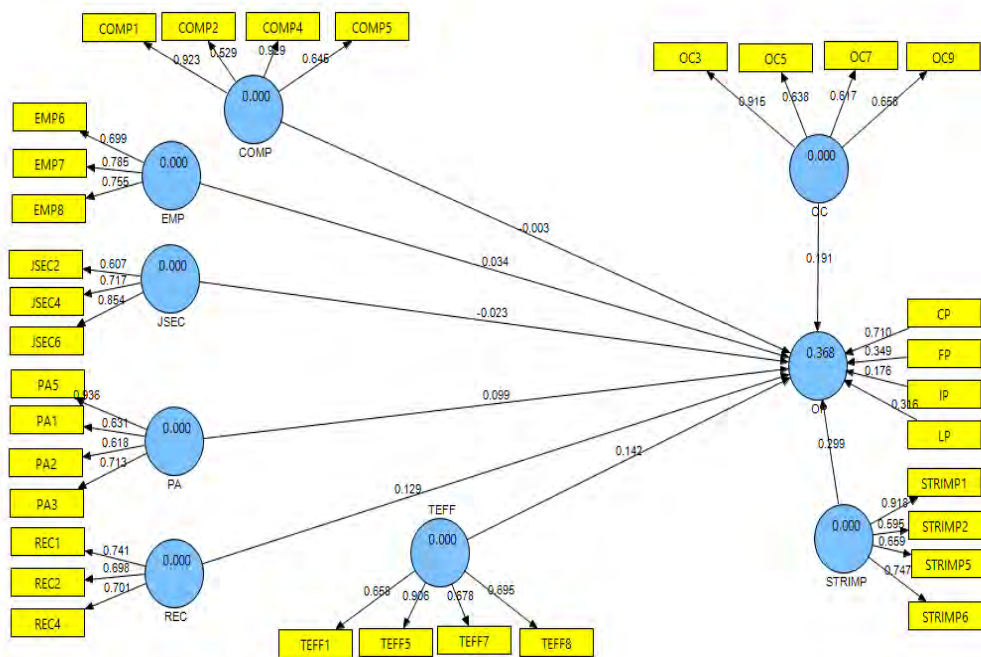


Figure 4.4
PLS Algorithm (Direct Relationships)

The above Figure 4.4 depicts the PLS-SEM algorithm for the direct effect between the exogenous latent constructs and endogenous/criterion latent construct. While figure 4.5 demonstrates the structural path coefficients for the hypothesized model as follows.

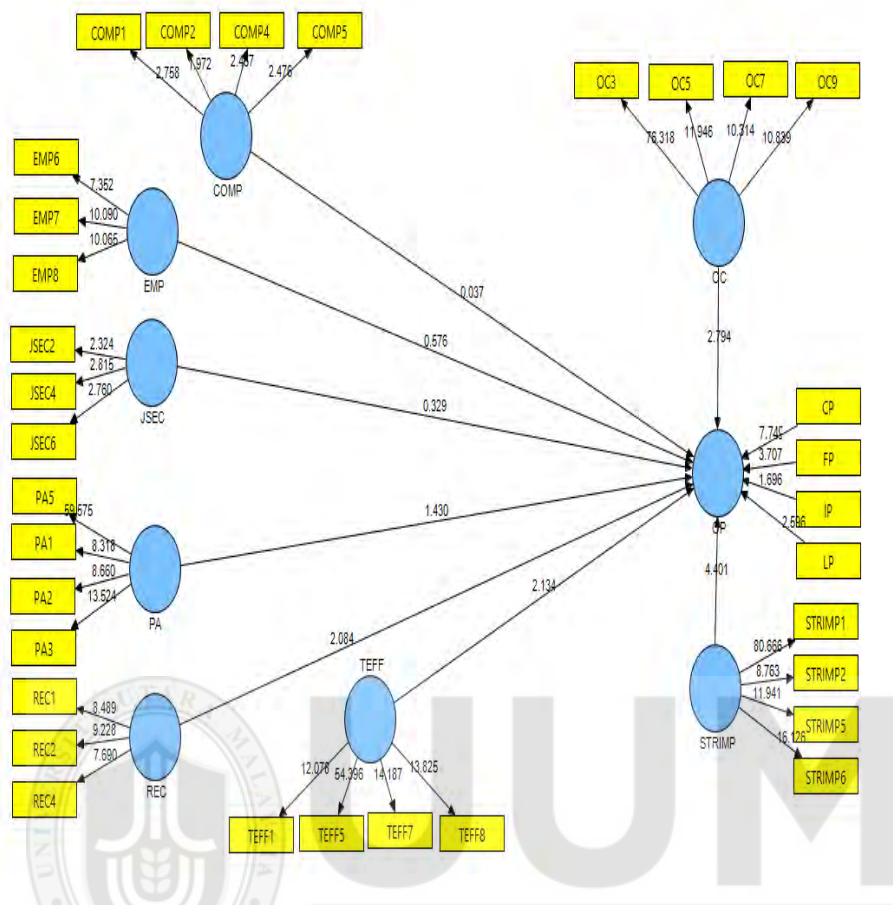


Figure 4.5
Bootstrapping (Direct Relationships)

The results revealed by the bootstrapped cases as shown in the above figure 4.5 represents the direct effect as hypothesized in the model. Specifically, the direct effect of job security, empowerment, training extensiveness, compensation, recruitment performance appraisal, organizational commitment and strategic implementation on organizational performance has been analysed. The findings has been explained taking into cognizance the strength of the beta values, the standard error of the estimate, T value, P value and finally the decision was made based on the strength and or significance of the coefficients as presented in the Table 4.13 below.

Table 4.13

Structural Model: Test of Significance for Direct Relationships

Hypotheses	Relationship	Beta	Std. Error	T Value	P Value	Decision
H1a	JSEC -> OP	-0.023	0.069	0.329	0.371	Not supported
H1b	EMP -> OP	0.034	0.058	0.576	0.283	Not supported
H1c	TEFF -> OP	0.142	0.067	2.134	0.017	Supported
H1d	COMP -> OP	-0.003	0.073	0.037	0.485	Not supported
H1e	REC -> OP	0.129	0.062	2.084	0.019	Supported
H1f	PA -> OP	0.099	0.070	1.430	0.077	Not Supported
H2	OC -> OP	0.191	0.068	2.794	0.003	Supported
H3	STRIMP -> OP	0.299	0.068	4.402	0.000	Supported

***p<0.01; **p<0.05; *p<0.010; (n=258)

Based on the results presented in the above Table 4.13, it indicates that job security has no significant direct effect on organizational performance with ($\beta = -0.023$, 0.371) implying that the result is statistically insignificant. On the same vein, direct effect of empowerment on organizational performance the beta value ($\beta = 0.034$), and p value of ($p < 0.283$) indicates that empowerment has no significant effect on organizational performance. The effect of training extensiveness on organizational performance has been tested and the result reveal that beta value is ($\beta = 0.142$), and p value ($p < 0.017$) indicating significant effect of training and development extensiveness on organizational performance. The result of the analysis also revealed that compensation is not statistically significant predictor of organizational performance as revealed by beta value ($\beta = -0.003$) and p value of ($p < 0.485$) signifying insignificant effect between the exogenous and endogenous latent constructs. In addition the results of direct effect of recruitment on organizational performance revealed the beta value of ($\beta = 0.129$) and p value ($p < 0.019$), is

statistically not significant. Additionally, the effect of performance appraisal on organizational performance with beta value of ($\beta = 0.099$) and p value of ($p < 0.077$) indicates statistically insignificant effect between performance appraisal and organizational performance.

Finally, the result of direct effect of organizational commitment on organizational performance and that of strategic implementation on organizational performance is ($\beta = 0.191$) with p value of ($p < 0.003$) and ($\beta = 0.299$) and p value (0.000) for organizational commitment and strategic implementation are all statistically significant. The implication of this is that both organizational commitment and strategic implementation are statistically significant predictors of organizational performance. In essence, the hypothesized direct effect between training extensiveness, recruitment, organizational commitment and strategic implementation have all been supported. The effect of job security, empowerment and compensation and performance appraisal on organizational performance was not statistically supported based on the data analysis.

Even though, only four out of the eight direct hypotheses were supported, the statistical analysis revealed that the model is good based on the significance of the P value, moderate coefficient of determination R squared and predictive relevance Q^2 of greater than zero (Henseler et al., 2009).

4.4.2.2 Assessment of Coefficient of Determination for Endogenous Latent Constructs (Direct relationships)

The R-squared value stands for figure that explain the proportion of variance in the endogenous latent construct which has been significantly explained by the exogenous constructs (Elliott & Woodward, 2007; Hair, Black, Babin, Anderson, & Tatham, 2006b; Sekaran & Bougie, 2010). The R-squared is measured by the squared correlation of the endogenous latent constructs real and projected value which measures the predictive capacity of the model (Hair et al., 2014). Furthermore, many scholars have prescribed a threshold for acceptable R-squared value. Even though, the acceptability of a given R-squared value depends on the context within which the research study is undertaken (Hair et al., 2010).

Furthermore, some scholars have particularly suggested a minimum threshold for R-squared value, for instance a minimum R-squared value of 0.10 was considered acceptable (Falk & Miller, 1992). Again, a range of R-square values of 0.75, 0.50 and 0.25 signifying strong, moderate and weak was also recommended (Hair et al., 2014; Henseler et al., 2009). Finally, Chin (1998) recommended as minimum R-squared values for involving the use of PLS-SEM as 0.67, 0.33 and 0.19 representing substantial, moderate and weak explanatory power. The R-squared for this model is presented in the following Table.

Table 4.14
Coefficient of Determination for Direct Relationships

Construct	RSquared (R²) Value
Organizational Performance	0.368

Source: Researcher

As indicated in the Table 4.14 above, the coefficient of determination R^2 value of the direct relationship is 0.368 signifying that 36.8% of the variance in organizational performance which is the endogenous latent construct has been significantly explained by the model. Specifically, the independent latent constructs in this model (e.g. job security, empowerment, extensive training and development, compensation, recruitment and selection, performance appraisal) have explained 36.8% of the variation in the organizational performance. Hence, the direct model has explained 36.8% variation in the endogenous latent construct which is considered moderate (Chin, 1998). However, the based on Chin (1998) the R squared is considered moderate implying that only 36.8% has been significantly explained by the model and there are many other variables that can explain organizational performance in addition to the ones included in this study. Hence, based on Chin (1998) it is concluded that the model is moderately good in explaining organizational performance.

4.4.2.3 Assessment of the Effect Size for Direct Relationships

The effect size is an indication of a relative or comparative effect that a particular exogenous construct has on explaining the endogenous latent construct (Chin 1998). It is determined by eliminating a target variable whose effect needs to be ascertained, then run bootstrapping to determine the change in R-square value (Chin, 1998). Particularly, the change between the old and new R-square is referred to as the effect size (Hair et al., 2014). Additionally, Cohen (1988) prescribed the critical f^2 values of 0.020, 0.150, and 0.350 respectively. He further added that 0.020 stands for weak or small effect size, 0.150 represents medium or average and 0.350 which signify large

or strong effect sizes respectively. The effect size for this model has been depicted in the Table 4.15 below.

The effect size is measured using a formula provided by Cohen which is generally accepted for computing effect size in social sciences research (Hair et al., 2014; Selya, Rose, Dierker, Hedeker, & Mermelstein, 2012). The Cohens formula for calculating the effect size is as follows:

$$f^2 = \frac{R^2 \text{ included} - R^2 \text{ excluded}}{1 - R^2 \text{ included}}$$

Where:

f^2 = stands for the difference between the R^2 included and R^2 excluded which is referred to as the effect size R^2 included = the value of R^2 of endogenous construct when all the variables are included in the model. R^2 excluded = is the value of R^2 when a particular variable of interest has been removed from the model.

Table 4.15
Assessment of effect size for direct relationships: F-Square

Construct	R ² Included	R ² Excluded	F ²	Effect Size
Job security	0.368	0.368	0.000	None
Empowerment	0.368	0.361	0.011	None
Training effectiveness	0.368	0.341	0.043	Small
Compensation	0.368	0.364	0.006	None
Recruitment	0.368	0.304	0.101	Small
Performance Appraisal	0.368	0.304	0.101	Small
Organizational Commitment	0.368	0.329	0.062	Small
Strategic Implementation	0.368	0.314	0.085	Small

Source: Researcher

As indicated in the Table 4.15 above the effect size for all the latent constructs has been depicted. Based on the formula provided by Cohen it is indicated that only three out of the eight constructs have no effect on the endogenous latent construct. While the remaining five (5) constructs reveal small effect on the endogenous variable. Specifically, the effect size for training extensiveness, recruitment, performance appraisal, organizational commitment and strategic implementation is 0.043, 0.101, 0.101, 0.062 and 0.085 respectively. However, the effect size for job security, empowerment and compensation are 0.000, 0.011 and 0.006 signifying no effect based on Cohen (1988). Specifically, the result of bootstrapping analysis has already revealed that job security, empowerment and compensation have no significant effect size on the model (Cohen, 1988). However, Chin, Marcolin, and

Newsted, (2003), reported that even the smallest strength of the effect size f^2 should be considered as it can influence the endogenous variables in the model.

4.4.2.4 Predictive Relevance for the Entire Model Direct Relationships

The study has in addition to individual assessment of predicted relevance also tested the relevance of the entire model. The relevance of the model was also tested using Stone-Geisser test of predictive relevance by carefully applying the blindfolding technique (Geisser, 1974; Hair et al., 2014; Stone, 1974). Moreover, Stone-Geisser test of predictive relevance has been recommended as an additional test that ensure the model is good and fit for analysis involving the use of PLS-SEM technique (Stone, 1974). In essence, predictive relevance is also used to assess the parameter estimation in the model as well as how well they fit in the model (Chin, 1998; Hair et al., 2014).

The assessment of predictive relevance in this study was conducted through a cross validated redundancy (Q^2). This technique is an acceptable means for assessing the predictive relevance of a given model (Geisser, 1974; Hair et al., 2013; Hair et al., 2014). The Q^2 technique is applied by calculating the blindfolding procedure for the construct to obtain predictive relevance for the model (Chin, 1998; Hair et al., 2014). In essence a model is considered to have a predictive ability if the Q^2 statistic value is more than zero (Henseler, Ringle, & Sinkovics, 2009). The test of predictive relevance in this study is shown in the Table below.

Table 4.16

Predictive Relevance for Direct Relationships: Q-Square

Construct	SSO	SSE	I-SSE/SSO
Organizational Performance	1032.0000	906.2301	0.1219

Based on the result of blindfolding depicted above in the Table 4.16, its indicated that the model has predictive relevance based on (Henseler et al., 2009). The acceptability of blindfolding analysis of the cross validated redundancy (Q^2) of greater than zero has been generally recognized among scholars (Hair et al., 2014; Hayes, 2009). Therefore, it is concluded that the direct effect model in this study has predictive relevance.

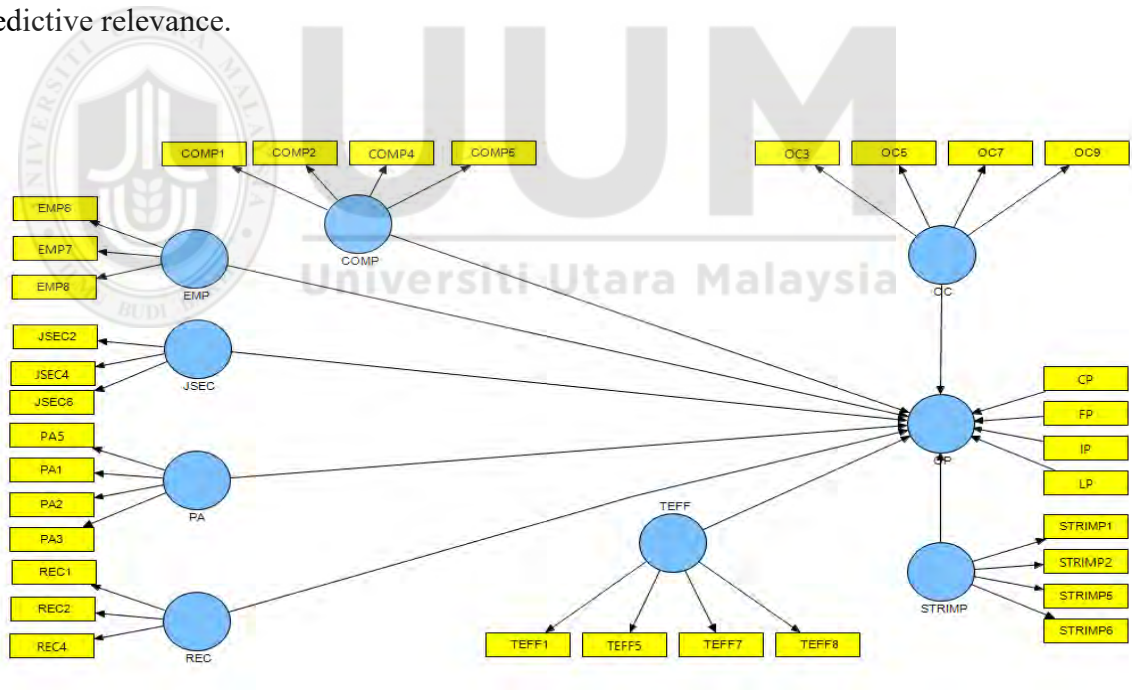


Figure 4.6
Blindfolding (Direct Relationship)

4.4.2.5 Hypothesis Testing for Mediating Relationships

The study has in the previous section dwell on analyzing the direct link between the exogenous and endogenous latent construct. However, this section will focus on analyzing the indirect effects (mediation effects) as hypothesized in the third chapter of the study. The mediation analysis will focus on establishing a path where the exogenous construct will transmit effect to the endogenous latent construct indirectly through the mediating mechanism (Ramayah et al., 2011). The mediation analysis is analyzed using techniques involving causal step approach (Baron & Kenny, 1986; Preacher & Hayes, 2008) re sampling techniques through bootstrapping procedures (Preacher & Hayes, 2004) and Sobel test (Sobel, 1982).

The technique adopted in this study was based on the re-sampling bootstrapping procedure of partial least squares modeling PLS-SEM (Hair et al., 2014). This is because it has the power for analyzing complex multivariate direct and indirect effect. Unlike other techniques bootstrapping have the capability of carrying out analysis that yields more accurate results (Chin, 2010). Based on the statistical power of PLS-SEM scholars have increasingly recommend the technique as appropriate for conducting mediation analysis (Chin, 1998; Hair et al., 2011; Hayes & Preacher, 2010; Zhao et al., 2010). Therefore, this study applied the PLS-SEM bootstrapping procedure and mediated relationship was analyzed based on Zhao et al. (2010).

Specifically, the study applied PLS-SEM bootstrapping and analyzed the mediation hypotheses formulated in chapter three of this study such as; Hypothesis 4a: Organizational commitment mediates the relationship between job security on

organizational performance. Hypothesis 4b: Organizational commitment mediates the relationship between empowerment on organizational performance. Hypothesis 4c: Organizational commitment mediates the relationship between training extensiveness on organizational performance. Hypothesis 4d: Organizational commitment mediates the relationship between compensation on organizational performance. Hypothesis 4e: Organizational commitment mediates the relationship between recruitment on organizational performance. Finally, mediation Hypothesis 4f: Organizational commitment mediates the relationship between performance appraisal on organizational performance was also analyzed.

Moreover, the mediation was conducted based on the suggestions of previous scholars on the appropriate conditions governing the mediation analysis (Preacher & Hayes, 2008). Specifically, the mediation analysis was analyzed based on the recommendations of Zhao et al., (2010) and the mediator analysis technique as prescribed by (Hair et al., 2014). Again, Hair et al., (2014) also added that mediation is established through bootstrapping procedure when a particular exogenous latent construct affects an endogenous latent construct by transmission indirectly through a third construct.

According to Hair et al., (2014) procedure prescribed that mediation analysis should begin with testing the direct relationship without including the mediator path. Then the mediator should be included to assess the significance of the path. If the path is significant then variance accounted (VAF) should be determined. Nevertheless, in

this study the direct relationship has been established as shown in the Table 4.13.

Hence, in this section the mediation effect is established based on Hair et al., (2014).

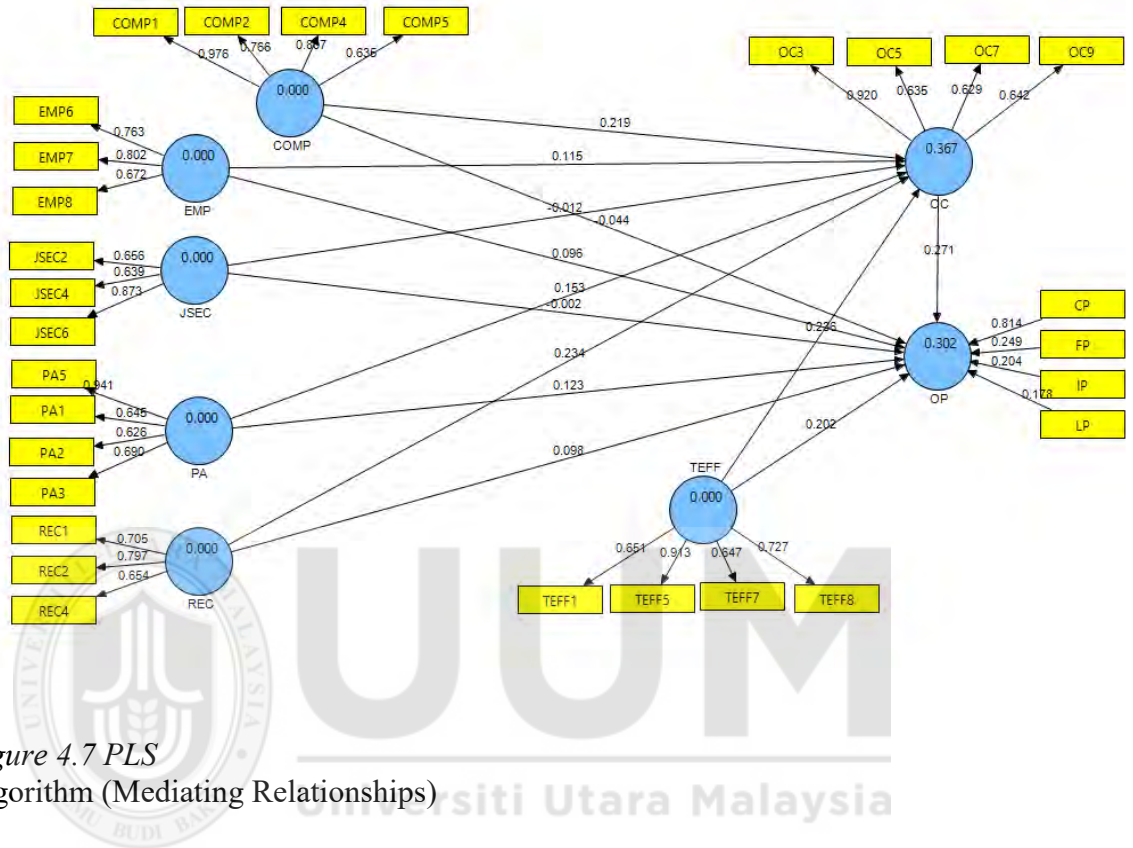


Figure 4.7 PLS Algorithm (Mediating Relationships)

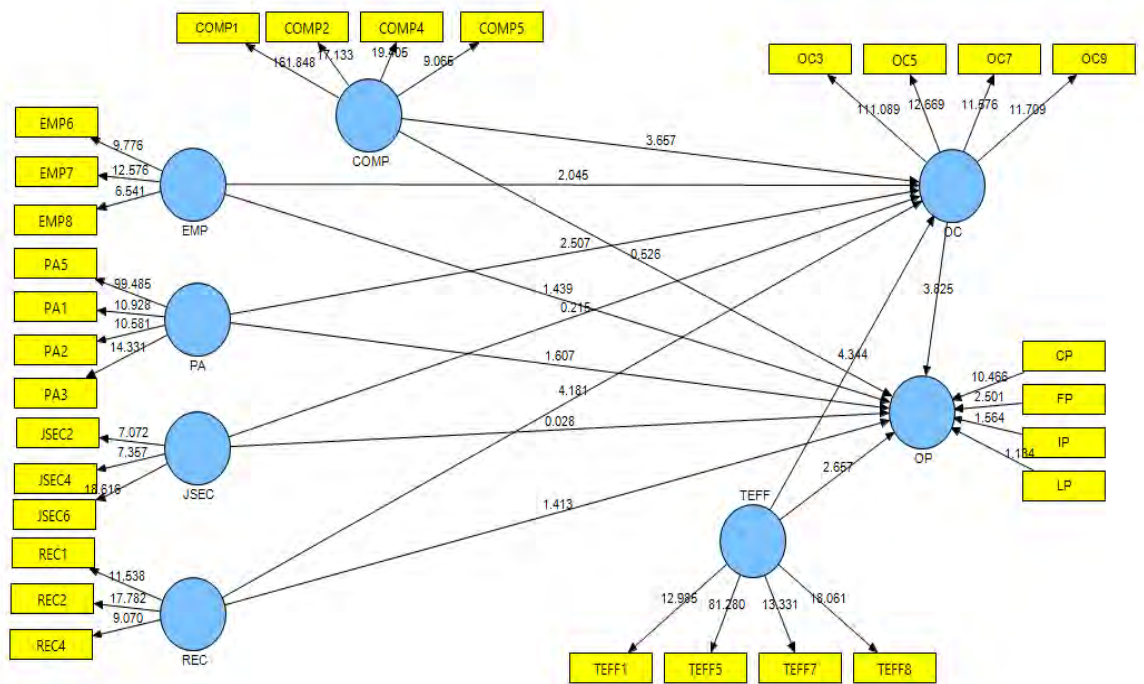


Figure 4.8
Bootstrapping (Mediating Relationships)

The above Figure 4.8 demonstrates the PLS-SEM mediating model using the bootstrapping procedure. The figure demonstrates three paths a, b, and c which were used to determine the mediation effect in the model (Hair et al., 2013).

Table 4.17
Structural Model: Bootstrapping Results for the Indirect Effect

Path a	Beta	Path b	Beta	Indirect Effect (a*b)
JSEC -> OC	-0.012	OC -> OP	0.271	-0.002
EMP -> OC	0.115	OC -> OP	0.271	0.033
TEFF -> OC	0.236	OC -> OP	0.271	0.033
COMP -> OC	0.219	OC -> OP	0.271	0.060
REC -> OC	0.234	OC -> OP	0.271	0.063
PA -> OC	0.153	OC -> OP	0.271	0.041

Table 4.17 above demonstrates path a, path b, beta value and the indirect effect column. It demonstrates the values obtained from applying the bootstrapping procedure such as the path a, path b, beta and indirect effect. The path a, and path b were directly copied from the report of PLS-SEM path coefficient. Beta value was the original sample mean which usually represent the beta value (Hair et al., 2014). The indirect effect was determined by multiplying the direct effect path a by the indirect effect path b.

Table 4.18
Structural Model: Test of Significance for Mediating Relationships

Hypothesis	Relationships	Beta	Std. Err	Tvalue	Pvalue	Decision
H4a	JSEC -> OC	-0.012	0.055	0.217	0.829 ^{NS}	Not Supported
H4b	EMP -> OC	0.115	0.054	2.140	0.033 ^{NS}	Not Supported
H4c	TEFF -> OC	0.236	0.054	4.371	0.000 ^{***}	Supported
H4d	COMP -> OC	0.219	0.059	3.698	0.000 ^{***}	Supported
H4e	REC -> OC	0.234	0.055	4.269	0.000 ^{***}	Supported
H4f	PA -> OC	0.153	0.061	2.499	0.013 ^{**}	Supported

***p < 0.01; **p < 0.05; *p < 0.10; NS = not significant (n=258)

The mediation effect is determined by using the indirect effect, and the standard error was extracted from the bootstrapping report under the path coefficient. The determination of *t*-value was conducted by multiplying a times b divide by standard error ($a*b/SE$) this was analyzed based on (Hair et al., (2014). The direct effect was shown in the Table 4.13 and the mediation effect was determined taking into cognizance indirect path coefficient, SE, p-values and *t*-statistics. Therefore, based

on the results of analysis shown in table 4.18, the hypothesized mediating role of organizational commitment on the effect of job security on organizational performance has not been statistically supported. This was revealed by the output of the analysis where ($\beta = -0.012$, $t = 0.217$, $p < 0.829$). The mediation role of organizational commitment on the effect of empowerment on organizational performance has been supported statistically ($\beta = 0.115$, $t = 2.140$, $p < 0.033$). Moreover, coefficient for the mediating role of organizational commitment on the effect of training extensiveness on organizational performance is ($\beta = 0.236$, $t = 4.371$, $p < 0.000$) signifying a supportive hypothesis as revealed by the statistical coefficient.

Nevertheless, the result of the analysis on mediating role of organizational commitment on the effect of compensation on organizational performance has the coefficient of ($\beta = 0.219$, $t = 3.698$, $p < 0.000$) and the mediating role of organizational commitment on the effect of recruitment on organizational performance has the coefficient of ($\beta = 0.234$, $t = 4.269$, $p < 0.000$). Based on the result the entire two hypothesis were supported. Finally, mediating role of organizational commitment on the effect of performance appraisal on organizational performance was also supported with coefficient ($\beta = 0.153$, $t = 2.499$, $p < 0.013$).

Therefore, based on the coefficient revealed in the Table 4.18 only four (4) out of the six (6) mediated hypotheses were supported. However, despite the significance of the mediating path coefficients t statistics, beta and p value, if a zero is introduced between the lower bound and upper bound confidence interval the result may not

necessarily be significant. Rather than justifying the significance based on only *t* statistics and *p* value and Beta value due to reliance on bootstrapping standard error (Preacher & Hayes, 2004, 2008). There is need for researchers to report the confidence interval provides greater value and credence by making available more information concerning the stability of the coefficient estimate (Hair et al., 2014).

Table 4.19
Structural Model: Confidence Interval for Mediating Relationships

Hypothesis	Path a	Path b	a*b (Beta)	5% LL	95% UL	Decision
H4a	-0.012	0.271	-0.002	-0.0314	0.0274	Not supported
H4b	0.115	0.271	0.033	-0.00228	0.06828	Not supported
H4c	0.236	0.271	0.033	0.01988	0.10612	Supported
H4d	0.219	0.271	0.060	0.01492	0.10508	Supported
H4e	0.234	0.271	0.063	0.01596	0.11004	Supported
H4f	0.153	0.271	0.041	0.00376	0.07824	Supported

Note: If there is no zero between the values (i.e if LL has a negative sign and UL has positive sign) between LL and UL, then the Hypothesis can be said to have been supported (n=258)

Table 4.19 above present the confidence interval containing the path a, path b, beta, lower level (LL) and upper level (UL). The lower level (LL) and upper level (UL) was determined using the formula; $\beta + (1.96 * \text{std. err})$ for upper limit and $\beta - (1.96 * \text{std. err})$ for lower limit using the confidence interval estimation at 5% (LL), and 95% (UL) respectively (Hair et al., 2014). The table indicates that between the confidence intervals of the hypotheses that have significant *t* statistics and path coefficients there exists no zero. The confidence interval reaffirms the results of job security whose path was not significant in Table 4.18 and as well appears to be

insignificant again in the Table 4.19. The mediation role of organizational commitment on training extensiveness, compensation, recruitment, and performance appraisal has all been confirmed in the confidence interval table. Therefore based on the results presented in Table 4.18 and Table 4.19 it is concluded that organizational commitment mediates the effect of training extensiveness, compensation, and recruitment as well as performance appraisal on organizational performance. Conversely, hypothesized mediation role of organizational commitment on the effect of empowerment on organizational performance was not supported based on the confidence interval analysis.

4.4.2.6 Coefficient of Determination for Mediating Relationships

The coefficient of determination is the technique used to assess the predictive accuracy of a model (Hair et al., 2014). The coefficient is commonly referred to as R^2 value and it is determined as a squared correlation between predicted and actual values for endogenous latent constructs (Hair et al., 2012; Hair et al., 2011; Hair et al., 2014; Henseler et al., 2009). Specifically, the coefficient of determination for the mediation model is different from the one presented earlier in the direct relationship model. This is because here the model has two predictor constructs that is, organizational commitment and organizational performance. Hence, the coefficient of determination for this model is presented in the table below.

Table 4.20

Coefficient of Determination for Mediating Relationships: R-Squared

Constructs	R-Squared Value (R ²)
Organizational Performance	0.302
Organizational Commitment	0.367

Based on the coefficient of determination for mediation Table 4.20, it is indicated that the exogenous latent constructs in the model have predictive capacity of 30.2% on the endogenous construct. Moreover, the exogenous constructs also explained the variation corresponding to 36.7% in the mediating construct. More precisely the result R² value for the mediation model demonstrates that job security, empowerment, training effectiveness, compensation, recruitment and performance appraisal have explained 30.2% of variance in the organizational performance and 36.7% of the variance in the organizational commitment. Thus, the R² for the mediated model is considered moderate (Chin, 1998). Additionally, the R² value for organizational commitment which is 36.7% is also moderate (Chin, 1998).

4.4.2.7 Assessment of the Effect Size for Mediating Relationships

The effect size as explained in the direct relationship model is referred to as the change in R² in the event where a variable is removed from the model. This technique is employed to assess the contribution of the omitted exogenous latent construct to the R² value. The determination of the effect size F^2 can be seen in the table below.

Table 4.21
Assessment of the Effect Size for Mediating Relationships: F-Square

Construct	F ² (OP)	Effect Size	F ² (OC)	Effect Size
Job security	0.000	None	0.0000	None
Empowerment	0.010	None	0.0190	None
Training Effectiveness	0.035	Small	0.0634	Small
Compensation	0.043	Small	0.0491	Small
Recruitment	0.009	None	0.0634	Small
Performance Appraisal	0.014	None	0.0285	Small
Organizational Commitment	0.045	Small	NA	NA

Note: NA = not applicable

The effect is calculated using the formula provided by Cohen (1988) as shown in the direct relationship analysis as shown in equation 4.1. He also provided rule of thumb critical values for calculating the size of effect as a result of omitting any variable in the model as f^2 of 0.2 as small, 0.15 as medium and 0.35 as large. Unlike the direct effect model where only one variable is a predictor, in this model there are two predictor variables. The model have not calculate the effect size for organizational commitment because in this model it is also an outcome construct. Hence N.A was written against effect size column as shown in the Table 4.21.

As presented in the Table 4.21 the effect size of job security and empowerment have no effect on the model, signifying that the constructs do not contribute to the coefficient of determination R squared in the Model. Compensation, recruitment and performance appraisal have small effect in the mediation model. This result differs with the effect size coefficient obtained in the direct relationship model as the

constructs indicate relatively small effects in the model. Additionally, training extensiveness and organizational commitment have a small effect on the organizational performance.

Moreover, their respective effect size is 0.035 and 0.045 respectively signifying a small effect size (Cohen, 1988). Therefore, the small effect sizes of the constructs indicate the variables makes relatively small contributions to the coefficient of determination R squared (Hair et al., 2014). Additionally, in the second mediation model organizational commitment is also an outcome variable explained by the predictors (exogenous) constructs which makes effect size computations not applicable N.A. Hence, in this model it has an R squared value as reported in Table 4.20.

However, the exogenous latent constructs effects size on organizations commitment demonstrates that job security and empowerment have no effect based on Table 4.21. These results correspond with the direct effect model presented in Table 4.15 as well as the indirect effect size on organizational performance depicted in Table 4.21. Conversely, the effect size of training extensiveness, compensation, recruitment and performance appraisal is 0.063, 0.050, 0.063 and 0.029 respectively. Based on Cohen (1988) the training extensiveness, compensation, recruitment and performance appraisal is small.

4.4.2.8 Predictive Relevance for Mediating Relationships

As explained earlier in the direct effect model, the indirect model also utilized Stone-Geisser's Q^2 criteria for calculating predictive relevance for the model. The Stone-Geisser's Q^2 criteria is generally used to evaluate the predictive relevance of exogenous latent constructs on endogenous latent construct (Geisser, 1974; Stone, 1974). Thus, in this study cross validated redundancy was used to assess predictive relevance of the model (Hair et al., 2014).

Table 4.22
Predictive Relevance for Mediating Relationships: Q-Square

Construct	SSO	SSE	I-SSE/SSO
Organizational Performance	1032.0000	936.4968	0.0925
Organizational Commitment	1032.0000	834.7912	0.1911

Based on the above table, it is demonstrated that the model has predictive relevance based on the output of (Q^2 value) generated from blindfolding analysis through construct cross validated redundancy. The relevance of the path model is based on the recommendation that (Q^2 value) of more than zero is an indication of predictive relevance of a given model (Chin, 1998; Hair et al., 2014; Hayes, 2009). Thus the path model is relevant in terms of predicting capacity.

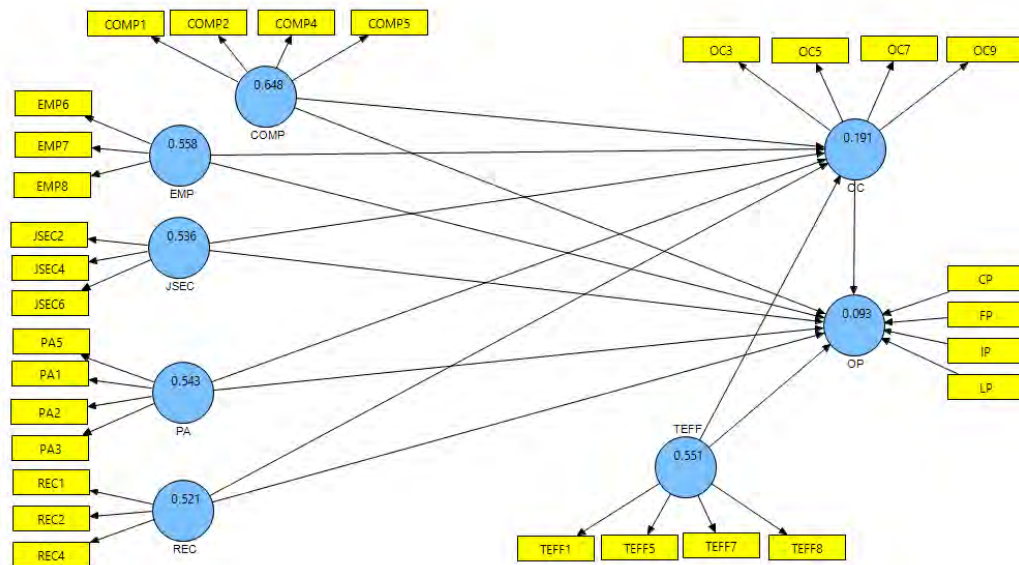


Figure 4.9
Blindfolding (Mediating Relationship)

The above table demonstrates that the model has predictive relevance based on the output of (Q^2 value) generated from blindfolding analysis through construct cross validated redundancy. The relevance of the path model is based on the recommendation that (Q^2 value) of more than one is an indication of predictive relevance of a given model (Chin, 1998; Hair et al., 2014; Hayes, 2009). Thus the path model is relevant in terms of predictive capacity.

4.4.2.9 Assessment of the Variance Accounted for (Magnitude of Mediating Effect)

The variance accounted for (VAF) is used to ascertain the total indirect effect of a given model and how it relates to the total effect (Hair et al., 2014). It is a technique through which the variance in the endogenous latent construct is explained by the

endogenous latent constructs as well as determining how much of such variance is explained by the indirect path through the mediating construct. The variance accounted for is determined through a formula provided by Helm, Eggard and Garnefeld (2010). The formula for is as follows:

$$VAF = \frac{a*b}{a*b+c}$$

Based on the formula $VAF = \text{variance accounted for}$, $a*b = \text{indirect effects}$, c is the direct effect when the path a , and path b has been controlled for. The results of the variance accounted for is presented on the Table 4.23 below.

Table 4.23
Assessment of Variance Accounted For : VAF

Hypothesis	Construct	Indirect	Direct	Total	VAF	Mediation
H4a	JSEC->OC->OP	-0.002	0.00	-0.004	NA	NS
H4b	EMP->OC->OP	0.096	0.033	0.129	NA	NS
H4c	TEFF -> OC->OP	0.203	0.063	0.266	0.24	Partial
H4d	COMP->OC->OP	-0.044	0.06	0.016	3.77	Full mediation
H4e	REC -> OC->OP	0.098	0.063	0.161	0.39	Partial
H4f	PA -> OC->OP	0.123	0.041	0.164	0.25	Partial

Note: NA = not applicable

In addition, VAF of less than .20 is considered no mediation, .20 to .80 is considered as partial mediation while .80 and above is considered full mediation. Based on the above results presented in the Table 4.23 above, it can be seen that the hypothesis stating the mediating role of organizational commitment on the effect of job security and empowerment on organizational performance is not supported based on the confidence interval, the VAF is not applicable and mediation not supported.

Moreover, training extensiveness, recruitment and performance appraisal has 0.24 corresponding to 24%, 0.39 corresponding to 39% VAF and 0.25 corresponding to 25% VAF respectively all signifying a partial mediation. The mediated hypotheses formulated earlier in this study H4c to H4f have all been supported.

Conversely, the value for compensation variance accounted for is 3.77 which signifies that organizational commitment fully mediate the effect of compensation on organizational performance. This represents the suppressor effect which is usually an exception case in the mediator analysis. The suppressor effect implies a change in the direction of direct relationship after the inclusion of a mediator variable in the model which always leads to full mediation effect (Hair et al., 2014). This concludes that full mediation effect of organizational commitment exists between compensation and organizational performance confirming hypothesis H4d.

4.4.2.10 Hypothesis Testing for Moderating Effect

This study also tested the moderating effect of strategic implementation on the effect of organizational commitment and organizational performance. The hypothesis test was conducted in order to ascertain the extent to which the construct moderates this effect in order to accept or reject the proposition. The summary of the hypothesis is stated below.

H5: Strategic implementation moderates the effect of organizational commitment on organizational performance.

4.4.2.11 Effect Size of Moderating Construct

Moderating effect is said to exist where the introduction of an independent latent construct changes the direction, strength and or effect of relationship between the constructs in the model (Hair et al., 2014). Based on this, the study utilizes PLS-SEM to ascertain and assess the moderating effect of strategic implementation on organizational commitment and organizational performance relationships. Specifically Henseler and Fassott (2010) recommend that studies utilize product term approach to estimating moderation effect due to the fact that they are close and or superior to that of group comparison. Again, the study utilized product indicator approach to assess mediation effect because the moderating construct is continuous in nature (Rigdon, Schumacker, & Wothke, 1998). Moreover Cohen's (1988) recommendations were used to establish and ascertain the strength of effect of the moderating model. The output of the product indicator approach to moderator analysis is shown in Figure 4.10.

Additionally as stated in the hypothesis H5 that Strategic implementation moderates the effect of organizational commitment on organizational performance. As hypothesized, the results presented in the Table 4.24 demonstrates that the interaction signifying organizational commitment, strategic implementation and organizational performance was statistically significant ($\beta = 0.2133$, $t = 3.8089$, $p < 0.000$). Hence, based on the coefficients hypothesis (H5) was fully supported.

Table 4.24

Structural model: Test of the significance for Moderation Relationship

Hypothesis	Relationship	Beta	SE	T value	Pvalue	Decision
H5	OC * STRIMP -> OP	0.213	0.056	3.809	0.000	Supported

Based on findings depicted graphically in Table 4.11, the result confirms that strategic implementation moderates the effect of organizational commitment on organizational performance in such a way that if strategic implementation is high the effect organizational commitment on organizational performance will be highly strengthened. Conversely, if strategic implementation is low the effect of organizational commitment on organizational performance will be low. This assertion is graphically presented in figure 4.11.

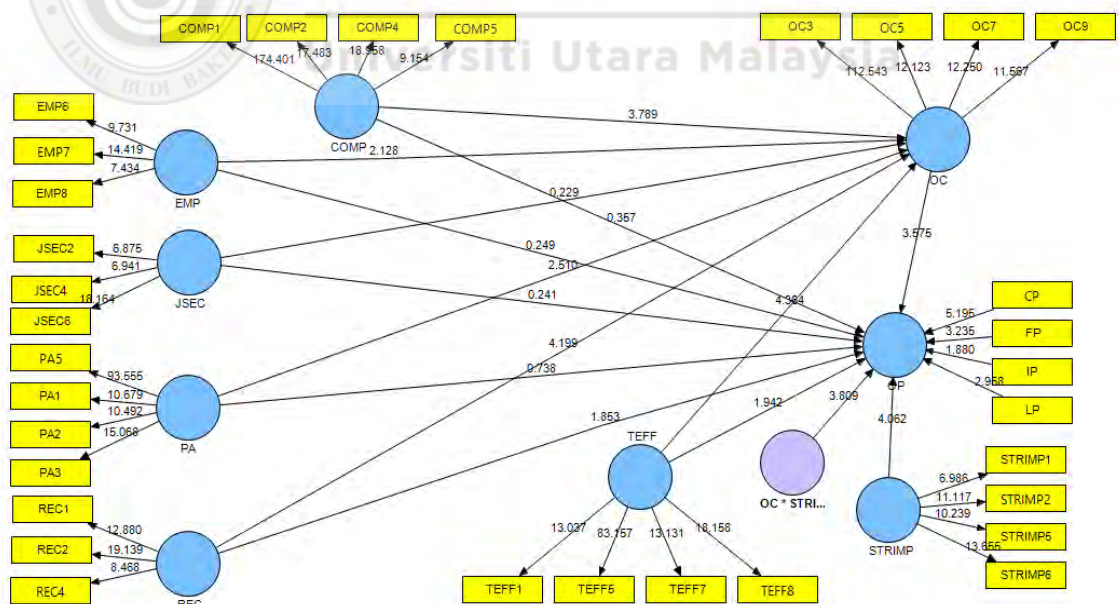
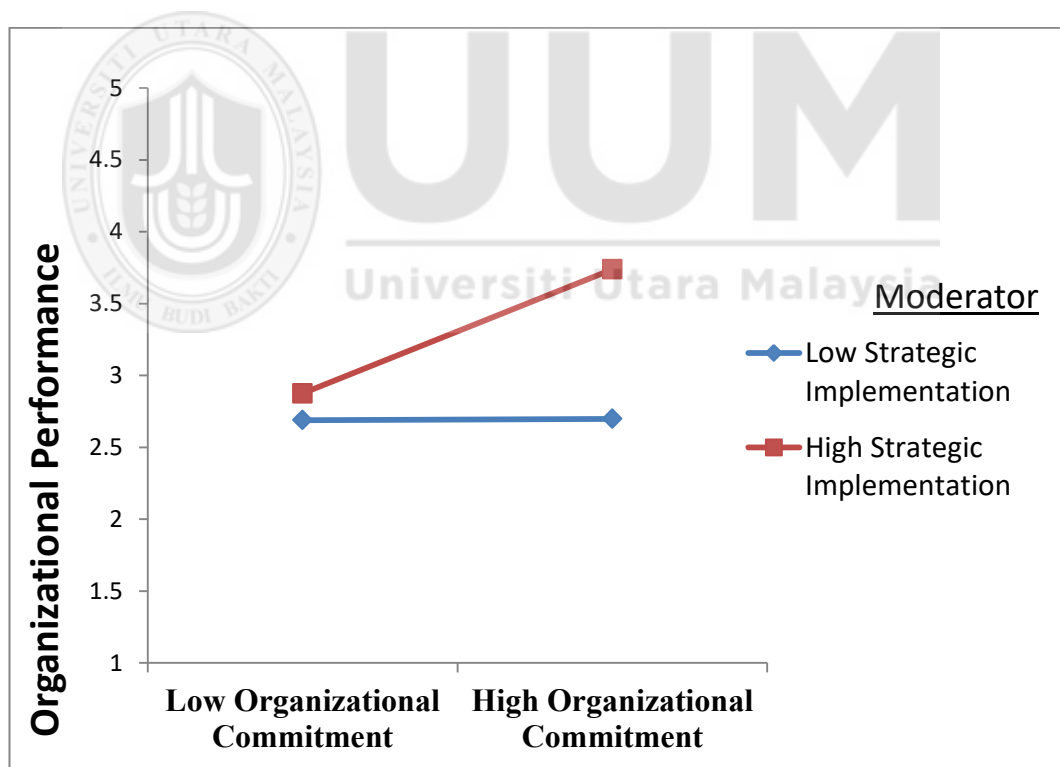


Figure 4.10
Bootstrapping (Moderating Effect)

The diagram depicted in Figure 4.11 is auto generated from the two ways interaction work sheet specifically designed to calculate the strength and direction of moderating effect. The graph has two line, brown lines signifying high strategic implementation while the blue line indicates low strategic implementation. The brown indicator line that point upward implies that the higher strategic implementation the higher will be the strength of effect of path between organizational commitment and organizational performance. Specifically the results indicate that strategic implementation moderates the relationship between organizational commitment and organizational performance as hypothesized.



Note: Interaction effect of organizational commitment strategic implementation and organizational performance indicating the higher the strategic implementation the higher will be strength of effect of organizational commitment on organizational performance.

Figure 4.11
Moderation Effect

4.4.2.12 Assessment of Variance Explained by the Entire Model

As explained in the earlier sub-sections R^2 is a coefficient that is used to determine the amount of variance and predictive accuracy explained by a given model (Hair et al., 2014). Hence, coefficient of determination is the term that explain the combined effects of exogenous latent constructs in explaining the variance on the exogenous latent constructs in a given model (Hair et al., 2006b; Hair et al., 2010). Moreover, determining an acceptable rule of thumb for R^2 value which is acceptable to all scholars is still a difficult task, for this reason the acceptability of R^2 depends to a large extent on discipline and complexity of research area (Hair et al., 2014).

However, an R^2 value of 0.67, 0.33 and 0.19 has been proposed as strong, moderate and weak if PLS-SEM is used as technique of analysis (Chin, 1998). Thus, R^2 for the entire model of this study is shown in Table 4.25 below.

Table 4.25
Assessment of Coefficient of Determination for the Entire Model: R-Squared

Constructs	R-Squared Value (R^2)
Organizational Performance	0.391
Organizational Commitment	0.370

As demonstrated in the Table 4.26 the R^2 for this model which signifies the amount of variance in the endogenous latent constructs (organizational performance) which has been significantly explained by the entire exogenous latent constructs. Specifically, the exogenous latent constructs (*i.e.* job security, empowerment,

training extensiveness, compensation, recruitment, performance appraisal and strategic implementation) in this model explained R^2 of 0.391. This indicates that 39.1 % of variance in the endogenous variable in this study has been significantly explained by the exogenous latent constructs. Hence, the entire model has explained 39.1% variation in the endogenous latent construct which is considered moderate (Chin, 1998). However, based on Chin (1998) the R squared is considered moderate implying that only 39.1% has been significantly explained by the model and there are many other variables that can explain organizational performance in addition to the ones included in this study. Hence, based on Chin (1998) it is concluded that the model represent a moderately good in explaining organizational performance.

4.4.2.13 Determining the Strength of the Moderating Effects

In order to determine the strengths of strategic implementation as the moderating constructs between organizational commitment and organizational performance the criteria provided by Cohen's (1988) for calculating effect sizes was utilized. Specifically, assessing the moderating effects can be achieved by making comparison between the R-squared coefficients of determination for the main model with that of the full model that combines all the latent constructs such as the exogenous latent constructs, endogenous latent construct and the moderating construct (Henseler & Fassott, 2010; Wilden, Gudergan, Nielsen, & Lings, 2013). Hence, strength of the moderating effect model was be calculated by utilizing the formula provided below (Cohen, 1988; Henseler & Fassott, 2010).

$$\text{Effect size (F}^2\text{)} = \frac{R^2 \text{ with moderator} - R^2 \text{ without moderator}}{1 - R^2 \text{ with moderator}}$$

(4.3)

Based on the rule of thumb prescribed for interpreting the effect sizes of (f^2) value such as 0.02 considered weak, 0.15 moderate and 0.35 as strong (Cohen, 1988; Henseler & Fassott, 2010). Although, there is recommended threshold for determining the strength of effect sizes, a very low effect size does not indicate insignificant effect of the moderating construct, i.e. moderating effect consider even a small interaction as long as it leads to a meaningful changes in the beta value (Chin, Marcolin, & Newsted, 2003). Hence the effect size in this study is shown in the Table 4.26 below.

Table 4.26
Assessment of the Effect Size for Moderating Relationships: F-Square

Construct	R ² Included	R ² excluded	F ²	Effect size
Strategic Implementation	0.391	0.302	0.1461	Small

The above table presents the assessment of the moderating effect for strategic implementation in the study model. Thus, the coefficient of the effect size (f^2) for the moderating role of strategic implementation on the effect of organizational commitment on organizational performance is $f^2 = 0.146$ which indicates that the effect size is relatively small (Cohen, 1988; Henseler, Wilson, Götz, & Hautvast, 2007; Henseler & Fassott, 2010; Wilden, Gudergan, Nielsen, & Lings, 2013).

The study stated five objectives in the first chapter. More specifically objective one and four has further been sub divided into five lettered A – F representing the sub hypotheses H1a-H1f to H4a-H4f respectively. Consequently the data collected for the analysis supported four direct hypothesis and four mediation hypotheses and one moderating hypothesis. This implies that four direct hypothesis and two mediation hypothesis were not supported by the model. Moreover, results of the rejected hypotheses have been duly supported by similar findings from past investigations accordingly.

The study supported the direct effect of extensive training and development, recruitment and selection, organizational commitment and strategy implementation on organizational performance. On the other hand, the direct effect of job security, empowerment compensation and performance appraisal was not supported by the model. Therefore Table 4.27 below presents the summary of the findings as revealed by the PLS-SEM results.

Table 4.27
Summary of Overall Findings: Results of Hypothesis Testing

No	Hypotheses	Statement of Hypothesis	Findings
1	H1a	There is significant relationship between job security and organizational performance	Not supported
2	H1b	There is significant relationship between empowerment and organizational performance	Not Supported
3	H1c	There is significant relationship between extensive training and development and organizational performance	Supported

Table 4.27 (continued)

No	Hypotheses	Statement of Hypothesis	Findings
4	H1d	There is significant relationship compensation and organizational performance	Not supported
5	H1e	There is significant relationship between recruitment and selection and organizational performance	Supported
6	H1f	There is significant relationship between performance appraisal and organizational performance	Not supported
7	H2	There is significant relationship between organizational commitment and organizational performance	Supported
8	H3	There is significant relationship between strategic implementation and organizational performance	Supported
9	H4a	Organizational commitment mediates the relationship between job security on organizational performance	Not supported
10	H4b	Organizational commitment mediates the relationship between empowerment on organizational performance	Not supported
11	H4c	Organizational commitment mediates the relationship between training extensiveness on organizational performance	Supported
12	H4d	Organizational commitment mediates the relationship between compensation on organizational performance	Supported
13	H4e	Organizational commitment mediates the relationship between recruitment on organizational performance	Supported
14	H4f	Organizational commitment mediates the relationship between performance appraisal on organizational performance	Supported
15	H5	Strategic implementation moderates the relationship between organizational commitment on organizational performance	Supported

4.5 Summary of the Chapter

This chapter presents the results of the data analysis based on data collected from the field. This include the demographic variable of profile of the respondent, preliminary analysis using SPSS such as normality test, collinearity test, checking and detecting

outliers, non-response bias and missing value analysis. In this chapter also include the justification for adopting PLS-SEM as technique suitable to analyze the data for this investigation and the technicalities involved in analyzing the data. Specifically PLS-SEM techniques applied in this study are the measurement model and structural model. The measurement model was used to assess the goodness and fit of measures used in the study through reliability and validity analysis and structural model was used to assess the significance of the path models.

Furthermore, the model involves six exogenous latent constructs (e.g. job security, empowerment, training extensiveness, compensation, and recruitment and performance appraisal). Strategic implementation is the moderating construct; organizational commitment is the mediating construct while organizational performance is the dependent variable. The findings of the analysis supported four direct effects, four mediating effects as well as the moderating effect as hypothesized. Specifically, the direct effect of training extensiveness, recruitment and strategic implementation and organizational commitment has all been supported while that of job security, empowerment, performance appraisal and compensation was not supported.

In addition, the mediating role of organizational commitment on the effect of empowerment, training, compensation, recruitment and performance appraisal has been supported while that of job security and empowerment was not. Finally the hypothesized moderating role of strategic implementation on the effect of organizational commitment and organizational performance has also been supported.

Therefore, based on the findings of this study the next chapter will discuss the findings of the study, implication, conclusion, recommendation, limitation and area for further studies.



CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the main findings reported in the previous chapter, involving detailed interpretation of the statistical correlation and relating them to the theoretical underpinnings on which the study was based. In particular, the chapter discusses the findings in the light of their relevance to the performance of the Nigerian banking industry, as well as the literature. The chapter summarizes the results arrived at, the conclusions drawn from the data analysis and interpretation, and recommendations for policy making. Finally, in view of the study's limitations, areas for further investigation are suggested.

5.2 Overview of the Key Findings of the Study

Before embarking on a detailed discussion of the findings, this section briefly highlights the study's objectives. Specifically, the main objective of the investigation was to determine the mediating role of organizational commitment on high performance work practices and organizational performance, and the moderating role of strategic implementation on the effect of organizational commitment in the performance of the Nigerian banking industry. In essence, the study has made a significant breakthrough by extending the current model to confirm the mediating role of strategic implementation in the relationship between organizational commitment and organizational performance. In addition the study reaffirm managers role in effective strategic implementation thereby reaffirming the resource

management model. Hence, the study provides answers to a substantial number of the following research questions.

1. Do high performance work practices have a positive effect on organizational performance?
2. Does organizational commitment have a positive effect on organizational performance?
3. Does strategic implementation have a significant positive effect on organizational performance?
4. Does organizational commitment mediate the effect of high performance work practices on organizational performance?
5. Does strategic implementation moderate the effect of organizational commitment on organizational performance?
6. To ascertain whether the research framework advance the model of High Performance Work Practices and Organizational Performance for banking industry in Nigeria.
7. To ascertain whether the collected data significantly support the overall model.

Research questions RQ1 to RQ3 examine the direct effect, RQ4 the mediating effect, RQ5 the moderating effect, RQ6 model advancement and RQ7 data support. The results of the PLS-SEM path modelling revealed that the effect of extensive training and development and recruitment on organizational performance was confirmed to

be positive and significant. Organizational commitment and strategic implementation also had a significant positive effect on organizational performance.

The PLS-SEM path results revealed direct positive and significant effects of training and development, recruitment, organizational commitment and strategic implementation on organizational performance. However, there was an insignificant direct effect of job security, empowerment, performance appraisal and compensation on organizational performance.

The mediated hypothesized models revealed that four of the six hypotheses were supported. Most importantly, the mediating role of organizational commitment on the effect of job security and empowerment on organizational performance was not supported. The effect of training and development on organizational performance was mediated by organizational commitment. Again, the mediating role of organizational commitment on the effect of compensation and organizational performance was supported. The PLS-SEM path model also demonstrated that the effect of recruitment on organizational performance was mediated by organizational commitment. Organizational commitment mediates the effect of performance appraisal on organizational performance.

Finally, the hypothesized moderating role of strategic implementation on the effect of organizational commitment on organizational performance was also found to be statistically supported, again based on the results obtained from the PLS-SEM path modelling. More specifically, the moderation results confirmed that strategic

implementation is a significant moderator between organizational commitment and organizational performance.

5.3 Discussion of Findings

The above section summarized the previous chapter. The following sub-sections offer a detailed discussion of the findings of the study and their implications for industry, theory and the literature; each hypothesis is discussed individually.

5.3.1 The Direct Effect Path

The path analysis considered in this sub-section explains the direct effect of the exogenous construct on the endogenous latent construct. Accordingly, the paragraphs below highlight the implications of these results in relation to the performance problem of the Nigerian banking industry. More precisely, the findings on the direct effect of the practices contained in a bundle of high performance work practices on the performance of Nigerian banks are presented.

5.3.1.1 Direct Effect of Job Security on Organizational Performance

The direct effect results presented in this section are based on the results of PLS-SEM path modelling analysis. More specifically, this sub-section discusses one of the findings of objective 1, to investigate the direct effect of job security on organizational performance. However, unexpectedly, the finding was reported to be statistically insignificant. Hence, the hypothesized positive direct effect of job security on performance of Nigerian banks was statistically not supported.

This implies that even in an environment where jobs are secure, organizational performance is not improved in a significant way. This finding confirms that of Gong, Law, Chang and Xin (2009), that job security was categorized among maintenance-oriented human resource practice and was found to have an insignificant effect on organizational performance. The insignificant effect of job security on organizational performance is becoming more prevalent in the academic literature (Subramaniam, Shamsudian, & Ibrahim, 2013).

Nevertheless, studies reporting effect of job security on organizational outcome have been well researched (Abramis, 1994; Ashford, Lee, & Bobko, 1989; Borg & Elizur, 1992; Rosenblatt & Ruvio, 1996). Hence, the insignificant effect of job security on organizational performance is not in the end surprising because previous studies have reported similar results (Wong, 2005).

In this study, the lack of a significant effect of job security on organizational performance in the Nigerian banking sector could be explained by the fact that by the time job is secured the workforce become reluctant to put in additional effort. More precisely, when there is job security employees are reluctant to exert further effort and commitment toward the success of the operational process (Wong, 2005). This action could adversely affect overall organizational performance. Additionally, when there is a perceived atmosphere of job losses, the workforce may expend extra effort and contribution in order to demonstrate that they are worthy to remain with the organization (Brockner, Grover, Reed, & Dewitt, 1992; Sutton, 1987).

Although this study was based on the premise that employees are the central asset and key resource in achieving superior performance for organizations (Peters & Waterman, 1982; Pfeffer, 1994), the, insignificant effect of job security on the performance of the Nigerian banking sector is not really surprising considering the recent literature which established that despite job insecurity, the performance of employees in the Nigerian banking sector remained unaffected (Ajani & Adisa, 2015).

Another reason could be the high rate of unemployment in the Nigerian labour market, making it difficult for workers to withhold their contribution for fear of rendering themselves irrelevant in the organization and giving potential grounds for layoff. Therefore if job insecurity does not lower employee performance in the Nigerian banking sector, then security of the job is unlikely to be linked to organizational performance, because it was reported that people are the drivers of organizational performance (Pfeffer, 1998).

5.3.1.2 Direct Effect of Empowerment on Organizational Performance

The second objective of the study was to investigate the direct effect of empowerment on organizational performance. This hypothesis was not supported by the results of the PLS-SEM analysis that is the objective which was set to establish the effect of empowerment on organizational performance was not statistically supported. This finding implies that in the Nigerian banking sector, empowerment does not lead to improvement in organizational performance.

Specifically, empowerment has been used here to refer to a situation where organizational decision making has been decentralized to include employees. Hence, the result suggests that in a situation where employees are given full opportunity to have a stake in decision making, this would not lead to improved organizational performance. This finding is in line with Delaney and Huselid (1996), that empowerment became insignificant when it was simultaneously analyzed with other human resource variables in their model. Hence the direct hypothesis linking empowerment and organizational performance in this study is statistically insignificant, indicating that empowerment cannot lead to improved organizational performance in the Nigerian banking industry.

5.3.1.3 Direct Effect of Extensive Training and Development on Organizational Performance

The third objective of this study was to establish the effect of the extent of training on organizational performance. Based on this objective 1c the result of the PLS-SEM was supported and objective is therefore attained. These findings are in line with those of Úbeda-García, Claver Cortés, Marco-Lajara, and Zaragoza-Sáez (2014), where training was found to positively influence the performance of business organizations. The Nigerian banking industry's view that investment in extensive training as involves unnecessary expenditure not linked with revenue inflow was reported by one author (Sanusi, 2012). Despite the importance of training, the practice has been the subject of intense criticism by many organizations, as being expensive and failing to facilitate the transfer of knowledge (Caudron, 2002; Kraiger, McLinden, & Casper, 2004; Wright & Geroy, 2001). Based on this negative

notion, some organizations facing performance difficulties often employ measures to remove or cut the cost incurred in conducting training programmes (Kraiger, 2003). Specifically, this negative attitude to training has been fuelled by ignorance of the fact that training improves organizational performance (Kraiger, 2003). Hence, the findings of this study are consistent with previous findings that prioritize employee development as a significant element in performance improvement (Georgiadis & Pitelis, 2012).

Additionally, the importance of training in organizations has been limited to the perception and reaction of trainers paying less attention to the fact that training improves performance (Alliger, Tannenbaum, Bennett, Traver, & Shotland, 1997; Kraiger, 2003). This assertion has drawn the attention of researchers to the effect of training on organizational performance, documented in the literature (Abeguki, Paul, Akinrole, Ugochukwu, & State, 2014; Agwu & Ogiriki, 2014; Barba Aragón, Jiménez Jiménez, & Sanz Valle, 2014). Therefore, the findings of this study confirm previous research on the positive effect of training on organizational performance. In essence, the findings of this study imply that extensive training is a significant tool that can positively influence organizational performance (Agwu & Ogiriki, 2014).

5.3.1.4 Direct Effect of Compensation on Organizational Performance

The effect of compensation on organizational performance represents the fourth objective of the study. This is consistent with the findings of Abdullah, Ahsan and Alam (2009), who revealed an insignificant effect of compensation on organizational performance. Moreover, this finding is not surprising; although some researchers

reported compensation as an appropriate tool for enhancing organizational performance (Pearce, Stevenson, & Perry, 1985), others reported a negative correlation between pay and organizational performance (Newton, 2015).

Furthermore, the findings of this study is in line with the theory of motivation hygiene which postulates that money is just a maintenance factor, not a motivating one (Herzberg, Mausner, & Snyderman, 1959). In this study, compensation practice refers to appropriately designed pay systems used to motivate the workforce towards eliciting their contribution to improving organizational performance. However, the finding does not support the hypothesis formulated and agrees with (Brown, Matolcsy, & Wells, 2014). Similarly, compensation was found to correlate insignificantly with organizational performance in terms of stock returns and market performance (Upneja & Ozdemir, 2014). Therefore, the finding of the study does not support hypothesis H1d.

5.3.1.5 Direct Effect of Recruitment and Selection on Organizational Performance

The results of the PLS-SEM path model revealed that recruitment practice is positively and significantly associated with organizational performance, supporting the stated objective of this research. Specifically, there is significant effect of recruitment and selection practice on organizational performance, based on the findings of the analysis.

This finding where recruitment is positively correlated with organizational performance is in line with other research (Shams, Radmand, & Batoie, 2013). It implies that organizations that need to improve their effectiveness should capitalize on recruiting the best talent (Amin, Ismail, Rasid, & Selemani, 2014). Hence, Nigerian banks which focus on recruiting the best talent will have their performance significantly improved.

5.3.1.6 Direct Effect of Performance Appraisal on Organizational Performance

The objective of the study which led to the formulation of hypothesis H1f posed to determine the direct effect of performance appraisal on performance in the Nigerian banking industry was not supported statistically. From these findings it can be deduced that performance appraisal is not a sufficient intervention tool that Nigerian banks can utilize in designing strategies capable of motivating human resources to translate their full potential into a driver of organizational performance. This finding is in line with Meier and O'Toole Jr (2012).

5.3.1.7 Direct Effect of Organizational Commitment on Organizational Performance

The result of this objective is statistically supported by the analysis. Specifically, the findings of this study as regard the effect of organizational commitment on organizational performance as consistent with previous studies (Ali et al., 2010; Zehir et al., 2012). They demonstrate that as employees strive to engage in actions geared towards adding value to their organization by demonstrating high commitment and providing superior support, this will eventually lead to

improvement in organizational performance (Sani & Maharani, 2015). The effects of organizational commitment measured at the organizational level are more likely to be translated into organizational performance (Liao & Chuang, 2004).

In essence, the data analysis generally provides support for positive effect of the hypothesis that organizational commitment affects organizational performance in the Nigerian banking industry. Specifically, the results of the analysis affirmed that the effect of organizational commitment goes beyond individual performance as such, although its value is also relevant to organizational level performance.

5.3.1.8 Direct Effect of Strategic Implementation on Organizational Performance

The objective of investigating the direct effect of strategic implementation on the performance of the Nigerian banking industry was analyzed using PLS-SEM path modelling. Specifically, strategic implementation has a significant positive effect on organizational performance, and was statistically supported. The findings corroborate Morgan, Katsikeas and Vorhies (2012), who found a significant positive effect of strategic implementation on organizational performance in an export marketing venture. The findings of their analysis revealed that effective strategy implementation significantly predicted both financial and marketing performance in the export venture.

Moreover, the positive effect of strategic implementation on organizational performance demonstrates the impact of effectively putting into action

organizations' future plans as well as established procedures to ensure that the desired objective is achieved. The findings also calibrate the benefits that organizations can derive from effective implementation of strategy. Specifically, they opposed the intuitive practice where managers accord more priority to planning and very little commitment toward the actual implementation of the planned action (Bossidy & Charan, 2002; Rosier, Morgan, & Cadogan, 2010). In particular, the direct effect of strategic implementation on organizational performance demonstrates the performance benefits associated with actual implementation of planned organizational strategy (Nutt, 1999).

Conclusively, the findings of the study are consistent with RBV theory, where competitive advantage is postulated as directly associated with internal organizational resources (Barney, 1991). Furthermore the results confirm that the way in which organizations bundle their resources is central to achieving competitive advantage and superior performance (Appelbaum et al., 2000; Jay Barney, 1995). Hence, Nigerian banks need to fully integrate human resources strategy to gain sustainable competitive advantage and improved performance.

5.3.2 The Mediating Role of Organizational Commitment on the Effect of High Performance Work Practices and Organizational Performance

This section discusses the mediation effect hypothesis formulated in congruence with the second objective of this study. The objective was to investigate the mediating role of organizational commitment on the effect of job security, empowerment, training and development, compensation, recruitment and performance appraisal on

organizational performance in Nigerian banking. Specifically, the study investigated six mediating roles of organizational commitment based on objective 4a to 4f respectively. The results presented are in accordance with scholarly suggestions (Preacher & Hayes, 2008; Zhao, Lynch Jr., & Chen, 2010).

The term organizational commitment, measured as a collective organizational construct, was used to indicate collective employee willingness to be loyal to their employer, and their aspiration to invest physical and mental energy into ensuring that the organization attains its goals (Gardner, Wright, & Moynihan, 2011). Accordingly, the study hypothesized that organizational commitment mediates the effect of high performance work practices on organizational performance in the Nigerian banking industry. The sub-sections below highlight the extent to which organizational commitment mediates the effects of each of the exogenous constructs on the endogenous latent construct.

5.3.2.1 Mediating Role of Organizational Commitment on Effect of Job Security on Organizational Performance

The objective 4a which states that organizational commitment mediates the effect of job security on organizational performance was not supported statistically. It is therefore concluded that organizational commitment does not influence the effect of job security on organizational performance. In essence, the presence of job security does not necessarily guarantee organizational commitment on the part of employees. This is in line with report where increase in unemployment, temporary employment

contracts and worry about losing one's job are linked to higher commitment (Furaker, & Berglund, 2014).

These findings are not surprising in the light of the findings of Gong et al., (2009) where job security was categorized under maintenance-oriented human resource practice; the result of their analysis revealed that job security is insignificantly correlated with organizational performance. Based on the results it can be concluded that organizational commitment is not a significant mediating mechanism on the effect of job security on performance of Nigerian banks. Hence, the analysis of the data revealed that job security does not significantly correlate with organizational commitment (Gong et al., 2010) and its effect on performance is also insignificant (Ajani & Adisa, 2015). The result of the mediation test does not come as a surprise, given the initial insignificant association between job security and organizational commitment.

Moreover, the inability of organizational commitment to mediate the effect of job security on organizational performance is not surprising because some studies revealed that employees become more committed when there is job insecurity (Furaker & Berglund, 2014). Hence, the insignificant mediation role suggests that increasing job security can create an atmosphere where employees may feel that their job is safeguarded and they become less committed. On the contrary, job insecurity in Nigerian banking may make employees become more committed in order to safeguard against being laid off in the future. In essence, insecurity makes people value their current job, more so they become more committed (Gallie, White,

Cheng, & Tomlinson, 1998). Therefore there is need for the Nigerian banks to prioritize other high performance practices in order to make employees productive improve to nable them contribute more to organizational performance. This is because job insecurity does not negatively affect performance of employees in Nigerian banks (Ajani & Adisa, 2015).

5.3.2.2 Mediating Role of Organizational Commitment on Effect of Empowerment on Organizational Performance

The mediating of organizational commitment on the effect of empowerment in the relationship between empowerment and organizational performance was not statistically supported. This was revealed by the confidence interval because the lower-level bound is negative while the upper level bound is positive, indicating that there exists a zero point between the upper and lower bounds. As recommended by Hair et al. (2014), it is more valuable to report a confidence interval in order to provide additional information on the stability of the coefficient. In this study the confidence interval could not reaffirm the mediation results obtained from T statistics and p-value. Hence, organizational commitment does not mediate the effect of empowerment on organizational performance.

Although empowerment did not have both direct and indirect effect on performance, this could be due to the fact that empowering behaviors may not be suited to period when organization experiences many challenging situations (Yukl, 2002). Again it is likely that empowerment leads to other factors such as higher team efficacy which is desirable for team effectiveness and organizations may find it useful to emphasize

leader selection and development so that empowering behaviors are exhibited by team leaders (Srivastava, Bartol & Locke, 2006). It should also be borne in mind, that a transition from a directed to an empowered manager involves several challenges (Manz, Keating, & Donnellon, 1990). This implies that empowerment is an important factor in organization which facilitates other factors such as knowledge sharing but not performance directly (Srivastava, Bartol & Locke, 2006).

In essence, the finding implies that in an industry like Nigerian banking where crises and challenges frequently occur, empowerment may not be a significant tool that can influence performance, motivate managers and employee organizational commitment and overall on organizational performance. This finding is not surprising because the direct effect of empowerment on organizational performance could not be ascertained in the analysis.

5.3.2.3 Mediating Role of Organizational Commitment on the Effect of Extensive Training and Development on Organizational Performance

The mediating effect of extensive training and development on organizational performance was confirmed based on statistical analysis. The finding indicates that the presence of extensive training in Nigerian banks leads to an improvement in organizational performance. Specifically, the effect of training is transmitted to organizational performance through a positive attitude to organizational commitment.

This finding confirms Tannenbaum, Mathieu, Salas and Cannon-Bowers (1991), who they reported that training exerts a strong influence on organizational commitment from the trainee. More precisely, the role of organizational commitment in transmitting the effect of training to the performance of the organization can be elaborated due to the influence of training on employee commitment which eventually leads to improved service quality delivery (Dhar, 2015).

Furthermore, considering the role of training in influencing commitment and organizational performance, organizations need to take a strategic approach to training and development in order to achieve their objective (Ayodeji, Michael, Tunde, & Mariam, 2011). However, most Nigerian organizations have been criticized for lack of willingness to invest in staff training programmes (Fajana, 2002). Although this assertion has been linked to a lack of interest on the part of staff, recent findings have disproved this assertion and revealed that it is the employers who refuse to invest in training in order to avoid the cost of the training programmes (Ayodeji et al., 2011).

In this case, the findings implies that optimum performance of Nigerian banks requires a highly trained workforce (Fapohunda, 2012: Anifoweswe, et al., 2011) that are competent and capable of delivering enhanced service quality through their commitment to the organization, which will eventually improve overall performance (Gberevbie, 2012). In essence, this study provides additional insight into the important role of investment in employee training and the resultant organizational

commitment which eventually influences overall performance in the Nigerian banking sector.

Nevertheless, based on the findings of this study, it can be concluded that training influences organizational performance through organizational commitment. This is consistent with RBV and SET. Specifically, RBV's emphasis on gaining sustainable competitive advantage through internal resources has been confirmed (Barney, 1991). In addition, the SET postulation of reciprocity in an exchange relationship supports the results of this study (Blau, 1964).

SET's postulations imply that if an organization provides support for its workforce by engaging in development activities such as training, the employees will reciprocate with commitment to the organization which will eventually lead to positive improvement in the overall outcome (Blau, 1964). To this end, organizational commitment serves as a mediator between training and development and organizational performance (Wright & Kehoe, 2008).

5.3.2.4 Mediating Role of Organizational Commitment on the Effect of Compensation on Organizational Performance

The fourth objective of the study is to determine the mediating role of organizational commitment on the effect of compensation and organizational performance. Remarkably, this was supported; organizational commitment mediates the effect of compensation on organizational performance.

The findings are discussed with reference to the works of previous scholars (Armstrong, 2000), who recommended the need for organizations to implement the practice of compensation as a vital tool in eliciting commitment from the employees which will help organizations in achieving their objectives. Consistent with Armstrong's view as well as the findings of this study, compensation can be regarded as an essential mechanism that directly influences employee commitment (Anvari, Abu Mansor, Siti Aisyah, Abdull Rahman, & Chermahini, 2014).

The finding also demonstrates that effective compensation is directly linked with commitment because employees will perceive that their contribution is being recognized, and therefore reciprocate with commitment and extra effort (Meyer & Allen, 1997). Moreover, scholars have argued that designing compensation plans should be guided by the way in which they influence organizational commitment (Martocchio, 2009).

To exemplify the above assertions, Grover and Crooker (1995) in a survey of employees in the US revealed a significant positive effect of compensation on organizational commitment. They argued that organizations that offer employees compensation are regarded by the employees as demonstrating greater care, which makes them reciprocate with commitment. The finding is also consistent with studies some studies that link the effect of organizational commitment on organizational performance (Rashid, Sambasivan, & Johari, 2003)

Therefore significant mediation of organizational commitment on the effect of compensation on organizational performance does not come as a surprise, since compensation has a significant effect on organizational commitment and organizational commitment influences organizational performance. Furthermore, the mediating role of organizational commitment on the effect of compensation on organizational performance also confirms SET reciprocity in the exchange where organizations provide compensation and employees reciprocate with commitment, which eventually leads to realization of overall organizational performance.

The findings also support RBV theory in its proposition that organizations' internal resource utilization is sufficient for sustainable competitive advantage (Barney, 1991). This is because employees' represents organizational internal resources and utilizing them by way of compensation to elicit their commitment (Blau, 1964) and eventually influences organizational performance (Barney, 1991).

5.3.2.5 Mediating Role of Organizational Commitment on the Effect of Recruitment on Organizational Performance

The mediating role of organizational commitment on the relationship between recruitment practice and organizational performance is also supported. Specifically, the results of the analysis support the hypothesized objective by revealing that organizational commitment significantly does mediate the effect of recruitment practice on organizational performance. As explained earlier, recruitment refers to the process of identifying the candidates deemed most suitable and competent to

occupy vacant posts (Beardwell, Holden, & Claydon, 2004; Zaharie & Osoian, 2013).

The finding confirms the study of Gamage, (2014) where effective use of recruitment and selection practices was shown to significantly influence employee commitment, employee attitudes, employee motivation, employee loyalty, employee involvement and workplace cooperation. These in turn are translated into positive operational and financial performance such as increase in labour productivity, product quality, organizational innovations, customer satisfaction and financial performance. This highlights the fact that employees do matter in influencing operational and financial performance. Therefore, it is very important to keep in mind that effective human resource management practices lead directly to positive outcomes on employees of the firm, which in turn lead to positive business performance for the organization Gamage, (2014).

Moreover, the essence of recruitment practice is to ensure organizations hire candidates that are qualified and would be committed to ensuring that the organization achieves its objective. For this reason, this study hypothesized the mediating role of organizational commitment on the effect of recruitment on organizational performance. The results imply that, if employees are recruited according to their merit, they will be more committed to the realization of the organization's objectives.

Specifically, realization of the objectives will be achieved through employees' commitment to the goal by putting all their ideas and efforts towards making sure that the organization succeeds. In addition, the organizational commitment mediating the effect of recruitment on organizational performance in Nigerian banking demonstrates that, with an impartial recruitment procedure, employees will be committed to the organization's goals thereby leading to improved organizational performance.

Furthermore, from the theoretical standpoint, the findings of the study demonstrate reciprocity in the relationship between an organization's impartial recruitment procedure and collective commitment from employees. In essence, a fair hiring process that leads to their appointment in the organization is reciprocated by commitment which eventually translates into overall performance. This reciprocal exchange is based on SET (Blau, 1964).

5.3.2.6 Mediating Role of Organizational Commitment on the Effect of Performance Appraisal on Organizational Performance

Determining the mediating role of organizational commitment on the effect of performance appraisal on organizational performance represents the last mediation objective. The results of the analysis were supported, and organizational commitment was found to mediate the effect of performance appraisal on organizational performance in the Nigerian banking industry.

According to this finding, organizational commitment represents a mechanism where the effect of performance appraisal passes through to influence organizational performance. Specifically, the results imply that in the Nigerian banking industry, when employees are appraised on objective criteria, they become more committed to the goal of the organization. More precisely, once employees are committed they will understand the necessary behaviours and the results required from their job responsibility.

Furthermore, performance appraisal will enable employees and managers to identify ways to minimize their weaknesses and maximize their strengths. In particular, utilizing the right form of appraisal will help managers gain greater insight, making their team become highly competent, motivated and committed towards the goal (Aguinis, Joo, & Gottfredson, 2011), which will eventually lead to overall organizational performance in the Nigerian banking industry.

Theoretically, AMO is used to highlight the importance of motivation as a driver of behaviour. Performance appraisal is sufficient to motivate employees in order to drive their behaviour to meet organizational commitment. The AMO framework has also been used as a foundation for explaining work performance (Blumberg & Pringle, 1982; Boudreau, Hopp, McClain, & Thomas, 2003), demonstrated by committed employees improving overall organizational performance. Hence the mediation role of organizational commitment on performance appraisal on organizational performance in the Nigerian banking industry is also highlighted by the AMO framework.

5.3.3 The Moderating Role of Strategic Implementation on the Effect of Organizational Commitment on Organizational Performance

The final objective was to determine the moderating role of strategic implementation on the effect of organizational commitment on organizational performance, as stated in the form of objective 5. The objective tested the moderating role of high strategic implementation in strengthening the effect of organizational commitment on organizational performance.

The hypothesis was supported, and strategic implementation was found to moderate the effect of organizational commitment on the performance of Nigerian banks. Strategic implementation in this study is considered as management team effort toward executing policies that are focused on achieving overall organizational goals and objectives. Hence, the findings of the study conform to this proposition.

The implication of this finding is that, in the Nigerian banking industry, collective employee commitment to the organization will have a greater impact on organizational performance when there is corresponding shared effort and commitment from the management team directed toward realization of the organizational goals and objectives. Specifically, the finding has neutralized the inconsistency in the literature concerning the effect of organizational commitment and organizational performance (Bowman & Ambrosini, 1997; Boyer & McDermott, 1999; B Wooldridge & Floyd, 1989; Bill Wooldridge & Floyd, 1989).

The finding is consistent with RBV theory that an organization can gain competitive advantage by possessing resources that are valuable, rare, inimitable and non-substitutable (Barney, 1991). Consequently the findings of this study confirm that organizations can gain this superior value through utilizing human resources, because only humans satisfy the four assumptions of value, rarity, inimitability and non-substitutability (Appelbaum et al., 2000).

In line with RBV, the resource management model was used in connecting value creation to the management of organizational resources by emphasizing the role of managers in gaining competitive advantage and wealth creation for the organization (Hitt, & Sirmon, 2003; Sirmon, Hitt, & Ireland, 2007). Hence, the moderating role of strategic implementation on the effect of organizational commitment on organizational performance confirms resource management model.

Furthermore, support for the moderating role of strategic implementation on the effect of organizational commitment on the performance of Nigerian banks is timely because it has long been argued that investigating strategic implementation must not be based on the perspective of the CEO (Boyer & McDermott, 1999). Specifically, the findings of the study are consistent with the recommendation that research into strategic implementations shifts its focus to middle-level management as critical to the effective implementation of strategy (Boyer & McDermott, 1999; MacMillan & Guth, 1985).

The findings of this study on strategic implementation are not surprising because top management depends to a large extent on the middle-level management team for functional and technical skills (Morgan et al., 2012). Hence utilizing a middle-level management perspective of strategic implementation in this study is appropriate, since CEOs' perception of strategic implementation has been criticized (Bowman & Ambrosini, 1997; Boyer & McDermott, 1999; B Wooldridge & Floyd, 1989; Bill Wooldridge & Floyd, 1989).

In addition, this study was motivated by the need to ascertain the effect of high performance work practices on performance of the sector directly and indirectly through the mediating mechanism of organizational commitment. In conclusion, the moderating role of strategic implementation on the effect of organizational commitment on organizational performance was investigated. The findings as demonstrated in this chapter confirms the direct effect of extensive training and development and recruitment practice on organizational performance, Although the direct effect of job security, empowerment, compensation and performance appraisal on organizational performance was not supported.

The results presented also confirm the mediating role of organizational commitment on the effect of extensive training and development, compensation, recruitment and performance appraisal on the performance of the Nigerian banking industry, although the mediating role of organizational commitment on the effect of job security and empowerment was not supported. Finally, the study confirms the

moderating role of strategic implementation on the effect of organizational commitment on organizational performance.

5.4 Implications of the Study

Over the years the Nigerian government has adopted many measures in order to ensure that the banks remain competitive. The most common strategy is recapitalization and consolidation of the banking sector. More precisely, the banking industry capitalizes on deposit mobilization with little focus on the development of the 'asset centre stage', i.e. the human resource, which makes it difficult for many of the banks to achieve their objective. Based on the literature gap and subsequent findings, the study has implications for management, theoretical and methodological, as discussed in the sub-sections below.

5.4.1 Managerial Implications

First and foremost, the banking sector is an important contributor to the development of any nation due to its role in financial intermediation. Specifically, the poor performance of Nigerian banks from the 1960's to the early 2000s was instrumental in their being constantly on the verge of collapse throughout the period. The government, through the CBN, therefore directed the banks to recapitalize in 2005.

However, by 2009-2010 the government still had to rescue some of the recapitalized banks, due to financial distress indicating that despite recapitalization some were still not sound or stable. In particular, the soundness and stability of a bank is a function of how well it is performing in terms of meeting its obligation to various

stakeholders, such as financial reward to the shareholders, satisfying customer requirements for the quality of service delivery, and putting in place the right personnel and structures that will guarantee improvement in their performance at all levels.

The findings of this study imply that, in order to achieve greater performance in the post-recapitalization period, there is need to harness and utilize all the potential sources of profitability, particularly the human resource (Combs et al., 2006; Appelbaum et al., 2000). That is, there is need for greater synergy between the overall banking strategy and human resource strategies to ensure the banking sector effectively discharges its intermediary function.

Banks' ability to promote economic growth and meet stakeholder requirements is contingent upon their performance, which will eventually lead to a stable and sound banking system. In essence, the findings of the study imply the need for Nigerian banks to capitalize on a multi-dimensional strategy. First, the multi-dimensional strategy connotes developing the skills and competence of management, thereby eliciting more of their commitment towards the organizational goal which is instrumental in improving their performance. Secondly, capital mobilization is of paramount importance since competent management is better equipped with skills necessary for judicious utilization of the resources.

The findings further imply the need for Nigerian banks to focus on a dual reform strategy, increasing the capital base and designing an effective human resource

strategy to ensure profitable investment. The dual strategy connotes the necessity of implementing forward and backward transformation strategies. Specifically, the forward transformation reform strategy as used in this study represents adequate implementation of the regulatory requirement for minimum capitalization. The backward reform strategy indicates the need for Nigerian banks to develop, configure and integrate their internal resource strategy to effectively take advantage of the increased capital base for the banks.

5.4.1.1 Job Security, Organizational Commitment and Organizational Performance

Based on the findings of this study, the results for the direct effects revealed that job security has no significant effect on organizational performance in Nigerian banking. The correlation is insignificant even when included in the mediation analysis. The implication of this finding is that, even in situations where job security has deteriorated, the performance of the banks will remain unaffected. Hence the presence of job security does not affect the performance of the Nigerian banking industry, based on the empirical analysis in this study.

5.4.1.2 Empowerment, Organizational Commitment and Organizational Performance

The findings in relation to the direct and mediation effects of empowerment, organizational commitment and organizational performance are statistically insignificant. This implies that no matter the extent to which employees are allowed to contribute their unique ideas to the organization through decentralizing the decision process, performance remains unaffected. Specifically, in the context of

Nigerian banking, empowerment does not stimulate commitment from employees, which leaves the overall organizational outcome unaffected. Hence, a centralized management decision-making system has little or no adverse effect on the performance of Nigerian banks.

5.4.1.3 Extensiveness Training and Development, Organizational Commitment and Organizational Performance

The effect of extensive training and development was positively related with the performance of Nigerian banks, implying that the more management focuses on providing continuous training and retraining of their employees, the greater will be the positive effect on the performance of the banks. This finding is based on the empirical investigation and stresses the need for management to devise more effective training programmes that will ensure teams have up-to-date knowledge of the necessary skills required to move the banks to reach their objectives. Consequently, the effectiveness of all the other practices may depend to a large extent on the level of training and skill development of employees. Therefore, the need for banks to accord more priority to these cannot be overemphasized.

In line with Chahal, Jyoti and Rani (2016) there is need for effective implementation of training and development programs to enable employees perform better through reduced customer complaints, which in turn will improve the business performance. The significant effect of training and development directly on organizational performance and through organizational commitment implies that provision of effective training and development help the employees to update and increase their

knowledge about latest advancements and enhance their technical competence to cope up with the extant challenges and get them prepared. It also enhance competences, increase the thinking horizon and vision of the employees and hence enable them to think out of box to generate and disseminate more new ideas, which consequently improve the business performance (Chahal, Jyoti & Rani, 2016).

Training and development programmes in a bank should be arranged so that employees can take advantage of technological innovation, which will facilitate effective communication of employees with all the stakeholders (Mufti, Parvaiz, Wahab, & Durrani, 2016). In particular, Nigerian banks need to devise ways to improve performance through their employee and management skills, because the results imply that for a current competitive edge they must leverage and utilize a costly-to-copy strategy which lies in their human resources. They need to focus on human resources as a key determinant of performance, since all other strategies can easily be copied, duplicated and imitated by competitors. Unlike technology and other resources, human resource can be utilized to meet firm-specific needs and peculiarities unique the particular firm.

However, if the organizational strategy is not known to competitors it will be difficult for them to copy it. Only when attempts by competitors to duplicate a strategy have failed, will there be a sustainable competitive advantage. In addition, Nigerian banks need to recognize the strategic importance of training practices and integrate them at the organizational level in order to utilize employees as a source of sustainable competitive advantage (Barney, 1991).

The findings also imply the need for continual training and developmental of all employees. The implementation of such a blueprint requires alignment with the overall organizational strategy. Although organizations often avoid training in order to reduce cost there is no alternative. The findings of this study demonstrate that Nigerian banks need to consider investment in employees as a key factor in sustaining competitive advantage. They must utilize and integrate training into their systems so that it is not considered a one-time event (Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2012).

Nigerian banks are in great need to integrate more employee and management skills development programmes, to ensure that the banks fully actualize their recapitalization and consolidation potential, thereby mitigating negative consequences. In essence, training and retraining of staff and management should be continuous in order to effectively support the recapitalized banks and improve their performance.

5.4.1.4 Compensation, Organizational Commitment and Organizational Performance

In this study the results indicates that compensation has no significant effect on organizational performance. However, as organizational commitment was introduced as a mediator, results of the mediation test indicated that compensation does have a significant effect on banks' performance. The implication is that Nigerian banks' management needs to pay adequate attention to performance-based compensation capable of eliciting organizational commitment and performance. Furthermore, the

result implies that management strategy on compensation requires alignment with organizational commitment, which is an important aspect in influencing optimal organizational performance.

Hence, high performing teams should be rewarded in proportion to the level of their performance and efforts in the organizational production processes. This will ensure that bank employees and managers are not only praised and applauded at the monthly profitability review meetings, but rather that their effort should be translated into attractive incentive compensation packages strictly tied to the extent to which they will provoke high commitment to the overall objective. Specifically, the compensation strategy will stimulate low performing teams to improve, thereby serving as a motivating factor for the high-performing management teams to maintain and possibly improve their current level of performance.

The findings also imply the need for bank management to set up a review committee that will from time to time make an assessment of the organization's compensation strategy, taking into cognizance the rising cost of living and state of the economy. This can serve as a basis to evaluate the chances of increment on the prevailing rate of incentive packages, so as to ensure alignment between incentive and commitment level. This procedure should guarantee that the compensation reflects both prevailing economic conditions and management commitment. In essence, the implication of the findings for management is that only compensation that encourages commitment can positively influence the performance of Nigerian banks.

5.4.1.5 Recruitment and Selection, Organizational Commitment and Organizational Performance

The findings on the direct effect of recruitment practice on organizational performance are positive. Similarly, the indirect effect through organizational commitment is confirmed. This implies that bank management should consider recruitment practice as an important tool that facilitates teams' motivational and interactional process (Deros, Van der Velde, & Born, 2011). Additionally, the findings demonstrate the significance of putting in place appropriate recruitment procedures that will enable the banks to select the most suitably qualified applicants to fill vacant posts.

The findings also imply that banks' recruitment practice should be based on pre-determined standards, such as level of education, attitudes and skills necessary to help achieve strategic objectives. They reiterate the importance of recruitment practice for Nigerian banks not only as the process of appointing the best applicants to fill existing vacancies, but also as a means through which the banks can ensure there is fit between the applicant, organizational objectives and job requirements (Slabbert, 2014). Competitive edge in a bank can be achieved through merger and acquisition by putting in place effective procedure which ensures right people are employed so that they can positively influence output, revenue and produce services that are of high standard (Mufti, Parvaiz, Wahab, & Durrani, 2016).

Therefore, the findings of this study implies that there is need to develop a comprehensive recruitment and selection practice characterized by extensive and

intensive search for potential suitably qualified applicants, complemented with careful selection through interviews that are rigorous. In essence, organizations should be equipped with recruitment and selection practice in order to easily identify, attract and select candidates that are most competent who possesses the required competencies and skills to help the organization reach its goals (Jiang, Lepak et al., 2012).

Finally, the findings indicate that as Nigerian banks compete for a larger customer base, best product and service delivery, more profitability, and more market share, they must also align their recruitment strategy to identifying and recruiting the best personnel, most qualified for the job. In essence, the mediating role of organizational commitment on the effect of recruitment on organizational performance signifies that recruitment procedures should focus on encouraging the commitment of managers and employees, essential in ensuring optimum performance.

5.4.1.6 Performance Appraisal and Organizational Commitment Organizational Performance

The findings of the analysis indicate an insignificant direct effect of performance appraisal on organizational performance. However, the moderating role of organizational commitment on the effect of performance appraisal on organizational performance was supported. This implies that it is not enough to recruit, train and develop employees without aligning performance appraisal to be strictly objective. This will develop a more committed, productive and motivated employee and management and employee team.

In addition, the mediating role of organizational commitment implies that objective performance appraisal will provoke managers and employee commitment toward the organizational goals. In essence, organizational commitment as a mediator makes managers and employees more focused on achieving the organizational goals. Therefore performance appraisal represents an important practice that Nigerian banks should utilize to translate into overall organizational performance.

5.4.1.7 Organizational Commitment and Organizational Performance

The findings of the study revealed a significant positive effect of organizational commitment on organizational performance. This indicates that collective employee commitment to the organization positively influences the performance of Nigerian banking industry. By implication, organizational commitment and performance move in the same direction. Specifically, organizational commitment makes employees work hard toward realization of the objectives and goals which will eventually stimulate organizational performance (Kim, 2005); highly committed management teams and employees willing to contribute to the organization are vital to achieving success for the organization (Pinho et al., 2014).

Moreover, bank management should emphasize the practices that will make their employees and managers emotionally committed to the organization, because of its positive effect on return on asset (Miller & Lee, 1999). In essence, the greater the management and employee commitment, the greater will be the shareholder returns (Conchas, 2000). Therefore Nigerian banks need to focus on developing policies and

practices capable of positively influencing the commitment level of their teams (Angle & Perry, 1981).

5.4.1.8 Strategic Implementation and Organizational Performance

The alignment of strategic implementation with the workforce is considered critical in creating superior value for organizations (Kaplan & Norton, 2001). The findings of the study confirmed that strategy implementation is positively related with organizational performance. This implies that recognizing the critical role of middle-level management in the Nigerian banking industry will guarantee superior value and organizational performance. More specifically, it demonstrates the need for the middle-level manager's role to extend beyond performing repetitive and narrow tasks, because people strategy requires adequate attention, given their significant role in enhancing corporate performance (Gratton & Truss, 2003).

In particular, organizations need to capitalize on and align their functional management role with the overall strategy, given the implication for eliciting organizational commitment to the goals (Kaplan & Norton, 2001). Another implication of the findings of this study is both the direct effect of strategic implementation on performance and its moderating role on the effect of organizational commitment on performance. Strategy-focused organizations invoke their teams' innovative ideas, which are instrumental to effective implementation of the overall goals.

Goromonzi (2016) concluded that strategy implementation is a critical factor that determines commercial bank's performance in Zimbabwe. Hence, its effect on Nigerian banking is not surprising, because both are developing countries. Furthermore, the middle-level management team's role in strategy implementation in Nigerian banking is based on the premise that they ultimately understand that they are tasked with implementation of strategy. More precisely, they should focus on creating strategic awareness, aligning their subordinates to the strategic objectives, concisely defining their own personal strategy and that of their subordinates, and linking them with the organization's mission, vision and overall objectives.

5.4.1.9 Contribution of the Model in Advancing the Framework for High Performance Work Practices and Organizational Performance

This study makes contribution by advancing the framework for high performance work practices and organizational performance by integrating human resource management and strategy in a single model as recommended by Buller and McEvoy (2012). In addition high performance work practices model was also advanced by this study through process alignment of strategy human resource management practices showing how such configuration significantly improve the performance of Nigerian banks (Gomes, et al., 2012).

Moreover, in line with Lengnick-Hall, et al., (2011) the model confirms that employee contributions through human resource practices can be used to develop organizations capacity for resilience by leveraging on the set of skills, resources, and competencies of human resources to reposition the organization while enabling it to

leverage its human resource investments in a highly productive manner. This suggests that, irrespective of the causes of low performance Nigerian banks must efficiently and effectively modify and utilize their internal resources and competencies in order to achieve and sustain competitive advantage.

5.4.1.10 The Explanatory Power of the Data Collected on the Research Framework

Based on the findings of this study and subsequent coefficient of determination of of the entire model of 39.1%, it is concluded that the data collected for the model is statistically relevant and has predicted a substantial variance in the organizational performance in line with Chin (2003). This is so because if a model's predictive capacity as explained by the effect of the independent variables on the dependent variables in social sciences researches accounts for 33.76 to 34% such variance is considered a respectable one (Pallant, 2011).

In addition this study extended Gong, Chang, Xin, (2009), and the human resource practices in their model only explained 3% variance in firm performance while this study explain 39.1%. Therefore, it is concluded that collected valid responses of 258 with predictive power of 39.1% in this study have a substantial predictive capability in line with previous studies.

5.4.1.11 Contribution to the Societal Wellbeing and Quality of Life, Government Policy and Regulations

Nigerian government has over the years been implementing laudable initiatives in order to enhance performance of the Nigerian banks thereby safeguarding the interest of all stakeholders. This was carried out through reforms designed to ensure that the banks are strong diversified and reliable which will guarantee that the banks are most competent players in the African and global financial system. The policies were designed to play a significant role in ensuring that depositor's funds are safe in the Nigerian economy.

For the purpose of this study the implications are limited to society, government and regulation. More specifically the result of this study contributes to the societal wellbeing by providing an additional strategy that will improve the performance of the banks to ensure that circumstances where deposits of common Nigerians men and women were trapped in the defunct banks do not occur again. This will ensure that depositor's savings are safe so that it can be utilized for transitional, precautionary and speculative reasons thereby improving the quality of people's lives.

Since the banking sector occupies a critical spot in the economy, finding of this study contribute to the policy by ensuring that government through the CBN conduct regular and prudent reforms in the banking system and set regulation specifying the standard process for human resource recruitment, training and retraining which ensure commitment to objective for achieving the banks optimal economic goal. In

addition, the CBN need to build and maintain a sound and vibrant supervisory mechanism that ensure the policies are sustained.

The implementation of macro prudential policy which was a strategy designed to reduce the build-up of systemic risk in order to attain the financial stability of the banking sector has been a great problem due to human and corporate governance issues. Specifically, the policy was introduced when 2007/2009 crises made it obvious that safety and stability of individual financial institutions were no longer guaranteed and to date the implementation of which suffer huge setbacks. Hence, this study contributes by highlighting the strategic role of human resource which can be used to complement the implementation of macro prudential guidelines to make the banking industry resilient and better performing sector. Therefore, findings can be integrated by the CBN to guide and mitigate the adverse effect of human side of the macro prudential policy implementation challenges encountered.

5.4.2 Theoretical Implications

The interrelationships between the observed constructs in this study were grounded in theory, especially the Resource Based View (RBV) of competitive advantage (Barney, 1991; Penrose, 1959); the Resource Management Model (RMM) as an extension of RBV theory (Sirmon et al., 2007); social exchange theory (SET) (Blau, 1964); and ability motivation and opportunity theory (AMO) (Binney, Hall, & Oppenheim, 2006). These were used to elaborate the interrelationships and to guide the development of the eight direct effects hypotheses, six mediation hypotheses and one moderation hypothesis.

The theories were also used as the basis for selecting the variables for the study, for instance organizational commitment as a mediating construct between high performance work practices and organizational performance; and strategic implementation as the moderating construct of the effect of organizational commitment on organizational performance. In view of the empirical results obtained from investigating these effects, it can be concluded that the study has made significant contributions to the body of knowledge and particularly to theory. The implications of the findings for the theories are described below.

5.4.2.1 The Implications in the Realm of Resource Based View

The RBV of competitive advantage is focused on creating and maintaining value for the organization (Conner, 1991). The theory proposes that organizational resources are central drivers of value creation through development of sustainable advantage (Ireland et al., 2003). Specifically, RBV advocates resources that are valuable, rare, inimitable and non-substitutable as necessary requirements for creating value. According to Barney (1991), only when the resources satisfy these assumptions can they help organizations create sustainable value, and only human resources satisfy all these criteria (Bailey, 1993).

Consequently, empirical investigation reaffirmed the propositions of RBV, by linking high performance work practices with the performance of the Nigerian banking industry. The implication for RBV demonstrate that Nigerian banks can gain a competitive advantage as well as improve their performance through effectively utilizing practices such as extensive training and development, objective recruitment

and selection practices, compensation and performance appraisal, all motivation oriented. Specifically, these practices direct the attitude and behaviour of personnel by eliciting their commitment towards overall organizational goals and objectives. Although not all the hypotheses were supported, the findings demonstrate a significant contribution.

Empirical investigations using RBV usually test the theory with a uni-dimensional organizational performance construct (Lin & Wu, 2014; Wu & Chiu, 2015). Again, most of the RBV studies in the banking industry were in more developed economies, particularly in Europe and Asia. Hence this study provide an additional contribution by testing the theory in sub-Saharan African banking, specifically Nigeria, where studies investigating bank performance using RBV as an underpinning theory are currently scanty. The study's RBV tests utilizing multi-dimensional measures of organizational performance especially represent a significant contribution.

5.4.2.2 The Implications in the Realm of Social Exchange Theory

This study utilizes SET as an additional support for the development and testing of its theoretical framework. Specifically SET was developed to explain reciprocity in exchange relationships (Blau, 1964), especially in activities involving some form of reward or cost in the exchange relationship (Homans, 1961). That is, social exchange involves a situation where one party makes available to another party something in which the other party reciprocates with favourable behavior or as a return for the exchange relationship.

Social exchange was further explained by Homans (1961) as being produced within an organization through social interaction, where organizational behaviour reinforces and influence employees' behavior as the explicit basis for continuing the social interaction at the sub-institutional level. Homans's main focus was the emergence of social behaviour as a social process of mutual support (or the lack of it), where the relations could also be terminated on the grounds of failure of reciprocation. Hence in this study social exchange is considered as the exchange between organizational provision of support through high performance work practices and employees' reciprocal behaviour through organizational commitment.

To confirm social exchange in these terms on the performance of the Nigerian banking industry, this study developed a model utilizing organizational commitment as a component of the exchange relationship, because it represents workers' desire to see that the organization succeed and through their effort to achieve its goals (Cohen, 2003). Kehoe and Wright (2013) considered organizational commitment in exchange for high performance work practices and organizational citizenship behaviour. Similarly, organizational commitment as employees' reciprocal outcome in response to organizational provision of effective corporate culture and market orientation on organizational performance has also been empirically validated (Pinho et al., 2014). Nevertheless, most of these empirical findings have been limited to organizational citizenship behaviour (Kehoe & Wright, 2013), considering the mediating role of organizational commitment in relation to other variables such as organizational citizen behaviour (Wright & Kehoe, 2013).

Therefore, the present study investigated organizational commitment as an outcome of the positive social exchange between employee and organization. Specifically, it has made a significant contribution by extending the understanding of how positive social exchange links the effect of high performance work practices with overall dimensions of organizational performance. In essence this study contributes to SET by establishing how the effect of some high performance work practices stimulate organizational commitment and improve organizational performance. This further confirms organizational reciprocal exchange relationships.

5.4.2.3 The Implications in the Realm of Resource Management Model

RMM enhances the knowledge about RBV and contributes to research on its efficacy. Specifically, Priem and Butler (2001) argued that previous work on the RBV had not provided information on how resources are used to create a competitive advantage. Thus, the resource model depicts the process of managing resources with the intention of creating value. However, the processes by which firms obtain or develop, combine, and leverage resources to create and maintain competitive advantages are not well understood (Sirmon et al., 2007). Specifically, RBV omitted the critical role of managers in implementing strategy, value creation and utilizing organizational resources (Sirmon et al., 2007; Sirmon & Hitt, 2003).

Based on the shortcomings of RBV, Castanias and Helfat (2001) argued that “the skills of top management combined with other firm assets and capabilities jointly have the potential to generate rent”. Consequently, RMM emphasizes the importance

of top management teams in implementing and monitoring organizational strategy (Barrick et al., 2015).

Resource management is the comprehensive process of structuring the firm's resource portfolio, bundling the resources to build capabilities, and leveraging those capabilities with the purpose of creating and maintaining value for customers and owners. Structuring the resource portfolio involves processes (i.e. acquiring, accumulating and divesting) to obtain the resources that the firm will use for bundling and leveraging purposes. Bundling refers to the processes (i.e. stabilizing, enriching and pioneering) used to integrate resources to form capabilities. Leveraging involves the set of processes (i.e. mobilizing, coordinating and deploying) used to exploit capabilities to take advantage of specific market opportunities. Thus, the purpose of leveraging is to use capabilities to create solutions for current and new customers (Kazanjian, Drazin, & Glynn, 2002).

5.4.2.4 The Implications in the Realm of Ability Motivation and Opportunity Framework

The AMO framework was developed on the presumption that employees can do the job when they possess the necessary skills and knowledge. According to Boselie (2010), employees will perform exceptionally if they are equipped to do so. Boselie added that ability makes employees capable by further boosting their ability. More precisely, they will perform the tasks as a result of adequate incentive to enhance their motivation to carry out the assignment; and finally their performance is

contingent upon the organization's provision of the necessary support and avenues for expression of opportunity to participate.

Consequently, this study reaffirms the propositions of the resource AMO framework, specifically, the role of high performance work practices in influencing the performance of the Nigerian banking industry. Although the direct effect of job security was not confirmed in this study, this does not invalidate the propositions of AMO because previous studies have confirmed the effects. In particular, the insignificant relationship could be a result of environmental and economic factors such as unemployment and the low level of development in the African region compared to Europe. Hence the implication of this for AMO is confirmatory and in line with previous studies.

5.4.2.5 The Improved Model in the Nigerian Banking Sector

In view of the research questions, objectives and subsequent findings it is concluded that the framework below represents the improvised framework for the study. The framework takes into cognizance only the significant effects as revealed by the analysis. Therefore, based on the findings of this it is evident that practices that have the greatest impact directly on performance of Nigerian banking industry are extensive training and development, recruitment and selection. In addition, training and development, recruitment and selection, compensation and performance appraisal significantly influence the performance indirectly through organizational commitment. Strategic implementation is also significant moderator of the performance in the model as depicted in the Figure below.

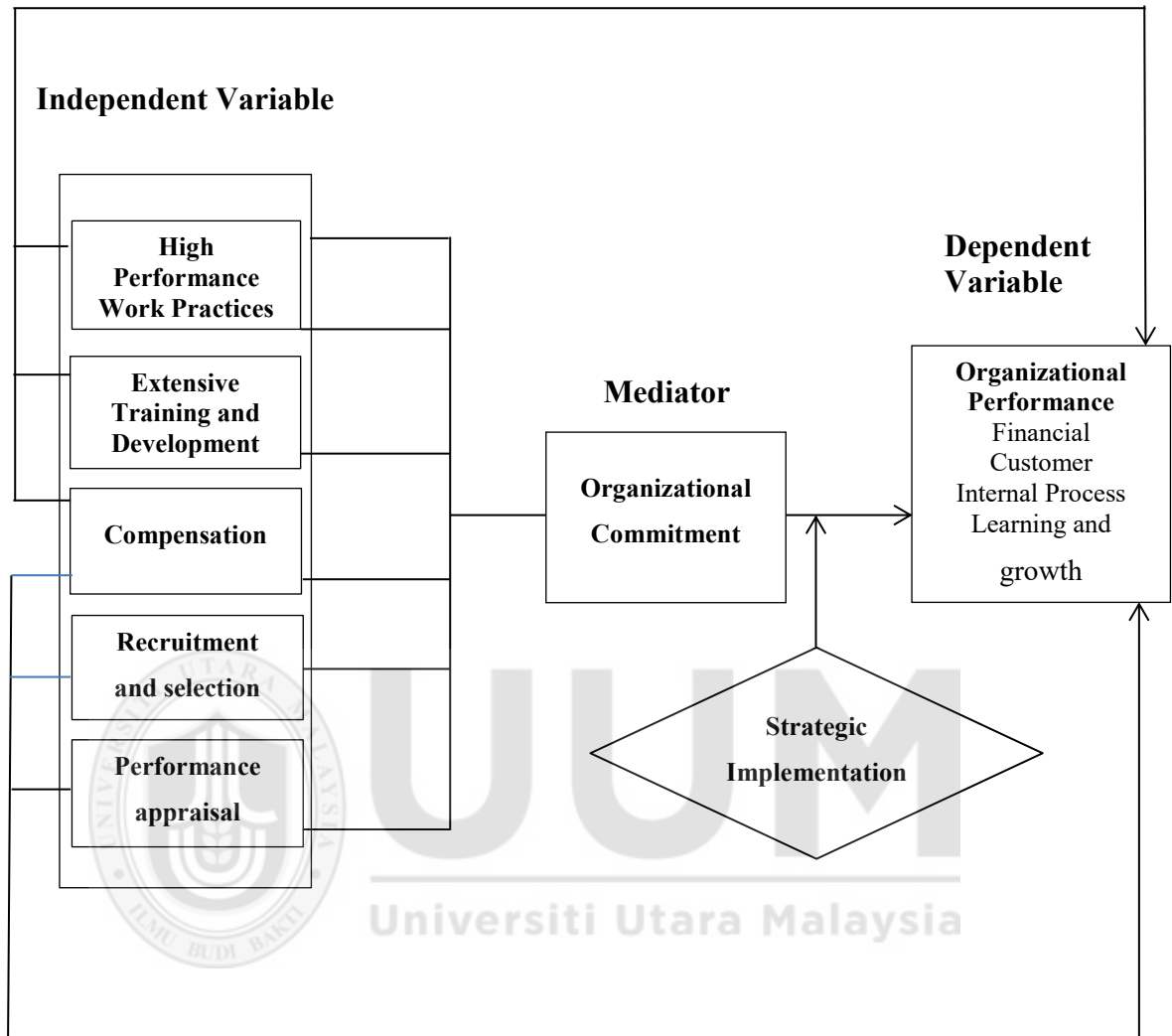


Figure 5.1
The Improved Model in the Nigerian Banking Sector

5.4.2.6 Methodological Implications

Beside the theoretical and practical contributions, the present study makes a significant contribution to methodology. The most significant contribution is the measurement of organizational performance, which represents the ultimate dependent construct in the study. Specifically, most of the literature on strategic human resource management linking high performance work practices with

organizational performance assessed organizational performance by considering its independent dimensions. For instance Lepak, Takeuchi and Snell (2003) considered return on equity (ROE) to measure organizational performance, and Sun, Aryee and Law (2007) sales.

The effect of labour efficiency and product quality were used to measure organizational performance emanating from the effect of the human resource bundle (MacDuffie, 1995), while other studies considered the use of revenue and net income to measure strategic human resource function and organizational performance (Kim & Sung-Choon, 2013). Stirpe, Bonache and Revilla (2013) focused on sales productivity by assessing sales per employee to net of materials costs to measure organizational performance.

Other studies measured organizational performance subjectively (Bonavia & Marin-Garcia, 2011; Moideenkutty, Al-Lamki, & Murthy, 2011), comparing past performance with that of competing organizations (Lu, Chen, Huang, & Chien, 2015). Specifically, the use of financial measures to assess organizational performance has been criticized for its failure to integrate all the critical business success factors (Suwignjo, Bititci, & Carrie, 2000). More precisely, much of the literature focused on financial measures, considered appropriate only to the industrial age of the 19th century when organizations focused on utilization of tangible assets such as inventory, equipment, plant and properties (Chandler, Hikino, & Chandler, 2009).

The dominance of intangible assets in organizations as a means to gain a competitive advantage became more prevalent during the 20th century. In particular, there was a paradigm shift from tangible to intangible assets as a strategy for creating competitive advantage and value creation (Kaplan & Norton, 2001). Specifically, in this changing business environment, organizations need to include customer relationships through provision of innovative services and products, high-quality internal process operations, learning and growth through skills and knowledge of the employees, as well as organizational climate, equipped with problem solving techniques.

It was therefore concluded that intangible assets create more value for the organization and performance measurement and should incorporate both financial and non-financial dimensions (financial, customer, internal process, learning and growth) while measuring performance (Kaplan & Norton, 1992; Kaplan & Norton, 2001). However, despite the fact that many intangible assets are essential elements in the banking industry, the literature measuring organizational performance in the banking industry utilizing these four dimensions is scanty. Therefore one of the methodological implications of this study is the measurement of organizational performance in the Nigerian banking industry using BSC, which captures all of the dimensions recommended (Kaplan & Norton, 1992). The findings therefore have implications for utilizing the four dimensions of organizational performance and have also confirmed the extent to which the dimensions explain overall performance.

Secondly, the dimensions demonstrate how intangible assets are mobilized and combined to create superior customer value and superior financial outcomes, used in explaining comprehensive organizational performance (Kaplan & Norton, 2001). There is a recent focus on studies whose model is complex or whose constructs and items are formatively related to utilize PLS-SEM as the most suitable technique to analyze data pertinent to their investigation (Hair et al., 2011; Hair, et al., 2014). Specifically, this study utilized PLS-SEM to analyze both the reflective and formative measured constructs, which is more suitable (Hair et al., 2014).

Furthermore, the study makes a significant contribution to the body of knowledge by analyzing the four BSC dimensions in a single reflective-formative technique. The technique is based on the four perspectives considered as main elements forming a clear description of organizational performance (Kaplan & Norton, 2001; Kaplan & Norton, 1992). Thus, this study contributes methodologically by analyzing reflective and formative constructs in the same model.

5.5 Limitation and Suggestions for Future Studies

This study makes significant contributions to practical, theoretical and methodological knowledge. However, like many empirical studies, the investigation has several limitations, although these may serve as an avenue for future investigations. Specifically, employment of Harman's single factor test revealed that the study is free from Common Method Variance based on the cumulative percentage, which is below 50%. However, collecting the data from only one source (branch managers) is considered a limitation. Future studies can acquire multiple

sources of data, for example from top management, and operational staff as well as branch managers, in order to further minimize errors and enhance the prospect of generalizing the findings.

Secondly, the data were collected in a single period of time (cross-sectional), which may limit the prospect of generalizing the findings. Collecting data longitudinally would reflect how the effect may vary over a period of time, and also be appropriate in establishing cause and effect. Future researchers may collect longitudinal data based on an annual, bi-annual or quarterly basis.

Thirdly, the mediating effect tested in this study reflects only the affective type of organizational commitment (Kehoe & Wright, 2013), although it is considered the most desirable form of commitment that can positively influence organizational outcome. Future studies should take into cognizance the nature of salaries paid to bank workers in Nigeria and investigate them in a single model to ascertain the extent to which affective, normative and continuance commitment can mediate the effect of high performance work practices on the performance of Nigerian banks.

The fourth limitation is the measures used to assess the dimensions of organizational performance using the perception of branch managers, although perceived performance has been widely used in strategy and human resource management literature, and was found suitable for assessing organizational performance (Conant, Mokwa, & Varadarajan, 1990; Delaney & Huselid, 1996; Gregory & Richard, 1984; Osman, Ho, & Galang, 2011). Consequently, future studies are recommended to

replicate this Nigerian banking study by focusing on the four dimensions of BSC (financial, customer, internal process and learning and growth) and substituting the subjective measure of financial dimensions with financial ratios such as ROCE, ROA and ROE.

The fifth limitation is that this study focused on a selected number of banks in the commercial sub-sector of Nigeria, which will also limit generalizing the findings. Investigating the performance of the Nigerian banking industry by analyzing data from all the managers of the current 19 commercial banks represents a fruitful area for future study. In essence, a study considering all the commercial banks in Nigeria will yield more insight on the actual effect of the high performance work practices, organizational commitment and strategic implementation on performance.

The final limitation relates to the direct effect of job security, empowerment and compensation on organizational performance, which were not statistically supported. Nevertheless, this result is consistent with previous studies, for instance the insignificant effect of job security on organizational performance (Ashford, Lee, & Bobko, 1989; Hall & Mansfield, 1971); empowerment on organizational performance (Delaney & Huselid, 1996); and compensation on organizational performance (Abdullah, Ahsan, & Alam, 2009).

Despite the support of the literature, the findings still contradict some previously reported studies on job security (Michie & Sheehan-Quinn, 2001); on empowerment (Delaney & Huselid, 1996); and compensation (Delaney & Huselid, 1996; Rynes,

Gerhart, & Parks, 2005). Therefore the literatures demonstrates inconsistency in the findings of different researchers, signifying the need for future research to clarify the contingent variables.

5.6 Conclusions

The main objective of this study was to ascertain the mediating role of organizational commitment on the effect of high performance work practices on organizational performance and the moderating role of strategic implementation on the effect of organizational commitment on performance in the Nigerian banking industry. Based on the study's objectives, eight direct effect hypotheses, six mediation hypotheses and one moderation hypothesis were formulated. Four of the direct effect hypotheses, four of the mediation hypotheses and the one moderation hypothesis were all supported, confirming the theory as well as providing answers to the research questions formulated at the outset.

In particular, investigations aimed at determining the effect of high performance work practices on organizational performance are well grounded in the literature. However, this study addresses the calls in the literature for examination of more proximal mechanisms that facilitate the effect of high performance work practices on organizational performance. Specifically, the study contributes to the existing body of knowledge by providing answers to the suggestion of investigating the more proximal mechanisms that facilitate this effect, such as organizational commitment.

The study has also provided an answer based on the shortcomings of RBV's oversight on the manager's role, as outlined in RMM. It recognizes the manager's role in a model specifically designed as an alternative strategy to improve the performance of the Nigerian banking industry, thereby extending RBV's propositions.

The study further reaffirms the importance of reciprocity in the social exchange relationships as spelt out in SET. Assessment of organizational performance was based on the four dimensions recommended by Kaplan and Norton (1992). Specifically, the hierarchical component model (HCM) was applied and the organizational performance construct was treated according to the reflective-formative nature of the construct, using PLS-SEM structural equation path modelling analysis software.

In essence, the findings of this study provide a framework of key practices that the Nigerian banking industry should integrate to elicit more human resource commitment towards accomplishing the overall goal. Most importantly, the model has drawn from theory and literature to provide an effective way through which the banks can utilize their tangible and intangible resources for sustainable performance. If adequately implemented, the model can make management more effective and an efficient contributor to banks reaching their desired objective.

In essence findings of this study demonstrate the effective way of utilizing organizations tangible and intangible assets and if implemented in the Nigerian

banking industry will serve as a new blueprint that can be used by management of banks to gain sustainable competitive advantage and improve their current level of performance.



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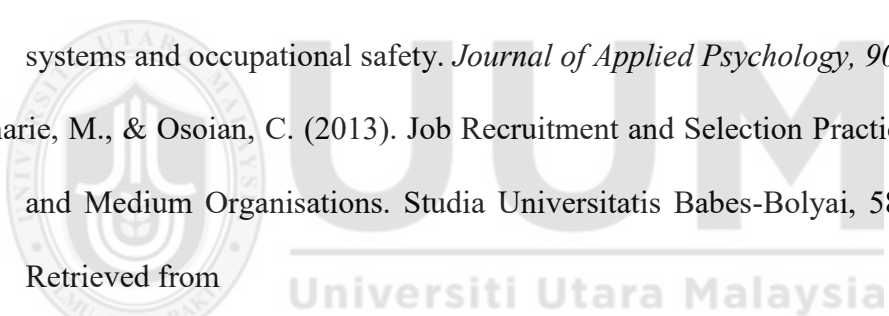
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Appendix A

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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Research Supervisor

+6049286892

Email: himan@uum.edu.my

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.							

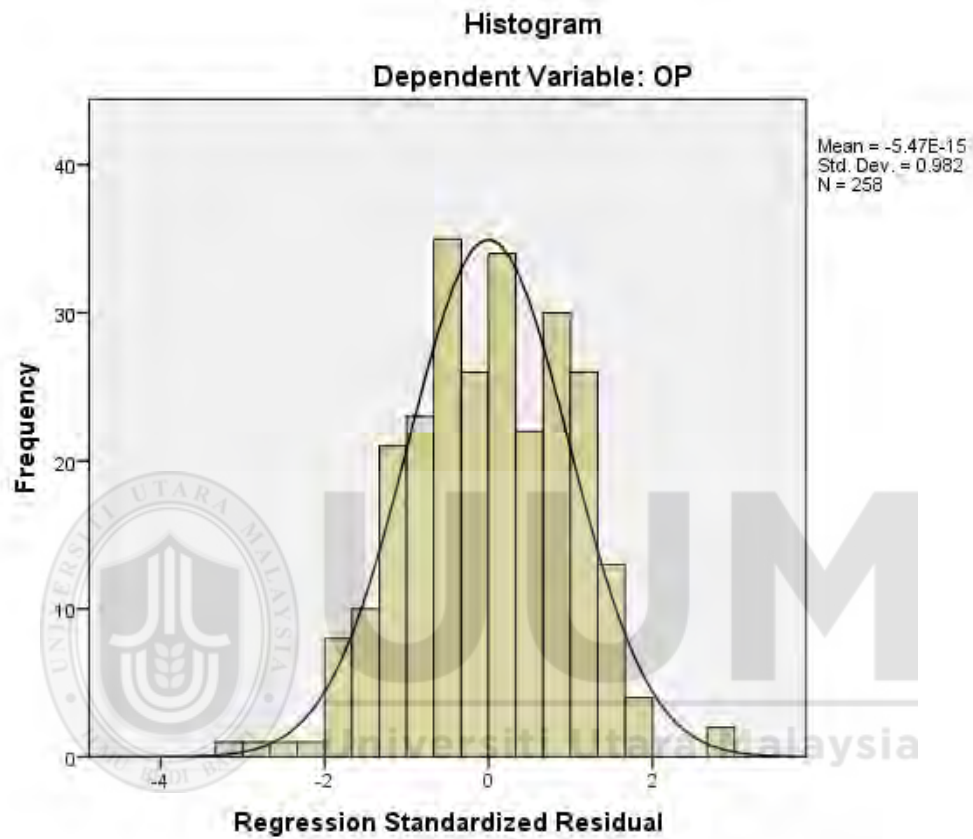
OP013.	Staff efficiency in compare to five years ago.								
OP014.	Organizing learning programs for staffs.								
OP015.	Activities that leads to improvement in organizational culture								



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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.

