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**RELATIONSHIP BETWEEN ASPECTS OF HUMAN RESOURCE
MANAGEMENT PRACTICES AND ORGANIZATIONAL
PERFORMANCE: MEDIATING ROLE OF ETHICAL CLIMATE**



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MEDIATING ROLE OF ETHICAL CLIMATE**

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**Thesis Submitted to School of Business Management,
Universiti Utara Malaysia, in Fulfillment of the Requirement for the
Degree of Doctor of Philosophy**

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ABSTRACT

The study investigated the mediating role of ethical climate (EC) on the relationship between five (5) dimensions of HRM practices; recruitment and selection (RS), training and development (TD), compensation practice (COMP), performance appraisal (PA), promotion opportunity (PRO), and organizational performance (OP) in the Nigerian public educational sector administration (PESA). The resource-based view (RBV) and the organizational culture theory (OCT) were used to underpin the study framework. The study was a cross sectional survey, employing the stratified sampling technique using 181 usable questionnaires from the directors of administration who represented the Nigerian PESA. The data analysis was conducted using the Partial Least Square Structural Equation Modeling (PLS-SEM 3.2.6). The study result supports 13 of the 16 hypotheses tested. The findings support 4 out of the 5 direct relationship hypotheses revealing empirical evidence on the significant relationships between RS, TD, PA, PRO and OP. The hypotheses between RS, TD, PA, PRO and the mediating variable EC are also statistically supported, but there is no evidence to support empirically the significant relationships between COMP and OP as well as COMP and EC. On the mediation relationships, the EC, as a hierarchical component model (HCM), mediates the relationships between RS, TD, PA, PRO and OP, but not the relationships between COMP and OP. This study contributes immensely to the current literature on how EC mediates HRM practices and OP relationships particularly in the African context where there are scant similar studies. The study also contributes to the literature on how to test the reflective-formative type of hierarchical component model, which is a very uncommon practice in the available literature. The findings suggest that the management of PESA can improve the HRM system through the proper implementation of effective HRM practices that will nurture EC and lead to OP. Finally, the study's limitations, conclusion and suggestion for future research direction were discussed.

Keywords: organizational performance, HRM practices, ethical climate, PLS, hierarchical component model

ABSTRAK

Kajian ini mengkaji peranan iklim etika (EC) sebagai pengantara dalam hubungan antara lima (5) dimensi amalan pengurusan sumber manusia (PSM) iaitu perekrutan dan pemilihan (RS), latihan dan pembangunan (TD), amalan pampasan (COMP), penilaian prestasi (PA), dan peluang kenaikan pangkat (PRO) dengan prestasi organisasi (OP) dalam pentadbiran sektor pendidikan awam (PESA) di Nigeria. Tinjauan berasaskan sumber dan teori budaya organisasi digunakan untuk menyokong kerangka kajian ini. Kajian ini mengaplikasikan teknik tinjauan keratan rentas, iaitu dengan menggunakan teknik persampelan berstrata daripada sejumlah 181 borang soal selidik yang dikumpul daripada pengarah pentadbiran yang mewakili PESA di Nigeria. Analisis data dijalankan dengan menggunakan *Partial Least Square Structural Equation Modeling* (PLS-SEM 3.2.6). Hasil kajian ini menyokong 13 daripada 16 hipotesis yang diuji. Selain itu, hasil kajian ini juga menyokong 4 daripada 5 hipotesis hubungan langsung yang mendedahkan bukti empirikal tentang hubungan yang signifikan antara RS, TD, PA, PRO dan OP. Hipotesis antara RS, TD, PA, PRO dengan pemboleh ubah pengantara EC juga disokong secara statistik. Namun, tiada bukti yang ditemui untuk menyokong secara empirikal hubungan antara COMP dengan OP serta COMP dengan EC. Dalam hubungan pengantara, EC sebagai model komponen berhierarki (HCM) didapati menjadi pengantara dalam hubungan antara RS, TD, PA, PRO dan OP, tetapi tidak pada hubungan antara COMP dan OP. Kajian ini turut memberi sumbangan yang besar kepada literatur semasa tentang bagaimana EC menjadi pengantara kepada amalan PSM dan OP, terutamanya dalam konteks Afrika yang mana terdapat sedikit sahaja kajian yang sama. Kajian ini juga menyumbang kepada literatur tentang bagaimana untuk menguji model komponen hierarki jenis reflektif-formatif yang merupakan suatu yang jarang dilakukan dalam literatur yang sedia ada. Hasil kajian mencadangkan agar pengurusan PESA boleh meningkatkan sistem PSM melalui pelaksanaan amalan PSM yang berkesan secara tepat yang akan memupuk EC dan membawa kepada OP. Akhir sekali, batasan kajian, rumusan dan cadangan untuk kajian pada masa hadapan turut dibincangkan.

Kata Kunci: prestasi organisasi, amalan PSM, iklim etika, PLS, Model Komponen Hierarki

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LIST OF ABBREVIATIONS

AMO	Ability Motivation Opportunity
AVE	Average Variance Extracted
ASUP	Academics Staff of Polytechnics
BV	Benevolence
CFRN	Constitutions of the Federal Republic of Nigeria
CR	Composite Reliability
COMP	Compensation Practice
DV	Dependent Variable
EC	Ethical Climate
EG	Egoism
F2	Effect Size
HD	Hierarchical Distance
HDI	Human Development Index
HND	Higher National Diploma
HPWP	High Performance Work Practices
HPWS	High Performance Work System
HRM	Human Resource Management
HR	Human Resource
ICPC	Independent Corrupt Practices and other Related Offences
IVs	Independent Variables
LL	Lower Level
LU	Level Upper
MV	Mediation Variable
NBS	National Bureau of Statistics
NCE	National Certificate of Education
NECO	National Examination Council

NIDOA	Nigerian in Diaspora Organization
NUT	National Union of Teachers
OCT	Organizational Culture Theory
OP	Organizational Performance
PA	Performance Appraisal
PLS	Partial Least Squares
PRIN	Principled
PRO	Promotion Opportunity
PROUT	Progressive Utilization Theory
Q2	Construct cross validated Redundancy
RS	Recruitment and Selection
R2	R-squared values
RBV	Resource based View
ROA	Return on Assets
ROE	Return on Equity
ROI	Return on Investment
SEM	Structural Equation Modeling
SmartPLS	Smart PLS Statistical Package
SPSS	Statistical Package for the Social Science
SPSS	Statistical Package for Social Science
TD	Training and Development
UNDP	United Nation Development Programme
UK	United Kingdom
USA	United State of America
US	United State
UUM	Universiti Utara Malaysia
VAF	Variance Accounted For
VIF	Variance Inflation Factor

WAEC

West African Examination Council

WASSCE

West African Senior School Certificate Examination



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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Over the years, the importance of organizational performance (OP) for efficient management is increasing in any given organization. The rapid changes in economic environment is being taken over by such phenomena as the globalization and deregulation of markets, changing customer and investor demand, and the ever-increasing product-market competition has become the norm for most organizations (Al-Dhaafri, Al-Swidi, & Yusoff, 2016).

Organizations require evaluation of their internal environment for opportunities and challenges in order to remain competitive and sustain their growth (Al-Swidi & Al-Hosam, 2012). Chen (2005) argued that organizations are looking for ways to improve their performance and attain competitive advantage over competitors. Nevertheless, if this performance can be improved, how and what approaches should be used towards that, is still the issue that needs to be investigated further.

Several studies were conducted with an aim to discover factors that can influence performance of organization. Studies from different discipline like human resource management, strategic management, marketing, operation management, information system as well as international business have investigated different number of variables

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Appendix A



SCHOOL OF BUSINESS MANAGEMENT

UNIVERSITI UTARA MALAYSIA

06010 Sintok, Kedah Darul Aman

Email: sbm@uum.edu.my

Sir / Madam

I am a Doctor of Philosophy student at Universiti Utara Malaysia, Kedah. Currently I am conducting a research on '**Human resource management (HRM) practices, Ethical climate and performance**'. The objective of this study is to examine the mediating role of ethical climate on the relationship between HRM practices and organizational performance in Nigerian Public Educational Sector Administration.

Your help is requested in this research by completing the questionnaire survey instrument received. The information you provide will remain strictly anonymous and confidential. You may receive a summary of the results by writing "copy of results requested" at your own wish.

Your participation in completing the questionnaire is very important to the success of this research. It will be a honour if you are able to return the completed questionnaires.

I would appreciate your returning the questionnaire at your earliest convenience. Thank you in advance for your cooperation. Should you have any enquires, please do not hesitate to call me at +2348035493734/+60143835667.

Sincerely,
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SECTION A: HUMAN RESOURCE MANAGEMENT PRACTICES

The statements in this section are related to the extent of HRM practices implemented in your organization. Please circle the relevant number based on the rating scale provided.

	1	2	3	4	5
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. In this organization, extensive selection procedures are used in the selection of the employees (eg. use several rounds of screening).	1	2	3	4	5
2. In this organization, recruitment and selection system focuses on the potential of the candidates to learn and grow with the organization.	1	2	3	4	5
3. This organization uses structured and standardized interviews for selection of the employees.	1	2	3	4	5
4. In this organization, senior staffs are involved in recruitment and selection of the employees.	1	2	3	4	5
5. This organization uses work values and cultural fit as a criterion in employee recruitment and selection.	1	2	3	4	5
6. This organization uses behavioral attitudes as a criterion in employee recruitment and selection	1	2	3	4	5
7. This organization uses test and interviewing techniques for employee selection.	1	2	3	4	5
8. In this organization, recruitment and selection process of potential employees are often provided with a realistic picture of the job and the organization, including the negative aspects.	1	2	3	4	5
9. Extensive training programs are provided for employees in this organization.	1	2	3	4	5
10. This organization provide training focused on team building and team work skills training.	1	2	3	4	5
11. In this organization, there are formal training programs to teach new employees the skills they need to perform their jobs.	1	2	3	4	5
12. Formal training programs are offered to employees in order to increase their promotability in this organization.	1	2	3	4	5
13. This organization have a mentoring system to help develop those employees.	1	2	3	4	5
14. This organization offer an orientation program that trains employees on the history, mission, values, and processes of the organization.	1	2	3	4	5

15.	In this organization, training programs are consistently evaluated to determine whether the training objectives are met.	1	2	3	4	5
16.	In this organization, employee bonuses or incentive plans (e.g., stock option plan) are based primarily on the performance of the organization/group.	1	2	3	4	5
17.	In this organization, job performance of an individuals played an important role in determining the earning of employees.	1	2	3	4	5
18.	In this organization, employees are rewarded for participation in teams.	1	2	3	4	5
19.	This organization constantly updates & reviews the range of benefit to meet the needs of employees.	1	2	3	4	5
20.	In this organization, salaries for employees are higher than those of our competitors.	1	2	3	4	5
21.	In this organization, performance appraisals are based on objective, quantifiable results.	1	2	3	4	5
22.	In this organization, employees regularly or at least once a year receive a formal performance appraisal.	1	2	3	4	5
23.	In this organization, team played an important role in performance appraisals.	1	2	3	4	5
24.	In this organization, superior officers discuss performance with subordinate.	1	2	3	4	5
25.	In this organization, performance appraisals are used primarily to set goals for personnel development.	1	2	3	4	5
26.	Performance appraisals are used to plan skill development and training for future advancement within this organization.	1	2	3	4	5
27.	Employees in this job have clear career paths within this organization.	1	2	3	4	5
28.	Employees in this job have very little future within this organization.	1	2	3	4	5
29.	Employees' career aspirations within this organization are known by their immediate supervisors.	1	2	3	4	5
30.	Employees' in this job who desire promotion have more than one potential position they could be promoted.	1	2	3	4	5
31.	This organization, ensure that all employees in these positions are made aware of internal promotion opportunities.	1	2	3	4	5
32.	In this organization, internal candidates are given consideration over external candidates for job opening.	1	2	3	4	5

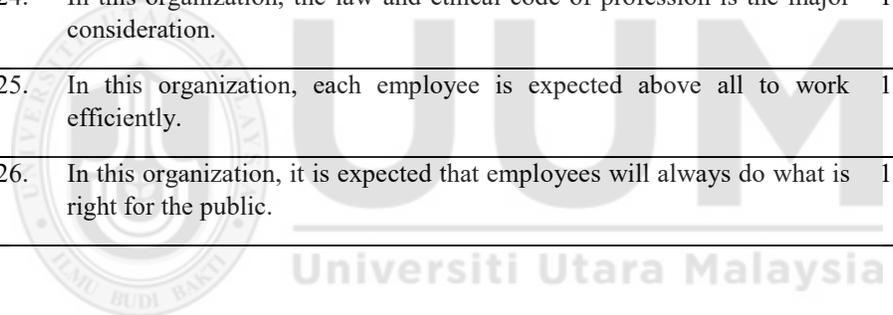
33.	This organization, use of performance based promotion.	1	2	3	4	5
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SECTION B: ETHICAL CLIMATE

Listed below are statements describing organizational ethical standards. Please indicate the degree of your agreement to each of the statement by circling the rating provided.

		1	2	3	4	5
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	In this organization, employees are mostly out for themselves.	1	2	3	4	5
2.	The major responsibility for employees in this organization is to consider efficiency first.	1	2	3	4	5
3.	In this organization, employees are expected to follow personal and moral beliefs.	1	2	3	4	5
4.	In this organization, employees are expected to do anything to further the organization's interest.	1	2	3	4	5
5.	In this organization, employees look out for each other's good.	1	2	3	4	5
6.	There is no room for one's own personal morals or ethics in this organization.	1	2	3	4	5
7.	In this organization, employees strictly follow rules and procedures.	1	2	3	4	5
8.	In this organization, work is considered sub-standard only when it hurts the organization's interests.	1	2	3	4	5
9.	Each employee in this organization decides for himself what is right or wrong.	1	2	3	4	5
10.	In this organization, employees protect their own interest above other considerations.	1	2	3	4	5
11.	The most important consideration in this organization is each employee has sense of right and wrong.	1	2	3	4	5
12.	The most important concern is the good of all the employees in this organization.	1	2	3	4	5
13.	In this organization, the first consideration is whether a decision violates any law.	1	2	3	4	5
14.	In this organization, employees are expected to comply with the legal and professional standards over and above other consideration.	1	2	3	4	5

15.	In this organization, employees are expected to stick by organization rules and procedures.	1	2	3	4	5
16.	In this organization, our major concern is always what is best for the other people.	1	2	3	4	5
17.	In this organization, employees are concerned with the organization's interests to some extent.	1	2	3	4	5
18.	Successful employees in this organization go by the book.	1	2	3	4	5
19.	In this organization, the most efficient way is always the right way.	1	2	3	4	5
20.	In this organisation, employees are expected to strictly follow legal and organisation's standards.	1	2	3	4	5
21.	What is best for everyone, is the major consideration in this organization.	1	2	3	4	5
22.	In this organization, employees are guided by own personal ethics.	1	2	3	4	5
23.	Successful employees in this organization strictly obey the organization policies.	1	2	3	4	5
24.	In this organization, the law and ethical code of profession is the major consideration.	1	2	3	4	5
25.	In this organization, each employee is expected above all to work efficiently.	1	2	3	4	5
26.	In this organization, it is expected that employees will always do what is right for the public.	1	2	3	4	5



SECTION C: ORGANIZATIONAL PERFORMANCE

Listed below are statements asks you about your organizational performance base on efficiency, effectiveness and fairness. Please indicate the degree of your agreement to each of the statement by circling the rating provided.

	1	2	3	4	5
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. This organization has made good use of employee’s knowledge and skills in looking for ways to become more efficient.	1	2	3	4	5
2. In the past 2 years, the productivity of this work unit has improved.	1	2	3	4	5
3. The work performed by this work unit provides the public a worthwhile return on the organization mission.	1	2	3	4	5
4. People of different race/ national origin group are treated with respect in this organization.	1	2	3	4	5
5. The quality of work performed by the current co-workers in this immediate work group is satisfactory.	1	2	3	4	5
6. This organization provides fair and equitable treatment to the public	1	2	3	4	5
7. This organization uses performance measurement in program management.	1	2	3	4	5
8. This organization has strong citizen orientation.	1	2	3	4	5
9. In this organization, top executive set high performance expectations for employees.	1	2	3	4	5
10. This organization compares employee’s performance against similar organization.	1	2	3	4	5

SECTION D: DEMOGRAPHIC INFORMATION

Please tick (/) in the appropriate box.

MINISTRY/BOARD/PARASTATAL/AGENCIES:

Gender

Male

Female

Marital status

Married

Single

Divorced

Widowed

Age

18-29

30-39

40-49

50-59

60-and Above

Position Grade Level

GL 07-10

GL 12-14

GL 15-17

Work Experience

Less than 2 years

2 to 5 years

6 to 9 years

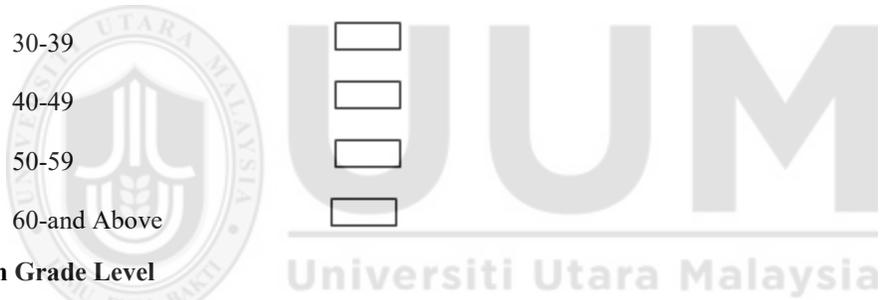
10 years and above

Educational Level

Diploma/ NCE

Degree/HND

Postgraduate Degree



SECTION E : COMMENTS

The researcher would welcome any suggestion which might benefit this study.

Thank You

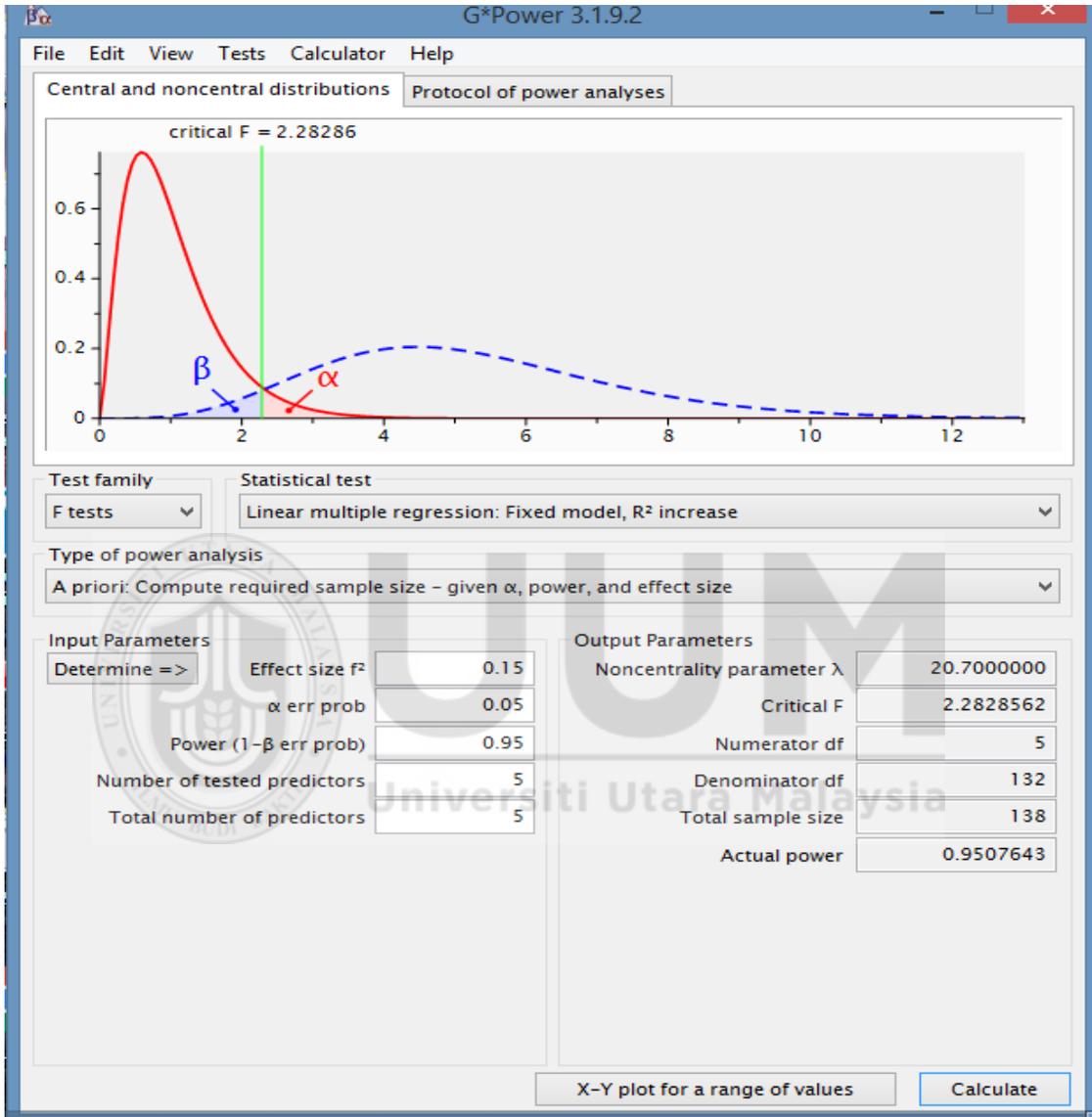
ALL INFORMATION WILL BE KEPT CONFIDENTIAL



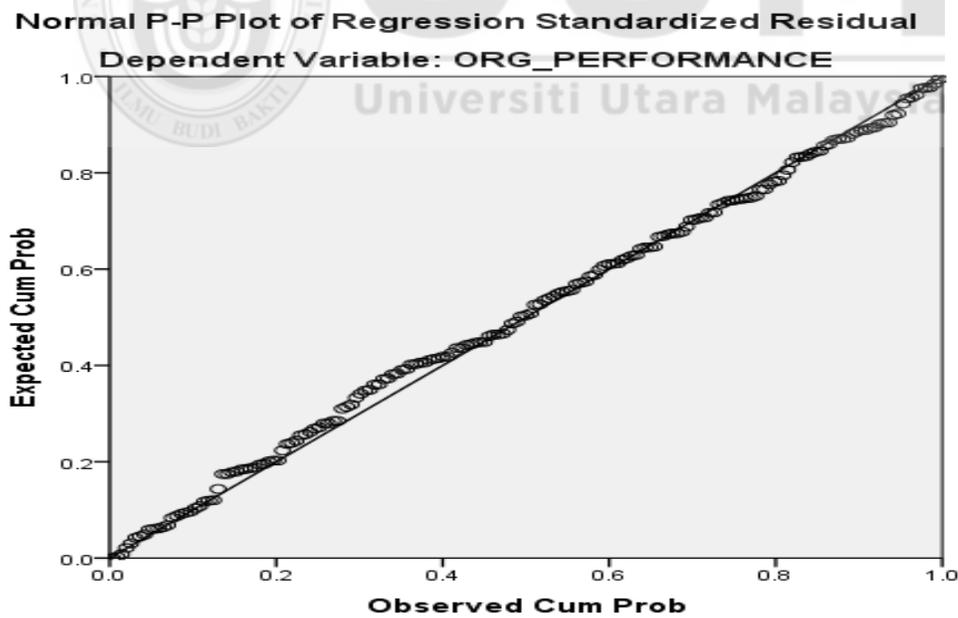
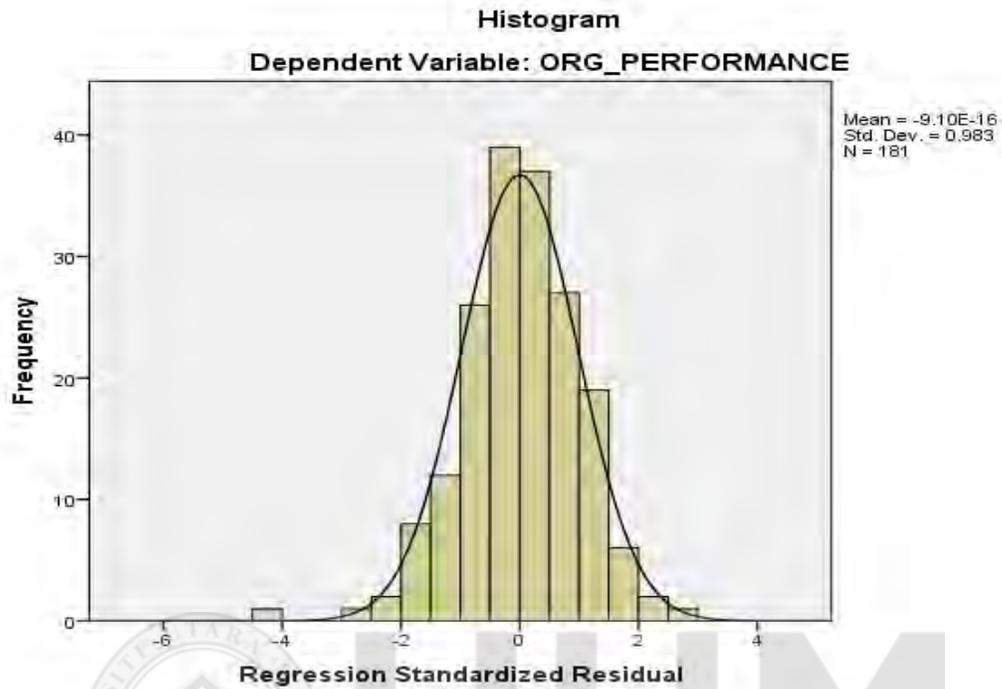
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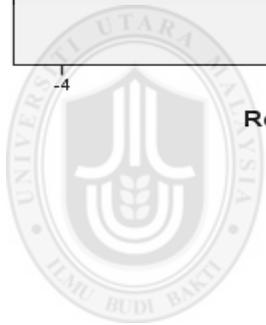
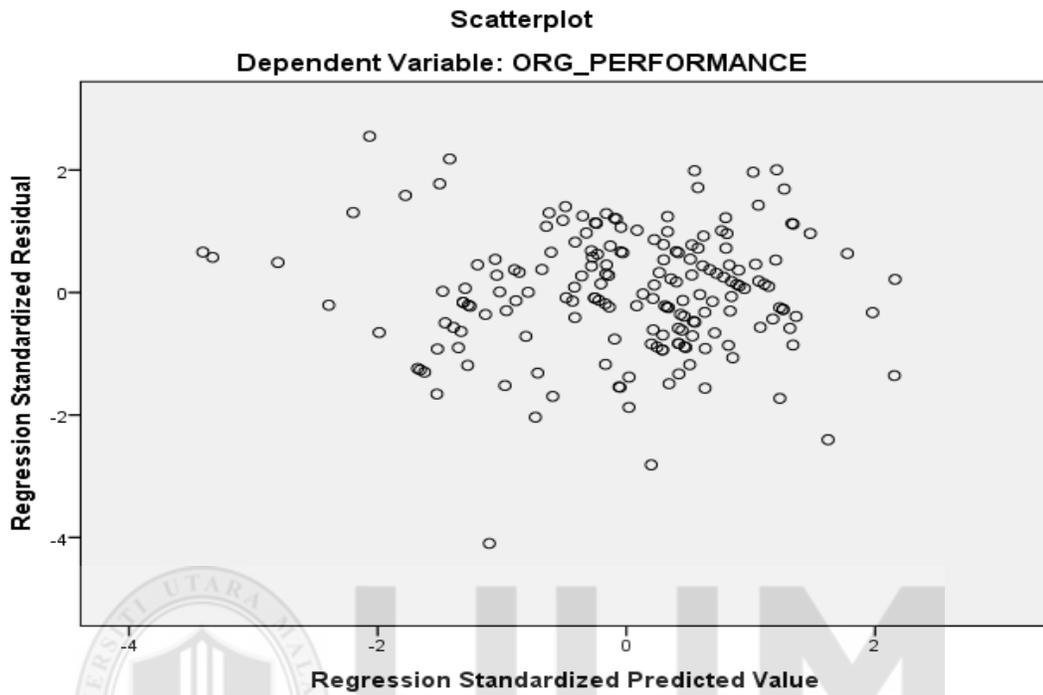
Appendix B G*power of Analysis



Appendix C Normality Test



Appendix C: continued.....



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Appendix D

Harman's Single-Factor (Common method bias)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.023	23.221	23.221	16.023	23.221	23.221
2	3.473	5.034	28.255	3.473	5.034	28.255
3	2.721	3.944	32.198	2.721	3.944	32.198
4	2.494	3.614	35.812	2.494	3.614	35.812
5	2.455	3.557	39.370	2.455	3.557	39.370
6	2.187	3.170	42.540	2.187	3.170	42.540
7	2.003	2.903	45.442	2.003	2.903	45.442
8	1.844	2.673	48.115	1.844	2.673	48.115
9	1.611	2.335	50.450	1.611	2.335	50.450
10	1.467	2.126	52.576	1.467	2.126	52.576
11	1.430	2.072	54.648	1.430	2.072	54.648
12	1.362	1.975	56.623	1.362	1.975	56.623
13	1.334	1.933	58.556	1.334	1.933	58.556
14	1.235	1.790	60.347	1.235	1.790	60.347
15	1.182	1.712	62.059	1.182	1.712	62.059
16	1.168	1.692	63.751	1.168	1.692	63.751
17	1.097	1.589	65.341	1.097	1.589	65.341
18	1.077	1.561	66.902	1.077	1.561	66.902
19	1.051	1.523	68.425	1.051	1.523	68.425
20	1.025	1.486	69.911	1.025	1.486	69.911
21	.978	1.417	71.328			
22	.936	1.357	72.685			
23	.902	1.307	73.992			
24	.895	1.297	75.289			
25	.794	1.151	76.440			
26	.779	1.129	77.568			
27	.766	1.110	78.679			
28	.752	1.090	79.769			
29	.708	1.026	80.795			
30	.679	.984	81.779			
31	.665	.963	82.742			
32	.645	.935	83.677			
33	.633	.918	84.595			
34	.596	.864	85.459			

35	.578	.838	86.296		
36	.552	.801	87.097		
37	.509	.738	87.835		
38	.486	.705	88.539		
39	.465	.673	89.212		
40	.440	.637	89.850		
41	.437	.633	90.483		
42	.416	.603	91.086		
43	.404	.586	91.672		
44	.374	.543	92.215		
45	.362	.525	92.739		
46	.349	.505	93.244		
47	.323	.467	93.712		
48	.322	.466	94.178		
49	.307	.444	94.622		
50	.297	.430	95.053		
51	.279	.404	95.457		
52	.260	.376	95.833		
53	.257	.373	96.206		
54	.249	.361	96.567		
55	.241	.349	96.916		
56	.228	.331	97.247		
57	.222	.322	97.569		
58	.187	.272	97.840		
59	.183	.266	98.106		
60	.179	.259	98.366		
61	.168	.244	98.609		
62	.157	.228	98.837		
63	.145	.210	99.048		
64	.130	.189	99.237		
65	.127	.184	99.421		
66	.116	.169	99.589		
67	.105	.153	99.742		
68	.096	.140	99.882		
69	.082	.118	100.000		

Extraction Method: Principal Component Analysis.

Appendix E

Heterotrait Monotrait ratio (HTMT)

Constructs	1	2	3	4	5	6
RS						
TD	0.642					
COMP	0.522	0.696				
PA	0.510	0.623	0.708			
PRO	0.494	0.617	0.574	0.777		
OP	0.610	0.626	0.488	0.744	0.785	0.787

Mediation Predictive Relevance out put

Constructs	SSO	SSE	Q ² (=1-SSE/SSO)
EC	543	298.095	0.451
OP	905	681.21	0.247
RS	724	724	
TD	543	543	
COMP	905	905	
PA	905	905	
PRO	1,267.00	1,267.00	



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