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

ABUBAKAR TABIU

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
January, 2017
HRM PRACTICES AND EMPLOYEE PERFORMANCE: THE MEDIATION EFFECT OF SELF EFFICACY, PUBLIC SERVICE MOTIVATION AND CAREER OPPORTUNITY

By

ABUBAKAR TABIU

Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy
Pusat Pengajian Pengurusan Perniagaan
(School of Business Management)

Kolej Perniagaan
(College of Business)

Universiti Utara Malaysia

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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

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

‘In the Name of Allah, Most gracious, Most Merciful’

Alhamdulillah, I am very grateful to Allah SWT for blessing me with the opportunity and determination to undertake and completed this doctoral program. I am deeply thankful to Him SWT for being the greatest source of strength and solace, particularly during my occasional queasiness throughout this PhD journey. May the peace and blessing of Allah be upon our beloved prophet Muhammad (PBUH), his household, companions, and those who follow them in righteousness till the Day of Judgment.

My thesis was completed with the help and support of several individuals. Firstly, my utmost appreciation goes to my excellent supervisors Associate Professor Dr. Faizuniah Pangil and Associate Professor Dr. Siti Zubaidah Othman for their patience, professional guidance, critical insight and constructive feedbacks. They really taught me how to do research despite their tight schedules. I was greatly indebted to them. I also acknowledge and deeply appreciate the observations and contribution of Associate Prof. Dr. Husna Johari and Dr. Md Lazim Mohd Zin, as their insightful comments has really enriched this thesis.

I will also like to express my sincere appreciation to Prof. Dr. Rushami Zein Yousuf, the Dean School of Business Management, UUM, and Prof. Dr. Nur Hayati for teaching me the rigors of research methodology and academic writing.
I will like to also express tremendous gratitude to my loving family for encouraging me to fulfill this great achievement. To my beloved wife, Firdausi Muhammad Jibrin and children, Aliyu, Abubakar and Khadijah, thank you for your patience, understanding and prayers. To my parents Hajia Khadijah Abubakar and Late Alhaji Abubakar Jibrin, May Allah (SWT) bless and have mercy on you all.
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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
D² Mahalanobis
DV Dependent Variable
F² F Square
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>GoF</td>
<td>Goodness of Fit</td>
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<tr>
<td>HCM</td>
<td>Hierarchical Component Model</td>
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<tr>
<td>HND</td>
<td>Higher National Diploma</td>
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<tr>
<td>HOC</td>
<td>Higher Order Component</td>
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<tr>
<td>HPWS</td>
<td>High Performance Work System</td>
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<tr>
<td>HR</td>
<td>Human Resource</td>
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<tr>
<td>HRM</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>ICC</td>
<td>International Criminal Court</td>
</tr>
<tr>
<td>IV</td>
<td>Independent Variable</td>
</tr>
<tr>
<td>F²</td>
<td>F-Square (Effect Size)</td>
</tr>
<tr>
<td>JRT</td>
<td>Job Rotation</td>
</tr>
<tr>
<td>KSAs</td>
<td>Knowledge Skills and Abilities</td>
</tr>
<tr>
<td>LISREL</td>
<td>Linear Structural Relations</td>
</tr>
<tr>
<td>LOCs</td>
<td>Lower Order Components</td>
</tr>
<tr>
<td>MDAs</td>
<td>Ministries, Departments and Agencies</td>
</tr>
<tr>
<td>MSI</td>
<td>Malaysian Service Industries</td>
</tr>
<tr>
<td>NA</td>
<td>Not Applicable</td>
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<tr>
<td>NGSES</td>
<td>New General Self-Efficacy Scale</td>
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<tr>
<td>OCB</td>
<td>Organization Citizenship Behavior</td>
</tr>
<tr>
<td>OYAGSB</td>
<td>Othman Yeop Abdallah Graduate School of Business</td>
</tr>
<tr>
<td>PhD</td>
<td>Doctor of Philosophy</td>
</tr>
<tr>
<td>PLS</td>
<td>Partial Least Square</td>
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<td>PS</td>
<td>Public Service</td>
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<td>PSM</td>
<td>Public Service Motivation</td>
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<td>Abbreviation</td>
<td>Description</td>
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<tr>
<td>Q$^2$</td>
<td>Q-Square (Construct Cross Validated Redundancy)</td>
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<td>R$^2$</td>
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<td>SDT</td>
<td>Self Determination Theory</td>
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<tr>
<td>SEF</td>
<td>Self Efficacy</td>
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<tr>
<td>SEM</td>
<td>Structural Equation Modeling</td>
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<tr>
<td>SERVICOM</td>
<td>Service Compact</td>
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<td>SERAP</td>
<td>Socio-Economic Right and Accountability Project</td>
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<td>SET</td>
<td>Social Exchange Theory</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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<tr>
<td>SSE</td>
<td>Squared prediction error</td>
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<td>SSO</td>
<td>Squared Observations</td>
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<tr>
<td>Std.</td>
<td>Standard</td>
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<tr>
<td>Std. Div</td>
<td>Standard Deviation</td>
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<tr>
<td>SWT</td>
<td><em>Subhanahu Wa Ta’ala</em></td>
</tr>
<tr>
<td>T&amp;D</td>
<td>Training and Development</td>
</tr>
<tr>
<td>TSK PERF</td>
<td>Task Performance</td>
</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>US</td>
<td>United States</td>
</tr>
<tr>
<td>VAF</td>
<td>Variance Accounted For</td>
</tr>
<tr>
<td>VIF</td>
<td>Variance Inflated Factor</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organization</td>
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</table>
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
The contents of the thesis is for internal user only
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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,

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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.

<table>
<thead>
<tr>
<th>HUMAN RESOURCE PRACTICES</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I am satisfied that job rotation has led employees to advanced learning</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. Since coming to this organization, I have developed positive attitude towards learning</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. I am confident that job rotation has increased our efficiency in learning</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. I am fully aware that job rotations is a tool for career development</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. I have accumulated a lot of experience through job rotation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. Job rotation has promoted communication between employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7. I believe that job rotation has improved my job stability</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8. I am confident that job rotation policy has achieved effective results in my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9. I am confident that job rotation has promoted health of employees in my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10. I am aware that job rotation has not achieved effective results in my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11. I am confident that job rotation does not create effective results</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>12. The contents and types of training programs offered in my organization are satisfactory</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>13. The amount and duration of training programmes offered in my organization are satisfactory</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>14. In my organization many non-technical programmes have already been systematize</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
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<td></td>
</tr>
<tr>
<td>15.</td>
<td>Compared to other organizations, extensive training programmes are provided for employees in their jobs in my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>16.</td>
<td>In my organization, training programs are conducted by professionals and experienced managers or trainers</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>17.</td>
<td>In my organization, many technical training programmes have already been systematized</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>18.</td>
<td>In my compensation is decided on the basis of competence or ability of employee</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>19.</td>
<td>My compensation is directly linked to my performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>20.</td>
<td>My organization offers Attractive compensation system</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>21.</td>
<td>My salary reflects the standard of living</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>22.</td>
<td>Performance is an important factor in determining the incentives and compensation of employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>23.</td>
<td>My salary comparable to the other public and private organizations</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>24.</td>
<td>I am allowed to decide how to go about getting my job done (the methods to use)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>25.</td>
<td>I am able to choose the way to go about my job (the procedures to utilize)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>26.</td>
<td>I am free to choose the methods to use in carrying out my work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>27.</td>
<td>I have control over the scheduling of my work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>28.</td>
<td>I have some control over the sequencing of my work activities (when I do what)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>29.</td>
<td>My job is such that I can decide when to do particular work activities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
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<td>---</td>
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<td></td>
</tr>
<tr>
<td>30.</td>
<td>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.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>31.</td>
<td>I am able to modify what my job objectives are (what I am supposed to accomplish).</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>32.</td>
<td>I have some control over what I am supposed to accomplish (my job objectives).</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>33.</td>
<td>My organization provides sufficient amount of information to me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>34.</td>
<td>The information provided to me by my organization is very useful in discharging my duties.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>35.</td>
<td>I understand the information communicated to me by my Head of Department.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>36.</td>
<td>My Head of Department share and respond to information in a timely manner.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>37.</td>
<td>My Head of Department actively listens to other viewpoints.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>38.</td>
<td>My organization utilizes different communication channels.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>39.</td>
<td>My organization prefers an internal employee when vacancy occurs.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>40.</td>
<td>My organization plans for career and development for me as an employee.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>41.</td>
<td>I am aware of my career path.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>42.</td>
<td>I have clear career paths.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>43.</td>
<td>My personal and organizational growth needs are matched.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>44.</td>
<td>Promotion is done based on merit.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>45.</td>
<td>My career aspirations are known by my immediate supervisor.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>46.</td>
<td>I have more than one potential position for promotion.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
### 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.

<table>
<thead>
<tr>
<th>CAREER OPPORTUNITY</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There are career opportunities within my organization that are attractive to</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. There are job opportunities available within my organization that are of</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>interest to me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. My organization offers many job opportunities that match my career goals</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

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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.

<table>
<thead>
<tr>
<th>EMPLOYEE PERFORMANCE</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My quantity of work is higher than average</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. My quality of work is much higher than average</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. My efficiency is much higher than average</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. My standard of work quality are higher than average standard for this job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. I strives for higher quality work than required</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. I upholds highest professional standards</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7. I have good ability to perform core job task</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8. I have good judgment when performing core job task</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9. I perform my core job task accurately</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10. I have job knowledge with reference to core job task</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11. I am creative when performing core task</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>12. I comply with instructions even when supervisors are not present.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>13. I cooperate with others in the team.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>14. I persist in over-coming obstacles to complete a task</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>15. I display proper official appearance and bearing</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>16. I volunteer for additional duty</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>17. I follow proper procedures and avoid unauthorized shortcuts.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Statement</td>
<td>1</td>
<td>2</td>
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<td>---------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>18</td>
<td>I look for a challenging assignment</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>19</td>
<td>I offer to help others accomplish their work</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>I pay close attention to important details</td>
<td></td>
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</tr>
<tr>
<td>21</td>
<td>I defend the supervisor’s decisions</td>
<td></td>
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</tr>
<tr>
<td>22</td>
<td>I render proper organizational courtesy</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>23</td>
<td>I support and encourage a coworker with a problem</td>
<td></td>
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</tr>
<tr>
<td>24</td>
<td>I take the initiative to solve a work task</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>25</td>
<td>I exercise personal discipline and self-control</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>26</td>
<td>I tackle a difficult work assignment enthusiastically</td>
<td></td>
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</tr>
<tr>
<td>27</td>
<td>I voluntarily do more than the job requires to help others or contribute to organization effectiveness</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>28</td>
<td>I worked at keeping my job knowledge up-to-date</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>I worked at keeping my job skills up-to-date</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>I have demonstrated flexibility</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>31</td>
<td>I was able to cope well with difficult situations and setbacks at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>I recovered fast, after difficult situations or setbacks at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>I came up with creative solutions to new problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>I was able to cope well with uncertain and unpredictable situations at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>I easily adjusted to changes in my work</td>
<td></td>
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</tr>
</tbody>
</table>
**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.

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


<table>
<thead>
<tr>
<th>SECTION FOUR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INSTRUCTION</strong>: 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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SELF EFFICACY</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
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<td>1. I will be able to achieve most of the goals that I have set for myself</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>2. When facing difficult tasks, I am certain that I will accomplish them</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>3. In general, I think that I can obtain outcomes that are important to me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>4. I believe I can succeed at most any endeavor to which I set my mind.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>5. I will be able to successfully overcome many challenges.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>6. I am confident that I can perform effectively on many different tasks</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>7. Compared to other people, I can do most tasks very well.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>8. Even when things are tough, I can perform quite well</td>
<td>1</td>
<td>2</td>
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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   [ ] Master
   [ ] Diploma/NCE   [ ] PhD
   [ ] Degree/HND   [ ] Others, please specify:_____________________

4. Number of years with present organization:
   [ ] Less than a year   [ ] 1 – 3 years
   [ ] 4 – 7 years   [ ] More than 7 years

5. Present position:
   [ ] GL 07-08   [ ] GL 09-10
   [ ] GL 12-13   [ ] GL 14-15

6. My current local Government:
   Please specify:

-----THANK YOU-----
## APPENDIX B:

### Results of Missing Values Replacement

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<th>Case Number of Non-Missing Values</th>
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