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**HRM PRACTICES AND EMPLOYEE PERFORMANCE:
THE MEDIATION EFFECT OF SELF EFFICACY, PUBLIC
SERVICE MOTIVATION AND CAREER OPPORTUNITY**



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**HRM PRACTICES AND EMPLOYEE PERFORMANCE: THE
MEDIATION EFFECT OF SELF EFFICACY, PUBLIC SERVICE
MOTIVATION AND CAREER OPPORTUNITY**

By

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Universiti Utara Malaysia

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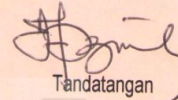
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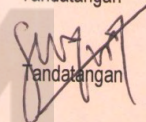
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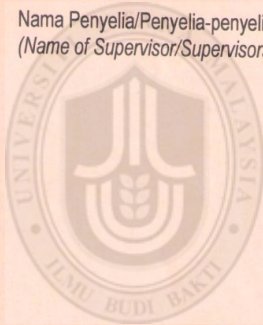
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ABSTRACT

The main objective of this study was to empirically examine the influence of human resource management (HRM) practices (job rotation, training and development, compensation, job autonomy, communication and career planning) on the performance of Nigerian public sector employees. The study also explored the mediating role of self-efficacy, public service motivation and career opportunity on the relationship between HRM practices and employee performance. In addition, employee performance was measured in terms of task performance, contextual performance and adaptive performance. Using cross sectional survey method, data was collected from 265 employees of local governments in North Western region of Nigeria. The data collected was analyzed using Partial Least Square Structural Equation modeling. Findings indicated that the HRM practices predict the three dimensions of employee performance differently. It was revealed that five HRM practices (job rotation, training & development, compensation, job autonomy and career planning) had significant and positive influence on employee task performance, while four HRM practices (job rotation, job autonomy, communication and career planning) influences both contextual and adaptive performance. Furthermore, the results indicated that self-efficacy, PSM and career opportunity mediates the relationship between HRM practices and employee performance. Specifically, self-efficacy fully mediated the relationship between job rotation and employee task performance, and partially mediates relationship between job rotation and employee adaptive performance. PSM mediates the relationship between job autonomy, and compensation, and all three employee performance dimensions. Moreover, career opportunity mediates relationship between communication and employee task and contextual performance. In general, the findings supported that HRM practices had positive direct and indirect influence on employee task, contextual and adaptive performance. The findings suggested that management of public sector organizations can encourage higher performance among employees directly through effective HRM practices and indirectly by promoting high self-efficacy, PSM and career opportunity.

Key words: human resource management practices, employee performance, career opportunity, public service motivation, self-efficacy

ABSTRAK

Objektif utama kajian ini adalah untuk menguji secara empirikal pengaruh amalan pengurusan sumber manusia (PSM) (pusingan pekerjaan, latihan dan pembangunan, imbuhan, autonomi pekerjaan, komunikasi dan perancangan kerjaya) ke atas prestasi pekerja sector awam Nigeria. Kajian ini juga menguji peranan efikasi sendiri, motivasi perkhidmatan awam, dan peluang kerjaya sebagai penengah dalam hubungan antara amalan PSM dan prestasi pekerja. Di samping itu, prestasi pekerja diukur dalam bentuk prestasi tugas, prestasi dalam konteks, dan prestasi penyesuaian diri. Menggunakan kaedah kajian keratin rentas, data telah dikumpulkan daripada 265 pekerja dari kerajaan tempatan daerah Barat-Utara Nigeria. Data yang dikumpulkan dianalisis menggunakan permodelan persamaan separa berstruktur terkecil. Dapatan kajian menunjukkan bahawa amalan PSM mempengaruhi ketiga-tiga dimensi prestasi pekerja secara berbeza. Dapatan mendedahkan bahawa lima amalan PSM (pusingan kerja, latihan & pengembangan, imbuhan, autonomi kerja, dan perancangan kerjaya) mempunyai hubungan yang positif dan signifikan ke atas prestasi tugas pekerja, sementara empat amalan PSM (pusingan kerja, autonomi kerja, komunikasi dan perancangan kerjaya) mempengaruhi kedua-dua prestasi dalam konteks dan penyesuaian diri. Selain itu, dapatan kajian juga menunjukkan bahawa efikasi sendiri, motivasi perkhidmatan awam dan peluang kerjaya adalah penengah kepada hubungan antara amalan PSM dan prestasi pekerja. Khususnya, efikasi sendiri merupakan penengah penuh kepada hubungan antara pusingan kerja dan prestasi tugas, dan penengah separa kepada hubungan antara pusingan pekerjaan dan prestasi penyesuaian diri. Motivasi perkhidmatan awam merupakan penengah kepada hubungan antara autonomi pekerjaan dan imbuhan, dan ketiga-tiga dimensi prestasi pekerja. Selain itu, peluang kerjaya pula merupakan penengah kepada hubungan antara komunikasi dan prestasi tugas serta prestasi dalam konteks. Umumnya, dapatan kajian menyokong bahawa amalan PSM mempunyai hubungan langsung dan tidak langsung ke atas prestasi tugas, dalam konteks dan penyesuaian diri pekerja. Dapatan menyarankan bahawa pihak pengurusan organisasi sector awam boleh menggalakkan prestasi tinggi dalam kalangan pekerja melalui amalan PSM yang efektif, dan secara tidak langsung dengan meningkatkan efikasi sendiri, motivasi perkhidmatan awam, dan peluang kerjaya.

Kata kunci: amalan pengurusan sumber manusia, prestasi pekerja, peluang kerjaya, motivasi perkhidmatan awam, efikasi sendiri.

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LIST OF ABBREVIATIONS

AMO	Ability, Motivation, and Opportunity
AMOS	Analysis of Moment Structures
ADP PERF	Adaptive Performance
APM	Attraction to Policy Making
ASSCN	Association of Senior Civil Servant of Nigeria
AVE	Average Variance Extracted
CBN	Central Bank of Nigeria
CM	Compassion
CMP	Compensation
CMV	Common Method Variance
CNN	Cable News Network
COM	Communication
COP	Career Opportunity
CPI	Commitment to Public Interest
CPL	Career Planning
CR	Composite Reliability
CTX PERF	Contextual Performance
CWB	Counterproductive Work Behavior
d/f	Degree of Freedom
D ²	Mahalanobis
DV	Dependent Variable
F ²	F Square

GoF	Goodness of Fit
HCM	Hierarchical Component Model
HND	Higher National Diploma
HOC	Higher Order Component
HPWS	High Performance Work System
HR	Human Resource
HRM	Human Resource Management
ICC	International Criminal Court
IV	Independent Variable
F ²	F-Square (Effect Size)
JRT	Job Rotation
KSA _s	Knowledge Skills and Abilities
LISREL	Linear Structural Relations
LOC _s	Lower Order Components
MDAs	Ministries, Departments and Agencies
MSI	Malaysian Service Industries
NA	Not Applicable
NGSES	New General Self-Efficacy Scale
OCB	Organization Citizenship Behavior
OYAGSB	Othman Yeop Abdallah Graduate School of Business
PhD	Doctor of Philosophy
PLS	Partial Least Square
PS	Public Service
PSM	Public Service Motivation

Q ²	Q-Square (Construct Cross Validated Redundancy)
R ²	R-Squared Values
SDT	Self Determination Theory
SEF	Self Efficacy
SEM	Structural Equation Modeling
SERVICOM	Service Compact
SERAP	Socio-Economic Right and Accountability Project
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
SSE	Squared prediction error
SSO	Squared Observations
Std.	Standard
Std. Div	Standard Deviation
SWT	<i>Subhanahu Wa Ta'ala</i>
T&D	Training and Development
TSK PERF	Task Performance
UK	United Kingdom
UNDP	United Nations Development Programme
US	United States
VAF	Variance Accounted For
VIF	Variance Inflated Factor
WHO	World Health Organization



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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In recent years, the importance of employee performance and its popularity is at increase. Several factors, like globalization of the economy, increasing competitions among organizations, cross-border movement of goods and services, and technological advancement have forced organizations to think of ways to maintain, improve and optimize their employee performance (Koopmans, Bernaards, Hildebrandt, van Buuren, van der Beek & de Vet, 2013).

Employees (human resource) are one of the most important assets of any organization as they contribute to its growth and success (Danish & Usman, 2010). Similarly, Goštautaitė (2014), considered human resources as an essential ingredient for organizational success when properly managed. Relatedly, Appelbaum, Bailey, Berg, and Kalleberg (2000), argued that the source of success and ways of achieving competitive advantage does not often come from the products and services, corporate strategy or technology alone, but rather from the organization's ability to attract and manage its human resource effectively and efficiently. Accordingly, successful organizations have employees who freely give their time and energy to perform their assigned job and responsibilities. They also go beyond their formal job responsibilities even though the altruism is neither prescribed nor required such efforts in order to make significant contribution

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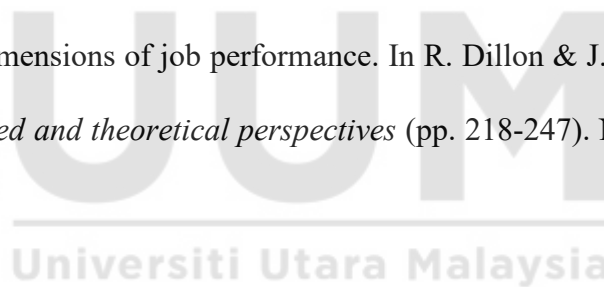
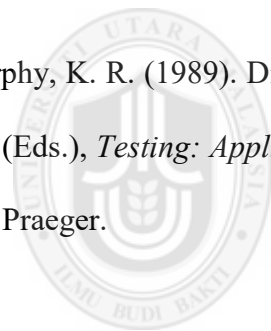
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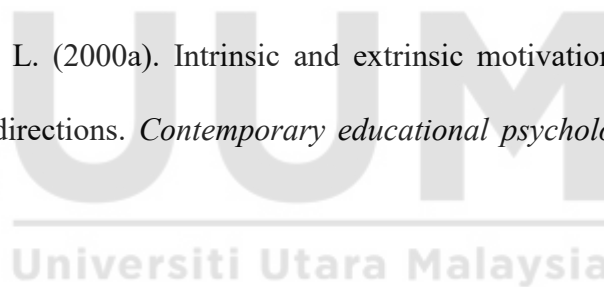
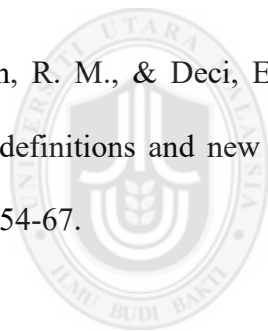
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APPENDIX A

RESEARCH QUESTIONNAIRE



A STUDY ON EMPLOYEE PERFORMANCE

Dear Participant,

Thank you for agreeing to participate in this research.

I would appreciate if you could answer the questions carefully as the information you provide will influence the accuracy and the success of this research. It will take no longer than 30 minutes to complete the questionnaire. All answers will be treated with strict confidence and will be used for the purpose of the study only.

If you have any questions regarding this research, you may address them to me at the contact details below.

Thank you for your cooperation and the time taken in answering this questionnaire.

Yours sincerely,

ABUBAKAR TABIU
PhD Candidate
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia (UUM)
Phone No.: 08036043342
Email: abubakartabiu@yahoo.com

SECTION ONE

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the given statement. Please indicate your choice by circling the number in the range given.

HUMAN RESOURCE PRACTICES	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I am satisfied that job rotation has led employees to advanced learning	1	2	3	4	5
2. Since coming to this organization, I have developed positive attitude towards learning	1	2	3	4	5
3. I am confident that job rotation has increased our efficiency in learning	1	2	3	4	5
4. I am fully aware that job rotations is a tool for career development	1	2	3	4	5
5. I have accumulated a lot of experience through job rotation	1	2	3	4	5
6. Job rotation has promoted communication between employees	1	2	3	4	5
7. I believe that job rotation has improved my job stability	1	2	3	4	5
8. I am confident that job rotation policy has achieved effective results in my organization	1	2	3	4	5
9. I am confident that job rotation has promoted health of employees in my organization	1	2	3	4	5
10. I am aware that job rotation has not achieved effective results in my organization	1	2	3	4	5
11. I am confident that job rotation does not create effective results	1	2	3	4	5
12. The contents and types of training programs offered in my organization are satisfactory	1	2	3	4	5
13. The amount and duration of training programmes offered in my organization are satisfactory	1	2	3	4	5
14. In my organization many non-technical programmes have already been systematize	1	2	3	4	5

15. Compared to other organizations, extensive training programmes are provided for employees in their jobs in my organization	1	2	3	4	5
16. In my organization, training programs are conducted by professionals and experienced managers or trainers	1	2	3	4	5
17. In my organization, many technical training programmes have already been systematized	1	2	3	4	5
18. In my compensation is decided on the basis of competence or ability of employee	1	2	3	4	5
19. My compensation is directly linked to my performance	1	2	3	4	5
20. My organization offers Attractive compensation system	1	2	3	4	5
21. My salary reflects the standard of living	1	2	3	4	5
22. Performance is an important factor in determining the incentives and compensation of employees	1	2	3	4	5
23. My salary comparable to the other public and private organizations	1	2	3	4	5
24. I am allowed to decide how to go about getting my job done (the methods to use)	1	2	3	4	5
25. I am able to choose the way to go about my job (the procedures to utilize)	1	2	3	4	5
26. I am free to choose the methods to use in carrying out my work	1	2	3	4	5
27. I have control over the scheduling of my work	1	2	3	4	5
28. I have some control over the sequencing of my work activities (when I do what)	1	2	3	4	5
29. My job is such that I can decide when to do particular work activities	1	2	3	4	5

30. My job allows me to modify the normal way we are evaluated so that I can emphasize some aspects of my job and play down others	1	2	3	4	5
31. I am able to modify what my job objectives are (what I am supposed to accomplish)	1	2	3	4	5
32. I have some control over what I am supposed to accomplish (my job objectives)	1	2	3	4	5
33. My organization provides sufficient amount of information to me	1	2	3	4	5
34. The information provided to me by my organization is very useful in discharging my duties	1	2	3	4	5
35. I understand the information communicated to me by my Head of Department	1	2	3	4	5
36. My Head of Department share and respond to information in a timely manner	1	2	3	4	5
37. My Head of Department actively listens to other viewpoints	1	2	3	4	5
38. My organization utilizes different communication channels	1	2	3	4	5
39. My organization prefers an internal employee when vacancy occurs	1	2	3	4	5
40. My organization plans for career and development for me as an employee	1	2	3	4	5
41. I am aware of my career path	1	2	3	4	5
42. I have clear career paths	1	2	3	4	5
43. My personal and organizational growth needs are matched	1	2	3	4	5
44. Promotion is done based on merit	1	2	3	4	5
45. My career aspirations are known by my immediate supervisor	1	2	3	4	5
46. I have more than one potential position for promotion	1	2	3	4	5

SECTION TWO

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the given statement. Please indicate your choice by **circling the number** in the range given

CAREER OPPORTUNITY	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. There are career opportunities within my organization that are attractive to me	1	2	3	4	5
2. There are job opportunities available within my organization that are of interest to me	1	2	3	4	5
3. My organization offers many job opportunities that match my career goals	1	2	3	4	5



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SECTION THREE

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the given statement. Please indicate your choice by ***circling the number in the range given***

EMPLOYEE PERFORMANCE	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My quantity of work is higher than average	1	2	3	4	5
2. My quality of work is much higher than average	1	2	3	4	5
3. My efficiency is much higher than average	1	2	3	4	5
4. My standard of work quality are higher than average standard for this job	1	2	3	4	5
5. I strives for higher quality work than required	1	2	3	4	5
6. I upholds highest professional standards	1	2	3	4	5
7. I have good ability to perform core job task	1	2	3	4	5
8. I have good judgment when performing core job task	1	2	3	4	5
9. I perform my core job task accurately	1	2	3	4	5
10. I have job knowledge with reference to core job task	1	2	3	4	5
11. I am creative when performing core task	1	2	3	4	5
12. I comply with instructions even when supervisors are not present.	1	2	3	4	5
13. I cooperate with others in the team.	1	2	3	4	5
14. I persist in over-coming obstacles to complete a task	1	2	3	4	5
15. I display proper official appearance and bearing	1	2	3	4	5
16. I volunteer for additional duty	1	2	3	4	5
17. I follow proper procedures and avoid unauthorized shortcuts.	1	2	3	4	5

18. I look for a challenging assignment	1	2	3	4	5
19. I offer to help others accomplish their work	1	2	3	4	5
20. I pay close attention to important details	1	2	3	4	5
21. I defend the supervisor's decisions	1	2	3	4	5
22. I render proper organizational courtesy	1	2	3	4	5
23. I support and encourage a coworker with a problem	1	2	3	4	5
24. I take the initiative to solve a work task	1	2	3	4	5
25. I exercise personal discipline and self-control	1	2	3	4	5
26. I tackle a difficult work assignment enthusiastically	1	2	3	4	5
27. I voluntarily do more than the job requires to help others or contribute to organization effectiveness	1	2	3	4	5
28. I worked at keeping my job knowledge up-to-date	1	2	3	4	5
29. I worked at keeping my job skills up-to-date	1	2	3	4	5
30. I have demonstrated flexibility	1	2	3	4	5
31. I was able to cope well with difficult situations and setbacks at work	1	2	3	4	5
32. I recovered fast, after difficult situations or setbacks at work	1	2	3	4	5
33. I came up with creative solutions to new problems	1	2	3	4	5
34. I was able to cope well with uncertain and unpredictable situations at work	1	2	3	4	5
35. I easily adjusted to changes in my work	1	2	3	4	5

SECTION FOUR

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the given statement. Please indicate your choice by **circling the number** in the range given

PUBLIC SERVICE MOTIVATION	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1. I am interested in making public programs that are beneficial for my country or the community I belong to	1	2	3	4	5
2. Sharing my views on public policies with others is attractive to me	1	2	3	4	5
3. Seeing people get benefits from the public program I have been deeply involved in brings me a great deal of satisfaction.	1	2	3	4	5
4. I consider public service my civic duty.	1	2	3	4	5
5. Meaningful public service is very important to me.	1	2	3	4	5
6. I would prefer seeing public officials do what is best for the whole community even if it is against my interests.	1	2	3	4	5
7. It is difficult for me to contain my feelings when I see people in distress.	1	2	3	4	5
8. I am often reminded by daily events how dependent we are on one another	1	2	3	4	5
9. I feel sympathetic to the plight of the underprivileged	1	2	3	4	5
10. To me, patriotism includes seeing to the welfare of others	1	2	3	4	5
11. Serving other citizens would give me a good feeling even if no one paid me for it.	1	2	3	4	5
12. Making a difference in society means more to me than personal achievements.	1	2	3	4	5

13. I am prepared to make enormous sacrifices for the good of society	1	2	3	4	5
14. I believe in putting duty before self.	1	2	3	4	5

SECTION FOUR

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the given statement. Please indicate your choice by ***circling the number in the range given***

SELF EFFICACY	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I will be able to achieve most of the goals that I have set for myself	1	2	3	4	5
2. When facing difficult tasks, I am certain that I will accomplish them	1	2	3	4	5
3. In general, I think that I can obtain outcomes that are important to me.	1	2	3	4	5
4. I believe I can succeed at most any endeavor to which I set my mind.	1	2	3	4	5
5. I will be able to successfully overcome many challenges.	1	2	3	4	5
6. I am confident that I can perform effectively on many different tasks	1	2	3	4	5
7. Compared to other people, I can do most tasks very well.	1	2	3	4	5
8. Even when things are tough, I can perform quite well	1	2	3	4	5

PERSONAL INFORMATION

This part contains few demographic information pertaining to yourself. Please tick (✓) in the box or write your response in the space provided.

1. My gender:

Male

Female

2. My marital status:

Single

Married

Divorced / Separated /
Widowed

3. My highest academic qualification:

Certificate

Diploma/NCE

Degree/HND

Master

PhD

Others, please specify:

4. Number of years with present organization:

Less than a year

4 – 7 years

1 – 3 years

More than 7 years

5. Present position:

GL 07-08

GL 12-13

GL 09-10

GL 14-15

6. My current local Government:

Please specify:

-----THANK YOU-----

APPENDIX B:

Results of Missing Values Replacement

S/N	Result Variable	Number of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	TRN01_1	1	1	265	265	SMEAN(TRN01)
2	TRN02_1	1	1	265	265	SMEAN(TRN02)
3	TRN05_1	1	1	265	265	SMEAN(TRN05)
4	CMP04_1	1	1	265	265	SMEAN(CMP04)
5	CMP05_1	1	1	265	265	SMEAN(CMP05)
6	AUT02_1	1	1	265	265	SMEAN(AUT02)
7	AUT05_1	1	1	265	265	SMEAN(AUT05)
8	AUT09_1	1	1	265	265	SMEAN(AUT09)
9	COM03_1	1	1	265	265	SMEAN(COM03)
10	COM06_1	1	1	265	265	SMEAN(COM06)
11	CPL05_1	1	1	265	265	SMEAN(CPL05)
12	CPL08_1	1	1	265	265	SMEAN(CPL08)
13	TSK03_1	1	1	265	265	SMEAN(TSK03)
14	TSK07_1	1	1	265	265	SMEAN(TSK07)
15	TSK10_1	1	1	265	265	SMEAN(TSK10)
16	CTX01_1	2	1	265	265	SMEAN(CTX01)
17	CTX03_1	1	1	265	265	SMEAN(CTX03)
18	CTX07_1	1	1	265	265	SMEAN(CTX07)
19	CTX12_1	2	1	265	265	SMEAN(CTX12)
20	CTX15_1	1	1	265	265	SMEAN(CTX15)
21	PSM12_1	1	1	265	265	SMEAN(PSM12)
22	PSM13_1	1	1	265	265	SMEAN(PSM13)
23	PSM14_1	1	1	265	265	SMEAN(PSM14)
24	COM04_1	1	1	265	265	SMEAN(COM04)