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**THE RELATIONSHIP BETWEEN AUTHENTIC LEADERSHIP, HIGH-
PERFORMANCE HUMAN RESOURCE PRACTICES AND JOB PERFORMANCE**



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**Thesis Submitted to
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in Partial Fulfillment of the Requirement for the Master of Human Resource Management**



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ABSTRACT

This study aims to examine the relationship between Authentic Leadership, High-Performance Human Resource Practices and Job Performance of employees in manufacturing companies. The population of this study consists of manufacturing employees in three different manufacturing companies namely Coleman Wires and Cables, Royal Packaging and Industries Ltd and Gharsu Services Ltd. A cross-sectional research design was employed. The respondents were chosen using convenience sampling. Data was collected using an online survey. A total of 240 employees responded to the survey. SPSS software was used to analyze and test the hypotheses formulated in the study. The findings revealed that out the of two factors examined only High-Performance Human Resource Practices showed a significant relationship with job performance, while authentic leadership had no significant relationship with job performance. The study's findings identified useful practical implications for both researchers and decision-makers. The result of this study will contribute to the understanding of how leaders and organizations engaged their workforce and high-performance human resources are practiced in both industrialized and developing nations.

Keywords: Job Performance, Authentic Leadership, High-Performance Human Resource Practices

ABSTRAK

Kajian ini bertujuan untuk mengkaji kesan Kepimpinan Autentik dan Amalan Sumber Manusia Berprestasi Tinggi terhadap prestasi kerja pekerja di syarikat-syarikat pembuatan. Populasi kajian ini terdiri daripada pekerja pembuatan dalam tiga syarikat pembuatan yang berbeza, iaitu Coleman Wires and Cables, Royal Packaging and Industries Ltd, dan Gharsu Services Ltd. Reka bentuk penyelidikan keratan rentas digunakan. Responden dipilih menggunakan persampelan mudah. Data dikumpul menggunakan survei dalam talian. Sebanyak 240 orang pekerja menjawab survei tersebut. Perisian SPSS digunakan untuk menganalisis dan menguji hipotesis yang dirumuskan dalam kajian ini. Dapatan kajian menunjukkan bahawa daripada dua faktor yang dikaji, hanya Amalan Sumber Manusia Berprestasi Tinggi yang menunjukkan kesan yang signifikan terhadap prestasi kerja, manakala kepimpinan autentik tidak mempunyai kesan yang signifikan terhadap prestasi kerja. Dapatan kajian ini mengenal pasti implikasi praktikal yang berguna bagi penyelidik dan pembuat keputusan. Hasil kajian ini akan menyumbang kepada pemahaman tentang bagaimana pemimpin dan organisasi melibatkan tenaga kerja dan melaksanakan sumber manusia di negara-negara yang sedang membangun dan yang telah maju dalam bidang industri.

Kata kunci: Prestasi Kerja, Kepimpinan Autentik, Amalan Sumber Manusia Berprestasi Tinggi

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Job performance is the efficacy and efficiency with which an individual completes their allocated tasks and obligations within a company or organization. Organizing, allocating, analyzing, and evaluating employees' performance on the job normally involve expertise of human resources. According to Rotundo and Sackett (2002), the idea of job performance refers to a particular behavior that an individual may manage and that facilitates the accomplishment of a set of objectives in an organization. Imran et al. (2012) also stressed job performance as how well employees execute the tasks given to them and how they relate their behavior to the organization's guidelines. Job performance is evaluated using a variety of criteria, including productivity, job quality, capacity to fulfil deadlines, communication skills, and teamwork. Effective communication with workers and superiors, completing tasks on time, producing high-quality work, respecting authority, being reliable and on time, and positively influencing the success of the organization as a whole are all characteristics of good job performance.

Companies in Nigeria place high value on job performance since it is regarded as critical to accomplishing organizational goals and retaining a competitive edge in the marketplace. Job performance in Nigeria is complex and can vary depending on a number of factors, including the sector of the economy, level of education and training, quality of HR practices, and overall business environment.

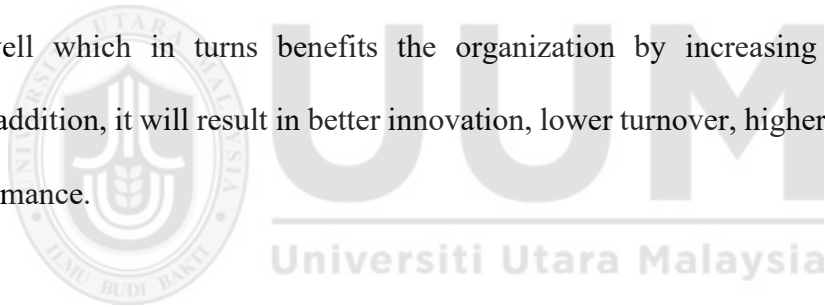
Nigeria faces significant challenges related to job performance, such as high youth unemployment rate, limited access to education and training, and a challenging business environment.

The country has a relatively low level of productivity compared to other countries in the region, which impact job performance across all sectors of the economy. World Bank (2013), in a study conducted on employee productivity, discovered that average performance of workers in Nigeria was 30% lower than the average performance of workers in other countries in the region. The study also found that there was a significant gap in productivity between the public and private sectors, with workers in the private sector being more productive than workers in the public sector. It is crucial to note that Nigeria economy is significantly influenced by its manufacturing sector which is a key driver of its economic growth. According to Statista. (2021), manufacturing industries in Nigeria provided over 15% of the nation's Gross Domestic Product (GDP) in 2021. In comparison to 2020, this was a small rise from the 14% contribution. The sector employs 11 million people or 10% of the labor force in Nigeria (Ventures Africa, 2021). For a variety of reasons, the manufacturing sector is crucial to the country's economy and employee job performance must be regarded in this context. This sector aids in economic diversification and lessens the nation's dependency on oil exports. It alleviates poverty by generating jobs and also helps in the advancement of knowledge and capacity.

There are numerous challenges facing employee's job performance in manufacturing sector nationwide. Prevalent concerns could range from, leadership, employees being unmotivated for a variety of reasons, such as inadequate pay, terrible working conditions, lack of prospects for promotion and poor management. Employees who are consistently working long hours or who are unable to take time off may become stressed and burned out, which lead to lower performance. Most of the employees who do not have the necessary skills and knowledge to accomplish their tasks successfully also struggle to function at a high level.

Ogunleye and Afolabi (2020) investigated the elements influencing employee job performance in Nigeria manufacturing sector. Both scholars discovered that the following were the most important factors; According to the study, certain factors may negatively affect an employee's ability to perform their work.; such as, Employees who labor in bad working conditions are more likely to be stressed, exhausted, and underproductive. They further explained that employees who are unsure of what is expected of them or lack authentic leadership engagement are more prone to make mistakes and underperform.

Adebayo and Afolabi's (2022) also emphasized that poor management or HR practices and poor working environment possess a major effect on employee performance in Nigeria. Businesses who effect good HR Practices in a good working environment makes employees more inclined driven and perform well which in turns benefits the organization by increasing production and profitability. In addition, it will result in better innovation, lower turnover, higher staff morale and better job performance.



1.2 Problem Statement

The aim of the organization is to provide services to others through employees. Employees are hired to assist organization achieve its goals and objectives. As a result, employees must be motivated to work in order to ensure that they perform properly which enable them accomplish organizational goals. In a study by International Labour Organization (2013) on employee job condition in Nigeria, it revealed that 63% of workers in Nigeria were exposed to hazardous working conditions. These conditions can lead to health problems, injuries, and absenteeism, which all contributed to low job performance.

According to a survey conducted on formal education and skill acquisition in Nigeria by National Bureau of Statistics (2017), it was reported only 13% of employees in Nigeria had received any formal training in the past 12 months. This lack of training lead to low job performance, as employees may not have the skills and knowledge necessary to perform their jobs effectively

The level of employee's job performance in Nigeria is relatively low and it is imperative to address the situation. According to Okojie (2020) who examined the level of employee's low performance in Nigeria and suggests that it is a wake-up call for employers to take step. It notes that despite having a huge and expanding population, Nigeria's performance levels are among the lowest in the world. The studies outline various issues that contribute to Nigeria's low performance, which range from inadequate infrastructure, insufficient training and development, and ineffective management practices. It contends that these challenges are especially serious in the private sector, as many organizations fail to invest in their employees or give them the tools and resources, they require to be productive. Fasan (2019) also explored the level of job performance in Nigeria. In the report, it claims that with the enormous natural resources and massive population, the country job performance is low in global rating. The author attributes it to variety of causes including inadequate infrastructure, inadequate training and education, weak institutions, and corruption.

Low job performance is a situation in which an employee is not performing their job duties to the expected level or standard. It can manifest in various ways, such as a decrease in productivity, poor quality of work, missed deadlines, or frequent mistakes. Low job performance can have a negative impact on the employee, the team, and the organization as a whole, as it can lead to decreased morale, increased stress, and reduced productivity.

A low or poor job performance is quite concerning and may indicate a significant issue with employees, tools, and working environment etc. Investigating the cause of employee' performance

issues as soon as possible is crucial to preventing shortfall and potential reputational harm to the organization.

Some potential causes of poor or low job performance in Nigeria may vary based on organization and employees, which ranges from lack of implementation of High-performance Human Resource practices, authentic leadership style of managers, innovation and technology etc. According to McKinsey & Company (2017) findings revealed many organizations in manufacturing firms in Nigeria are facing low job performance and operating under antiquated machinery and technology, which reduces their efficiency and ability to compete. In Nigeria, there is a scarcity of competent personnel, notably in the manufacturing sector, according to research by the Nigerian Employers' Consultative Association (NECA). The study revealed that many workers are unable to handle contemporary machinery and technology due to lack of knowledge and training (NECA, 2019).

In another study conducted by Oyeleye and Adeniji (2019) found that poor High-Performance Human resource Practices, such as lack of employee involvement, top management support, training and development and performance appraisal negatively impacted employee job performance in Nigeria manufacturing sector. The ineffectiveness of authentic leadership massively downgraded job performance in Nigeria manufacturing sector, this was emphasized in a study carried out by Oyinlade et al. (2020) that lack of authentic leadership, lack of role models and organizational support all contributed to low job performance in Nigeria manufacturing sector.

In view of the related issues discussed above facing job performance, Authentic leadership and High-performance Human resource practices are considered in this study which will positively impact job performance.

Authentic Leadership and High-performance human practices are foremost important in tackling issues of job performance in Nigeria manufacturing sector. This combination is helpful in addressing job performance concerns since they collaborate to produce a positive and productive work atmosphere. Wang et al. (2020) argued authentic Leader fosters a culture of continual learning and development by giving the employee the opportunity to learn new skills and knowledge which in turn impact employee job performance. HPHR practices such as recruiting and selection, training can be used to assess employees having the right skills and knowledge required to accomplish their jobs and ensure they perform effectively, while other practices such as remuneration and performance management can be utilized to inspire and reward employees for their efforts (Delaney et al., 1996). In the area of skills and training gaps, Nigeria has a skilled labor shortage, notably in the manufacturing sector (Adebayo et al., 2021). HPHR practices can be of help in such situations by investing in training and development initiatives that aid workers in acquiring the abilities and understanding necessary steps to deliver excellent performance (Jiang et al., 2012).

In light of many discussions on issues relating to job performance, two factors have been identified which are Authentic leadership and High-performance human resources practices (HPHRPs). For deeper knowledge and understanding, research will be carried out to know the relationship these factors have with job performance in manufacturing companies in Nigeria.

1.3 Research Questions

- (i) Is there a relationship between authentic leadership and job performance?
- (ii) Is there a relationship between high-performance human resource practices and job performance?

1.4 Research Objectives

- (i) To identify the relationship between authentic leadership and job performance
- (ii) To identify the relationship between High-performance human resource practices and job performance

1.5 Scope of the Study

The main aim of this research is to identify the relationship authentic leadership, High-Performance human resource practices have with job performance. The research was comprehensive carried out in Ogun State, Nigeria where most of the manufacturing companies of the nations are situated. The study focus on employees who works in different department of the manufacturing companies from Entry level, Middle Level to Top Level. The study covers various techniques, theories and relationship the variables they have with job performances of employees.

1.6 Significance of the Study

This research will provide insights for manufacturing companies to better understand the impacts and relationship authentic leadership, high-performance human resources practices have with job performance in Nigeria. The study will assist organizations to develop effective authentic leadership and High-performance human resources strategies that promote employee job performance and organizational success.

The findings of this study will enlighten organizations especially the manufacturing firms, in improving the performance of its workforce effectively while prioritizing authentic leadership style and High-performance human resource practices towards job performance. It will also stimulate intrigue in looking into additional areas of authentic leadership and high-performance

human resource practices research. Finally, the study will give an idea or broaden people's understanding on the relationship authentic leadership, HPHRPs have towards job performance in any given organization.

1.7 Definition of Key Terms

Job Performance: Job performance is the extent to which employees performs their job duties effectively, efficiently, and in accordance with the expectations and standards of the organization (Campbell et al., 1970).

Authentic Leadership: Authentic leadership is a leadership style that emphasizes self-awareness, transparency, ethical behavior, and a focus on building positive relationships with followers (Avolio et al., 2005).

High-Performance Human Resources Practices: High-performance human resource practices (HPHRP) refer to a set of integrated and strategic practices that are designed to maximize employee potential and align individual and organizational goals (Delery et al., 1996).

1.8 Chapter Overview

Chapter 1 contains research background, followed by problem statement, research questions, research objectives, scope of the study, significance of the study and definition of key terms. Chapter 2 focus on literature review that discuss the concepts of the variables which includes Job Performance, Authentic Leadership and HPHRPs, and the relationship between the Independent and dependent variables. It also discusses the conceptual and theoretical framework, and highlighted Hypotheses. Chapter 3 includes research design, population and sampling, instruments, data collection procedure and data analysis, while Chapter 4 shows general results

and data collected from respondents analyzed by using reliability, correlation and regression from SPSS software. Chapter 5 includes discussion of the major findings in the research, limitation, recommendation, and conclusion of the study.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discussed literatures on job performance, authentic leadership, and high-performance human resource practices. It explained the relationship between independent and dependent variables in terms of measurement. It also reviewed theoretical framework and hypotheses.

2.2 Job Performance

Job performance is a crucial component of work organization regarded as a significant criterion for analyzing organizational performance in several fields of studies. By incorporating expected behavior and task-related elements, employee performance can also be measured (Motowidlo, 2003), even though financial numbers are frequently used to judge performance. In practice, absolute or comparative judgment-based performance may be a good indicator of an organization overall performance (Gomez-Mejia et al., 2007). Wiedower (2001) argued that performance measures based on performance assessment objects have an increased degree of accuracy when measuring performance.

Campbell's (1990) proposed a three-dimensional model of job performance: task performance (the level to which workers effectively complete the tasks related with their job), contextual performance (the level to which workers engage in behavior that contribute to the social and organizational context of their job), and counterproductive performance (the level to which worker engage in behaviors that are harmful or counterproductive to the job). In the literature, this paradigm has been widely used to conceptualize job performance. Empirical studies found that

Individual traits such as personality, motivation, and ability, work characteristics such as task complexity and feedback, and organizational elements such as leadership and organizational culture all have an impact on job performance.

Den Hartog and Verburg (2007) claimed job performance is a complicated construct influenced by a multitude of factors, understanding and enhancing job performance necessitates a complete and comprehensive approach. High performing employees work to improve themselves and the organization's performance in all areas, including quality, productivity, innovation rate, and performance cycle time. Therefore, they can assist the business in achieving its strategic goals and maintaining its edge over competitors (Dessler, 2011). Leaders must view their employees as the most important internal assets and satisfy them in order to attract and hold onto higher levels of employee satisfaction and performance because dedicated and satisfied workers are frequently high performers who contribute to productivity of organizations (Samad, 2007).

In broad terms, job performance is described as behavior or acts that add or detract from organizational goals (Campbell, 1990), and this encompasses productive and unproductive staff behaviors that help or hinder organizational goals (Hunt, 1996).

Viswesvaran and Ones (2000) proposed a contemporary meaning of job performance as "the actions and outcomes that employees engage in that contribute to the achievement of organizational goals." This indicates that job performance can be referred to as the efficacy of individual behaviors of both leaders and employees that contribute to organizational goals, and it should include job and contextual performance (Motowidlo, 2003). In a bid to include non-productivity or extra-role factors like cooperation, helping coworkers and superiors, and generalized inclinations towards conformity, Organ (1998) contends that the term "job performance" may need to be redefined. Organ also argued that the degree to which employees

exhibit corporate responsibility behaviors should be taken into account when evaluating job performance. According to Sarmiento and Beale's (2007) research, job performance is a function of an employee's abilities and skills (natural or acquired), as well as his or her willingness to put those skills to use in order to perform the job more effectively. Performance is typically assessed in terms of monetary values as well as a combination of expected behavior and job-related components, according to Jex and Britt (2008). In a similar vein, job performance refers to task performance or in-role work performance as outlined by Motowidlo (2003), as well as the organization's overall expected value of an employee's task-related competency or completion of activities required by the official position description.

Job performance can be assessed using a range of criteria in human resource practices, including supervisory ratings, productivity indices, promotional ratings, sales totals, and turnover rates. The reviews that came before make it clear that an employee's capacity to do the task assigned to him or her and how that task contributes to the attainment of the organizational goal are tied to job performance (Mawoli and Babandako, 2011). The review of related literature indicates the concepts of job performance which were extensively investigated. However, the outcome of the research can serve as a basis prowess to increase job performance. This study hypothesized that possible factors that can could have a relationship with job performance are Authentic Leadership, and High-Performance Human Resource Practices (HPHRPs). The variables are selected from previous studies which deemed applicable to the current study.

2.3 Authentic Leadership

An Authentic leader has an impact on his or her subordinates' productivity. Certain situational elements, such as subordinate confidence, experience, need, and perception, influence leadership's

ability to influence subordinates to perform effectively. Authentic leadership involves a close working relationship between managers and staff members (Ilies et al., 2005).

Authentic leadership is a style of leadership method that emphasizes the significance of being true to one's own values and ideals, as well as developing honest and transparent relationships with followers. Authentic leaders are perceived as truthful, trustworthy, and transparent, and they foster open communication and collaboration with their followers. According to Northouse (2013), authentic leadership is a type of leader that uses values, strengths, and experiences to effect positive change in the workplace. It emphasizes self-awareness, moral courage, and relational transparency. Such leaders understand their own strengths, shortcomings and can utilize this knowledge to drive decision-making. They are also eager to advocate for what they believe in, even if it is unpopular, they are truthful and open with their followers about views, feelings, and intentions.

Avolio et al. (2004) created and validated a measure of authentic leadership that contains some elements: self-awareness, relational transparency, balanced processing, and internalized moral perspective. They discovered that these elements were positively associated to follower ratings of leader effectiveness. Authentic leadership, according to Avolio et al. (2005) and George (2003), is a crucial organizational component that fosters social work climate and trust between managers and staff. It increases levels of optimism, encouragement, and self-resilience. Authentic leadership uses certain characteristics to boost workers' creativity and effectiveness. A study conducted by Peterson et al. (2012), surveyed employee's perceptions of their leaders. Authentic leadership was identified with several characteristics which includes; being self-aware, genuine, transparent, and trustworthy; having high moral standards and a strong sense of ethics; and being passionate and enthusiastic about their work. In another sphere, Gardner et al. (2005) interviewed authentic leaders and discovered several themes, especially being true to oneself, creating trust and openness

with followers, and fostering a healthy work environment. These studies suggest, authentic leaders exhibit numerous critical characteristics, like self-awareness, authenticity, honesty, trustworthiness, high moral standards, and love for their profession. These traits are linked to favorable consequences for both leaders and subordinate, such as increased job satisfaction, commitment, and performance.

2.4 Relationship between Authentic Leadership and Job Performance

The necessity of being sincere, open, and value-driven is emphasized by the concept of authentic leadership. Authentic leaders are capable of forging close bonds with their followers and are self-aware. They display high levels of moral and ethical behavior. An increasing corpus of research points an association between authentic leadership and job performance. For instance, a study conducted in 2008 by Walumbwa et al. discovered a favorable correlation between authentic leadership and organizational commitment, and in-role and extra-role performance. Avolio et al. (2004) observed in another study stated that followers of authentic leaders were more likely to report higher levels of job performance, organizational citizenship behavior, and leader trust.

Newman et al. (2017) investigated the association between authentic leadership and a number of outcomes, including job performance, was studied in the meta-analysis. The researchers discovered favorable relationship between authentic leadership and job performances. The outcome unveiled that the connection between authentic leadership and job performance was stronger for difficult tasks than for simple jobs i.e., positions requiring a high level of knowledge and expertise.

Walumbwa et al. (2010) in another study revealed the psychological mechanisms that link follower behaviors to authentic leadership. The authors discovered that authentic leadership was positively

connected to subordinates' identification with the leader, which in turn was positive associated to followers' job performance and organizational citizenship behaviors (i.e., behaviors that go above and beyond what is expected of them in their position as followers). Furthermore, there was a stronger association between authentic leadership and follower identification for workers who felt their work was meaningful.

It clearly shows authentic leadership is positive related to job performance. A culture of trust and collaboration is fostered by authentic leaders, who also foster a great work environment, establish clear objectives and goals, offer regular feedback, and help their followers grow as people. These elements may result in more motivation, job satisfaction, dedication, innovation, and creativity, all of which may improve work output.

2.5 High Performance Human Resource Practices (HPHRPs)

Since there has been increased interest in establishing a link between HRM and performance, particularly as a result of Huselid's important study from 1995, descriptions of HR practices frequently begin with phrases that allude to their objectives. High performance, high commitment, and high participation HR are the most frequently used types. The literature has a tendency to be dominated by the phrases high performance human resource or even high-performance work systems (HPWS), which reflects the focus on the procedures most likely to produce high performance. Walton (1985), however, in one of the earliest and most significant studies, underlined the need to switch from a commitment-based strategy to one focused on control, suggesting the necessity for a certain set of HR practices. Huselid (1995) further explained that high performance human resource practices are "a set of personnel practices that emphasizes the use of employees' knowledge, skills, and abilities to enhance organizational performance." High

performance human resource practices described by Becker and Huselid (1998) as "a set of policies and practices designed to increase the productivity and competence of the workforce." Jiang et al (2012) coined High-performance Human Resource Practices as "a set of interrelated human resource practices that are designed to enhance the skills of staff members, motivation, and performance, and thus enhance organizational effectiveness."

In general terms, HPHRPs is a collection of policies and practices with the goal of improving employee skills, abilities, and motivation, and thereby improving business performance and organizational effectiveness. These practices frequently incorporate employee involvement, training and development, performance-based compensation, and other policies and practices aimed at increasing workforce productivity and competency. The primary focus of HRM has remained HPHRPs from the previous two decades (Bamberger and Meshoulam, 2000). For every corporate sector to achieve the desired results from its workforce, interactions with employees must be long-lasting and organized on a mutually beneficial basis. Bonias et al. (2010) disclosed that human resources are some of the uncommon practices employed by corporations to outperform their competitors. HPHRPs play a deliberate role in establishing and promoting affective reaction among employees by fostering good work habits and social inclusion (Judge and Ilies, 2004) it is further stressed that HPHRPs determines how employees feel about the workplace environment and the outputs that are enabled. Employee perceptions are the first crucial element that needs to be looked at, to be able to get the desired results.

High performance human resource practices have characteristics that are designed to boost employee abilities, skills, and motivation, which in turn improves business performance and organizational effectiveness. These procedures frequently interact with one another and work together to foster an environment that rewards good performance in the company. High

performance human resource practices share a number of characteristics that have been shown to increase employee skills, abilities, and motivation as well as organizational effectiveness. These include selective hiring, extensive training and development, employee security, result oriented appraisal and incentive reward. These traits are not mutually exclusive, and many businesses employ a mix of them. Depending on the size, sector, and culture of the organization, different practices will be employed. High performance organizations build a more knowledgeable, adaptable, and engaged personnel that is far more ready to handle the obstacles of an ever-evolving workplace by investing in their employees, involving them in decision-making, aligning their interests with those of the organization, giving them a variety of experiences, and supporting them in their development. In terms of productivity, turnover, and customer satisfaction, Sun et al. (2007) concluded that HPHRPs contributed to better organizational success. He claimed that HPHRPs foster an environment where workers are inspired to give their best effort.

2.6 Relationship between HPHRPs and Job Performance

The primary focus of HRM continues to be HPHRPs from the previous two decades, Bamberger and Meshoulam (2000). Boon et al. (2014) stressed that for every corporate sector to achieve the desired results from its workforce, interactions with employees must be long-lasting and organized on a mutually beneficial basis. An increasing body of evidence indicates a beneficial relationship between HPHRPs and job performance. For instance, Huselid's (1995) study revealed that HPHRP users had much higher employee productivity and customer satisfaction levels than HPHRP non-users. Companies that employed HPHRPs performed substantially better financially than those that did not, according to Pfeffer (1998).

Delaney et al. (1996) examined the relationship between high performance human resource management practices, such as selective hiring and extensive training and development, and job performance. The authors discovered a strong correlation between these practices and employees' assessments of the effectiveness of their organizations. It was established that a good relationship between these practices exist, and employee job performance, as well as a favorable relationship between these two factors and how employees felt about their performance. This study looked at the connection between a variety of human resource management practices, such as performance-based pay, and business growth. The author discovered a positive correlation between these practices and firm financial accomplishments, productivity, and turnover. It further discovered that there was a larger correlation between these practices and business success (Huselid,1995). In another study conducted by Jiang et al. (2012) The association between high performance human resource management practices and organizational results was investigated in this meta-analysis. The researchers discovered a positive relationship between high performance human resource practices and job performance and other results including employee attitudes and behaviors and business performance. It discovered that staff competencies and skills served as a partly connecting factor in this association.

According to the research, HPHRPs are closely associated to job performance. Employee alignment, recruitment, motivation, engagement, and retention are all aided by HPHRPs. These elements may result in improved staff output, client satisfaction, and business performance.

2.7 Research Framework

It is formulated based on research objectives and research questions. It shows dependent variables and independent variables. These variables are connected to form a test in this study. Figure 2.7.1 unveils the conceptual framework that shows the two independent variables which includes authentic leadership, High-performance human resource practices and dependent variable which is job performance.

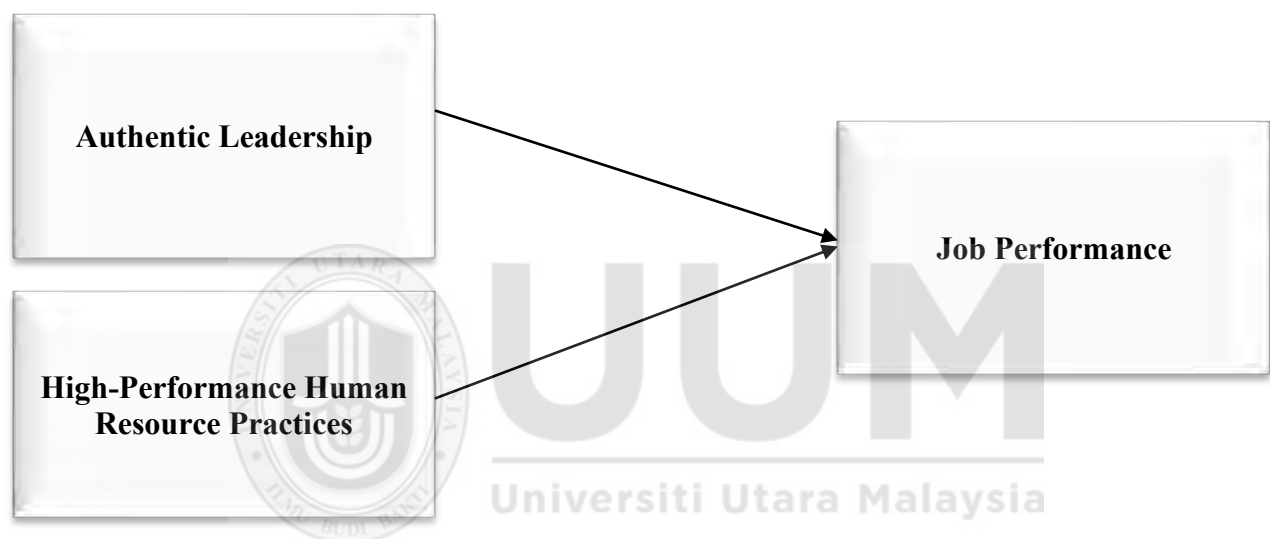


Figure 2.7.1: Conceptual Framework

2.8 Social Exchange Theory

Social exchange theory posits that social interactions are based on the exchange of resources between individuals, and that people engage in these exchanges to maximize their own outcomes. In the workplace, employees may engage in social exchanges with their leaders and colleagues, exchanging resources such as support, recognition, and opportunities for growth and development. Authentic leadership and high-performance human resource practices (HPHRPs) can be seen as two resources that leaders can exchange with their employees. Authentic leadership involves being

true to oneself and one's values, while also being transparent and ethical in interactions with others. HPHRPs refer to practices that are designed to enhance employee skills, motivation, and well-being, such as training and development, performance feedback, and work-life balance initiatives.

Authentic leadership and HPHRPs can benefit employees by boosting commitment, engagement, and job satisfaction. The outcomes, in turn, may result in better job performance.

The primary reason for this association is that HPHRPs and authentic leaders establish a cooperative workplace culture that encourages respect and reciprocity between employers and workers. Employees may be more inclined to interact socially with their managers in positive environment, exchanging resources like commitment, loyalty, and effort in exchange for assistance, acknowledgement, opportunity for growth and development.

Blau, P. (1964) emphasized on social exchange theory that it provides a foundation for understanding the relationships between social exchanges and power dynamics in social life. Blau's argues that social exchanges are based on the exchange of resources, and that individuals engage in these exchanges to maximize their own outcomes. This theory can be used to explain how authentic leaders and followers interact, with followers exchanging their allegiance and effort for the incentives, support, and other advantages the leader offers.

The link between social exchange theory, authentic leadership, HPHRPs, and job performance is being supported by an increasing number of researches. For instance, a study conducted by Walumbwa et al. (2008) found a positive relationship between authentic leadership and employee performance. The study further explained that employee trust in their supervisor acted as a link in the relationship between job performance and authentic leadership. This shows that motivated employees are more likely to have faith in their managers. In another study, Sun et al.'s 2007

discovered a positive relationship between HPHRPs and employee's job performance. The study disclosed employee motivation acted as a connection in the association between HPHRPs and job performance. The study further emphasized HPHRPs are more likely to be advantageous to workers who are driven to deliver quality work. Taking into consideration, the research suggests social exchange theory, which argues that authentic leadership, high-performance human resource management, and job performance are all positively correlated. Organizations can enhance the likelihood that their employees will perform well by fostering a healthy work environment where people feel valued, motivated and productive.

Based on the previous studies highlighted in the early part of this chapter and the theory used to explain the relationship between authentic leadership, high-performance human resource practices and job performance, hence the following hypotheses are articulated; H1 and H2. According to Newman et al. (2017) findings revealed there is a positive relationship between Authentic leadership and job performance. The relationship between both variables was also supported by Walumbwa et al. (2010) in H1. Delaney et al. (1996) studies found a positive relationship between HPHRPs and job performance, H2 is also supported by Jiang et al. (2012).

H1: Authentic Leadership has positive relationship with job performance.

H2: High-performance human resource practices have positive relationship with job performance

2.9 Summary

In summary, job performance is a crucial component of work organization regarded as a significant criterion for analyzing organizational performance in several fields of studies.

Viswesvaran and Ones (2000) proposed a contemporary meaning of job performance as "the actions and outcomes that employees engage in that contribute to the achievement of

organizational goals." This indicates that job performance can be referred to as the efficacy of individual behaviors of both leaders and employees that contribute to organizational goals, and it should include job and contextual performance (Motowidlo, 2003). The literature discussed Authentic leadership involves a close working relationship between managers and staff members (Ilies et al., 2005). Avolio et al. (2005) and George (2003), also describe authentic leadership as a crucial organizational component that fosters social work atmosphere and trust between managers and staff. Becker and Huselid (1998) reviewed HPHRPs as a set of policies and practices designed to increase the productivity and competence of the workforce.

The relationship between Authentic leadership and job performance is supported by various studies reviews. Newman et al. (2017) outcome of their investigations discovered a positive relationship between authentic leadership and job performances. The outcome unveiled that the connection between authentic leadership and job performance was stronger for difficult tasks than for simple jobs. HPHRPs and Job performance also have a positive relationship which is supported by the findings of Delaney et al. (1996) who examined the two factors. The authors discovered a strong correlation between both and employees' assessments of the effectiveness of their organizations. It was established that a good relationship between HPHRPs and employee job performance exist, as well as a favorable relationship between these two factors and how employees felt about their performance.

The theory has provided empirical evidence supporting the connections between social exchange theory, authentic leadership, high-performance human resource practices, and job performance. By creating positive social exchange relationships with their employees through the provision HPHRPs such as support, recognition, and opportunities for growth and development, authentic leaders can enhance employee job performance and improve organizational performance.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on research methodology, which describes how the research was carried out. It especially addresses the methodical approaches used when designing the study to ensure accurate results that fit the study's goals and objectives. It also describes the steps required to carry out this research. It describes the methods and processes utilized to find and assess data for this investigation. The research approach is especially designed to produce reliable, trustworthy results and to achieve the study's research objectives.

3.2 Research Design

The research design is a detailed plan for conducting a research study. The clear objective derived from the research question; statement of the general research approach adopted for this project is Quantitative. Quantitative research is numerical data collected from questionnaire and using numerical form such as graph or statistic. Quantitative research was embedded in this research for the purpose of identifying the relationship between the variables and job performance.

3.3 Population & Sampling

Population is generally an enormous number of individuals (i.e selected manufacturing workers) that is the main focus of this survey. It is the entire sets of individuals which a general statement is made in this research. The population in this research is known to have similar binding characteristics and traits. The target population in this research are employees who work in selected manufacturing companies in Ogun

state, Nigeria. Three companies are selected with total population of 600 employees, and the questionnaire distributed across the selected manufacturing companies in Ogun State, Nigeria.

The sampling for this research focused on the relationship between Authentic leadership, HPHRPs and job performance. Sample is a segment of target population, or the group interested in, from which conclusions are drawn about a larger group. It is usually impracticable to use the entire population, a smaller group of participants must serve as a representative sample. The research sample in this study are employees from different departments and job ranks across three different companies, namely; Coleman Wires and Cables, Royal Packaging and Industries Ltd and Gharsu Services Ltd.

Coleman wires and cables is a large-scale company with total size of 350 employees majorly in manufacturing of electrical wires and cables for residential and commercial use and the product is mostly used across the country. Royal Packaging and Industries Limited produce R.O.P.P Caps and Pet Bottles as a medium scale company and its workforce comprises of 170 employees. Gharsu Services Ltd is a packaging company and a medium scale company with the total number of 80 employees that manufacture corrugated cartons for various companies. These companies are selected in different part of the states and are as well as one of the major manufacturing firms in the country. With the total number of 600 employees summed up, according to Krecie & Morgan (1970), a perfect sample size of 600 employees will be equivalent to 234. Researcher choose each employee to answer the questionnaire across the three companies. According to labor act, the minimum age limit allowed to work in the manufacturing sector in the country is 18yrs old. In this regard, the targeted respondents in this research are 18 and above employed in the sector. The survey questionnaire was distributed by google form to respondents across job ranks i.e low, middle, top level and departments.

3.4 Instruments

The instrument is a tool for gathering, quantifying, and analyzing information about the research topic. This study utilized survey forms as the research instrument and some questions adopted from past research, Zeb et al. (2020).

The questionnaire is in line with the theoretical concepts of the research. The survey form has different sections. The first section gathered information on the participants' profiles, such as age, gender, marital status, qualification, job rank etc., while the other parts gathered data on the variables which includes Authentic leadership, HPHRPs and Job performance. The questionnaires were completed on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 3.4.1 Structure of Questionnaire

The demographic which is the Section A, has a total of 6 questions which covers age, gender, marital status, academic qualification, job rank, and how long the respondents worked at current job. Section B covers information about Authentic leadership with 14 questions. Section C contains surveys about HPHRPs with 15 questions. The last part which is the Section D consist of 14 questions about Job Performance.

Section	Item	No of Questions
A.	Demographic	6
B.	Authentic Leadership	14
C.	HPHRPs	15
D.	Job Performance	14

3.5 Data Collection Procedure

Data collection procedure is obtaining and examining data on variables within an established framework in order to offer pertinent insights and evaluate outcomes. Primary sources are used to get information. Primary sources were utilized in the study. Primary data refers to information gathered directly from firsthand sources on the variables of relevance for the study's specific objective. In this investigation, survey questionnaires were distributed by google form via online e.g., email, WhatsApp. By simplifying the process of data coding, data analysis, and data interpretation, time and effort were saved in the end. This data gathering approach was chosen because of its accuracy, simplex, direct response, ease of implementation, and use of survey questions to limit the likelihood of results being unknown. This study relied on Google as the major search engine. To strengthen the research results, access to relevant web sources, journals, articles, Google Scholar and Emerald were completely utilized.

The researcher was able to reach out to liaison who works with the companies, who gave little insights on how the companies operate. They also doubled as facilitator and intermediary between the researcher and the company. In the course of engaging all selected companies to allow its employees participate in this survey, the permission to carry out the survey was granted by all the selected companies, but turned down revealing the names of their employees.

The researcher discussed with the contacts how the surveys will be distributed to the employees across all departments and job ranks. The researcher informed each contact and gave instruction in distributing the survey questionnaire based on the size of each company. The selection criteria and distribution for the company with 350 employees was pegged at 150, the second company with 170 employees was pegged at 100, while the third company with 80 employees was pegged at 50 surveys distributed across the companies. The sampling techniques utilized in the research

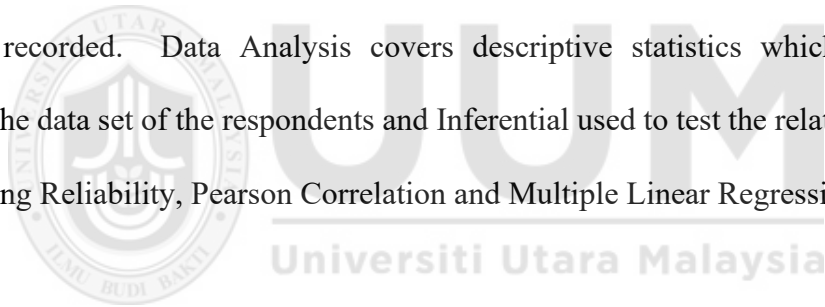
under the non-probability sampling is convenience. The researcher sends the survey to the contacts for distribution while they shared it with their co-workers, junior and senior colleagues who are willing to participate. The contacts in charge of the survey distribution were well briefed by the researcher. The survey is well detailed and easy to answer, it is created in such a way the participants mandatory has to answer the first section before going to the next. There was a regular communication between the researcher and the contacts in charge of the distribution in case there are urgent questions by the participants. In order to ensure that the convenience approach used in this survey is effective, the researcher regularly communicating with the contact. In the first two weeks of distribution, the responses rate was about 70% of required results. The researcher discussed the development and informed the person-in charge to engage more of their colleagues and employees across all departments willingly to participate in the survey for a desire results. Another one week was added to gather more results. At the end, the total number of 240 responses was recorded from the selected companies across job ranks and departments.

3.6 Data Analysis

The researcher examined and summarized all the information gathered from the study questionnaire in order to interpret the results, meet the objectives and produce suitable results. The descriptive statistics explained information on the data set of the respondents. Inferential was used to test the relationship between the variables by using Reliability, Pearson Correlation and Multiple Linear Regression from SPSS Software which improve the outcome in a structured manner. It provides quick and efficient data management, offers superior results, and allows researchers a variety of options for analyzing quantitative data.

3.7 Summary

In summary, the conceptual framework is highlighted showing independent and dependent variables while the research designed adopted in the study is quantitative. The population are selected manufacturing companies' employees and the research sample in this study are employees from different departments and job ranks across three different companies. Instruments used are questionnaire survey forms and the questions are adopted from past research. Zeb et al. (2020). In Data collection method, primary sources were utilized, and questionnaire survey was distributed using google form. The criteria giving for distribution of the survey pegged at 150 for company with 350 employees, 100 distributed to company with 170 employees and 50 distributed to company with 80 employees with the total of 300 distribution. At the end, the total of 240 responses was recorded. Data Analysis covers descriptive statistics which explained the information on the data set of the respondents and Inferential used to test the relationship between the variables using Reliability, Pearson Correlation and Multiple Linear Regression.



CHAPTER 4

DATA ANALYSIS

4.1 Introduction

This chapter presents the results of the data analyses. The chapter is presented as follows; firstly, information about the profile of the respondents is highlighted in order to give a basic overview on participants involved in this survey. Then, the result of the reliability analysis is demonstrated followed by the results of the correlation and regression analyses.

4.2 Profile of the Respondents

A total of 300 questionnaires were distributed through online to respondents. The responses rate was fair enough as 240 responses was returned. The responses returned and recorded from the questionnaires was used to conduct the data analysis.

Table 4.2.1 Profile of the Respondents

No	Demographic	Category	Frequency N=240	Percentages (%)
1.	Age	Under 29 years	36	15
		30 – 39 years	82	34.2
		40 – 49 years	103	42.9
		50 and above	19	7.9
2.	Gender	Male	70	29.2
		Female	170	70.8
3.	Marital Status	Single	71	29.6
		Married	95	39.6
		Divorced	74	30.8
4.	Academic Qualification	Certificate	7	2.9
		Diploma	47	19.6
		Bachelor's Degree	112	46.7
		Master's Degree	61	25.4
		Doctorate	13	5.4

5.	Job Rank	Top Level	18	7.5
		Middle Level	177	73.8
		Low Level	45	18.8
6.	Year worked at current job	0 - 2 years	6	2.5
		3 – 5 years	102	42.5
		6 – 9 years	112	46.7
		10 and above	20	8.3

As shown in the table 4.2.1, the majority of the respondents were in the age group of 40 – 49 years old (42.9%) and female (70.8%). About 39.6% of the total respondents reported they were married at the time of the survey, followed by divorced (30.8%) and single (29.6%). Academic qualification of the respondents varied widely ranging from certificate (7%) to Doctorate (13%). However, majority of the respondents had a bachelor’s degree (46.7%). The result also indicated that majority of the respondents were middle level employees (73.8%). In term of number of years working at their current job, more than 80% of the respondents reported that they had been working in their current job position for 3 to 9 years.

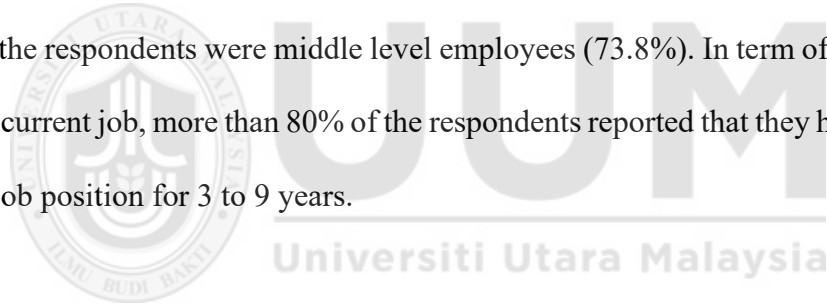


Table 4.2.2 Descriptive Statistics

Variables	Mean	Std. Deviation	N
Job Performance	2.6744	0.63487	240
Authentic Leadership	2.4426	0.52472	240
HPHRPs	2.6528	0.60418	240

The table 4.2.2 descriptive statistics indicates job performance has the highest mean with 2.67 which is slightly below 3 (neutral) and this shows that employees basically disagree with the statements relating to their performance. It is followed by HPHRPs with the mean value of 2.65 which is within the same range of the first and employee’s disagreeing with the statements about the practices in their companies. The lowest mean value is 2.44 which is authentic leadership with

employees disagree with the proposed statement. Generally, it shows all the variables is within the range of disagree to neutral level. The standard deviation for job performance is the highest among all the variables which is 0.63487, followed by HPHRPs which shows 0.60418 and the lowest of all is 0.52472 which represent Authentic leadership

4.3 Reliability

The table below shows the reliability analysis test for Authentic Leadership, High-Performance Human Resource Practices and Job Performance

Table 4.3.1 Reliability Analysis

Variables	No. of Items	Cronbach's Alpha
Authentic Leadership	14	0.642
HPHRPs	15	0.666
Job Performance	14	0.653

Cronbach's Alpha rules stipulates reliability coefficient when all items in a set positively correlated to each other. The result shows in the table indicates all the variables Cronbach's Alpha are more than 0.6. According to Hair et.al (2003), the rules of thumb on Cronbach's Alpha stipulates, when Alpha coefficient is less than 0.6, it is poor in consideration. It is moderate when coefficient alpha is between 0.60 – 0.69. The scale coefficient alpha between 0.70 – 0.79 is considered good reliability. 0.80 – 0.89 represents excellent reliability. High-performance human resource practices have the highest alpha coefficient which is 0.666 and considered moderate reliability while Authentic Leadership is 0.642 and Job performance is 0.653 also considered moderate reliability in strength of association.

4.4 Correlations

Table 4.4.1 shows the correlation coefficient values between independent variables and the dependent variables

Table 4.4.1 Pearson Correlation Analysis

	JP	HPHRPS	AL
HPHRPs	.496**	1	
AL	.315**	.465**	1

**Correlation is significant at the 0.01 level (2-tailed).

JP = Job Performance, HPHRPs = 0.496, AL = 0.315

The table 4.4.1 shows all independent variables are positively correlated with the dependent variable. Pearson correlation coefficient is an indicator of how strongly two variables are associated linearly, and it is represented by the symbol r . The interpretation of relationship strength varies between variables which is also known as effect size (Sekaran 2003). According to general rules of thumb, correlation coefficient (r) value greater than .5 is perceived Strong and positive, between .3 and .5 is moderate and also positive, between 0 and 0.3 is weak and still positive. The correlation between HPHRPs has a moderate strength of relationship with job performance ($r = 0.496$) while, authentic leadership also has a moderate strength of relationship with job performance ($r = 0.315$).

4.5 Regression

Table 4.5.1 presents the results of the multiple regression analysis. The value of coefficient of determination (R^2) as shown in the table is 0.255, indicating that 25.5% of total variation in job performance is explained by HPHRPs and authentic leadership. While 74.5% of the variation is unexplained or determined by other factors which are not being examined in this study. The table also shows that the F-statistic value of 40.503 is significant with P-value 0.000, which is lesser

than alpha value of 0.001, suggesting that the model is a good descriptor of the relation between the dependent and predictors variables. When assessing the hypothesis for the two variables, HPHRP's is accepted because the P-value is less than 0.005, which indicates a positive relationship with job performance, while Authentic leadership's P-value is high and implies no relationship with job performance.

Table 4.5.1 Multiple Regression Analysis

Variables	Standardized Coefficients Beta	t	Sig
Authentic Leadership	.108	1.708	.089
HPHRPs	.445	7.026	.000
R square (R ²)	.255		
Adjusted R square (R ²)	.248		
F value	40.503		

Dependent variable: Job Performance

Based on the table, of two independent variables examined only HPHRPs has significant relationship with job performance ($\beta = .445, p < 0.05$), while authentic leadership has not shown any significant relationship with job performance ($\beta = .108, p > 0.05$).

Table 4.5.2 Result of Hypotheses Testing

Variables	Results
H1: Authentic Leadership has positive relationship with Job Performance	REJECTED
H2: High-Performance Human Resource Practices has positive relationship with Job Performance	ACCEPTED

Dependent variable: Job Performance

4.6 Summary of the findings

In summary, different analysis methods have been utilized to analyze data obtained. Firstly, regression analysis was used to test the reliability of the variables. From the reliability result, it

shows HPHRPs has a relationship with job performance followed by AL. The Pearson correlation coefficient which indicates the strength and degree of association of variables, shows both independent variables have moderate correlated significant relationship with job performance. Lastly, as depicted in Table 4.6.1, the multiple regression analysis shows that HPHRPs have significant relationship with job performance while Authentic leadership shows no significant relationship thus only hypothesis two (H2) is accepted.



CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section of the research aims to give comprehensive discussion in regards to the outcomes and findings obtained in the research. The discussion will be centered on the theoretical and practical implications. It will further discuss the limitations of the study, suggestion for future studies and conclusion.

5.2 Recapitulation of Study Findings

The purpose of this study was to identify the relationship between authentic leadership, high-performance human resource practices and job performance. In this study's regression model, two independent variables, authentic leadership and high-performance human resource practices, were provided in the research framework in order to determine their significant relationship with job performance.

5.3 Discussion

In this research, different analysis has been used to interpret data obtained and respondents general information. The analysis conducted examines the relationship between authentic leadership, HPHRPs and job performances among manufacturing firms in Nigeria. In regards to the analyses conducted using SPSS, it shows all the variables has a positive strength of association to each other. However, as indicated in the descriptive findings, respondents' agreements on the statement

related to all the variables are slightly below neutral indicating their perceptions toward HPHRPs, authentic leadership and job performance are somehow in the range of disagree and neutral.

5.3.1 Relationship between Authentic Leadership and Job Performance

This finding shows authentic leadership shows a moderate strength of relationship towards job performance in correlation but doesn't show a significant relationship towards job performance regressively. In regression model, the findings rejected hypotheses (H1) which signifies authentic leadership didn't indicate any relationship towards job performance. This finding supported by previous study of Luenendonk (2020), emphasized that when leaders display negative transparency and authenticity, this might be a drawback of the authentic leadership style. What distinguishes low-monitoring leaders from high-monitoring leaders is what matters here. A high-monitoring leader is aware of the potential repercussion of their actions on employees, as opposed to a low-monitoring leader, who displays negative emotions, which may result in inefficiencies within an organization. When a leader's genuineness uncontrolled reflects on the inner condition of their team members, the repercussions are negative for the workplace.

5.3.2 Relationship between High Performance Human Resource Practices and Job Performance

On the basis of findings presented in this research, High performance human resource practices has shown positive relationship with job performance. In regression model, the findings accepted the Hypotheses (H2) which demonstrated HPHRPs has a significant positive relationship in contributing to job performance among employees. Prior studies supported this relationship, and emphasized on the significance of recognizing employees as highly valued individuals and using

HPHRPs, often known as "soft" HRM practices put a lot of attention on their welfare (Storey, 1995). As a result, such techniques are widely favored by employees and are likely to produce beneficial results with great impact. White and Bryson (2013) also asserted that HPHRPs influence on job performance, led to "an integrative experience of good relationship. "Several people believe that HPHRPs, as a collection of management practices, aids in the dissemination of organizational values, such as regard for employees and the value of their input. It will serve as an indication that a firm wants to build long-term relationships of exchange with its workforce. In a joint discussion, White and Bryson (2013), and Boon et al. (2014) explained that injecting such organizational responsibility is more likely to make workers feel satisfied and provide desired results in performance.

The outcome of the hypotheses agrees with Judge and Ilies (2004) study who claimed that HPHRPs have a propensity to foster favorable performance, such as beneficial social engagement with managers and coworkers, earning compliments and rewards from others, and spreading positive information enhanced great relationship with job performance

5.4 Limitation of the study

In the course of conducting this study, convenience sampling was employed due to population size and employees willingly to participate in the survey and the design is cross sectional driven. Thus, the companies accepted the survey to be conducted but turned down the participants names or their department revealed which had caused difficult to the study in order to identify where authentic leadership has shortfalls.

5.5 Recommendation

Recommendations are made in order to improve current research. To further strengthen the relationship between HPHRPs and job performance, it is imperative for manufacturing companies to prioritize giving employees the right skills, knowledge and training needed to accomplish their jobs, motivating them, and fostering supportive work atmosphere which will tremendously enhance job performance greatly. Implementing and classifying HPHRPs and authentic leadership tactics to tackle low job performance by building a business environment where employees feel appreciated, productive and dedicated to their job, which in turn improve job performance and increase organizational growth.

However, as time goes on, knowledge must be updated to ensure that the theory's usefulness continues into the future. Obsolete information is ineffective, therefore sporadic extra research on the subject is required. As less research projects are being conducted in Nigeria, this research will help to improve the manufacturing organization.

Future research should consider longitudinal research design to reach more valid conclusion, and also research the relationship between transformational leadership and job performance. This is significant since the research's ability to be generalized is constrained because its conclusions cannot be applied to other private organizations. It's implied that the similar research study could produce a different conclusion in a complete private organization.

It is advised that future researchers look into these characteristics so they could explore more, the roles that leaders play in influencing their workforce. In order to reach a bigger audience, it is also crucial to expand the number of samples.

5.6 Conclusion

In conclusion, the research has attained the main objectives which is to study the relationship between authentic leadership, HPHRPs and job performance among manufacturing companies in Nigeria. Two variables identified and examined in this study, which includes HPHRPs and Authentic Leadership. In testing the hypotheses of the variables, HPHRPs is accepted and Authentic leadership rejected. The study outcome that the relationship between HPHRPs and job performance subsist. It indicates that HPHRPs has a relationship with job performance of the employees in manufacturing companies in Nigeria. The result of this study cleared shows how HRM practices has been an impact in the workflow and employee engagement in the company towards job performance. In the other hand, authentic leadership has shown no significant relationship with job performance from the study conducted and analyzed using SPSS v26, it is easy to project that leadership doesn't have any relationship with job performance of manufacturing workers in Nigeria.

This paper's discussion section provides empirical and theoretical evidence for the conclusions. It also emphasized the theoretical and empirical discrepancy from earlier investigations.

It is envisioned that the outcome of this research will be beneficial to organizations in manufacturing sector, other pertinent sectors and decision-makers in the country.

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APPENDIX A

SECTION A: DEMOGRAPHIC PROFILE

Please click ONE answer for each question which describe yourself

1) Age

Under 29years 30 -39 40 – 49 50years and above

2) Gender

Male Female

3) Marital Status

Single Married Divorced

4) Academic Qualification

Certificate Diploma Bachelor's Degree Master's Degree Doctorate

5) Job Rank

Top Level Middle Level Low Level

6) How long have you worked at your current job?

0 – 2 years 3 – 5 years 6 – 9 years 10 years and above



SECTION B: AUTHENTIC LEADERSHIP

Please read the following statements and click the response that closely represents your opinion.

(i) Strongly Disagree ii) Disagree iii) Neutral iv) Agree v) Strongly Agree

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Leaders of my company accurately describes how others view his or her capabilities	1	2	3	4	5
2. Leader of my company says exactly what he or she means	1	2	3	4	5
3. Leader of my company admits mistakes when they are made	1	2	3	4	5
4. Leader of my company demonstrates beliefs that are consistent with actions	1	2	3	4	5
5. Leader of my company makes decisions based on his or her core beliefs	1	2	3	4	5
6. Leader of my company solicits views that challenge his or her deeply held positions	1	2	3	4	5
7. Leader of my company listens carefully to different	1	2	3	4	5

points of view before coming to conclusions					
8. Leader of my company encourages everyone to speak their mind	1	2	3	4	5
9. Leader tells you the hard truth	1	2	3	4	5
10. Leader of my company displays emotions exactly in line with feelings	1	2	3	4	5
11. Leader of my company analyzes relevant data before coming to a decision	1	2	3	4	5
12. Leader of my company makes difficult decisions based on high standards of ethical conduct	1	2	3	4	5
13. Leader of my company knows when it is time to reevaluate his or her positions on important issues	1	2	3	4	5
14. Leader of my company shows he or she understands how specific actions impact others	1	2	3	4	5

SECTION C: HIGH-PERFORMANCE HUMAN RESOURCE PRACTICES

*Please read the following statements and click the response that closely represents your opinion.

(i) Strongly Disagree ii) Disagree iii) Neutral iv) Agree v) Strongly Agree

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. In our organization great effort is taken to select the right person	1	2	3	4	5
2. In our organization long-term employee potential is emphasized	1	2	3	4	5
3. In our organization, considerable importance is placed on the staffing process	1	2	3	4	5
4. In our organization extensive efforts are made in selection	1	2	3	4	5
5. In our organization, extensive training programs are provided for individuals in customer contact or front-line jobs	1	2	3	4	5
6. In our organization employees in customer contact jobs will normally go through training programs every few years	1	2	3	4	5
7. In our organization, formal training programs are offered to teach new hires the	1	2	3	4	5

skills they need to perform their job					
8. In our organization, formal training programs are offered to employees in order to increase their promo ability	1	2	3	4	5
9. In our organization, employees in the job can be expected to stay with this organization for as long as they wish	1	2	3	4	5
10. In our organization, job security is almost guaranteed to employees in the job	1	2	3	4	5
11. In our organization, performance is more often measured with objective quantifiable results	1	2	3	4	5
12. In our organization, performance appraisals are based on objective quantifiable results	1	2	3	4	5
13. In our organization, employee appraisals emphasize long-term and group-based achievement	1	2	3	4	5
14. In our organization, employee in this job receive bonuses based on the profit of the organization	1	2	3	4	5
15. In our organization, close tie or matching of pay to individual/group performance	1	2	3	4	5

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SECTION D: JOB PERFORMANCE

*Please read the following statements and click the response that closely represents your opinion.

(i)Strongly Disagree ii) Disagree iii) Neutral iv) Agree v) Strongly Agree

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I adequately complete assigned duties	1	2	3	4	5
2. I performed tasks that were expected for me	1	2	3	4	5
3. I fulfilled performance requirements of the job	1	2	3	4	5
4. I attend to aspects of the job I am obligated to perform	1	2	3	4	5
5. I tried helping smooth out relationships with other employees	1	2	3	4	5
6. I tried to help and support coworkers	1	2	3	4	5
7. I avoid becoming angry or hostile with	1	2	3	4	5

coworkers or supervisors					
8. I help other employees who have heavy workloads	1	2	3	4	5
9. I communicate with coworkers regarding work tasks	1	2	3	4	5
10. I help new employees get oriented with the department	1	2	3	4	5
11. I help other employees who have heavy workloads	1	2	3	4	5
12. I work with determination despite obstacles, setbacks or frustrations	1	2	3	4	5
13. I remain calm, self-assured and organized when reacting to difficult situations	1	2	3	4	5
14. I maintain concentration when working long hours	1	2	3	4	5

APPENDIX B

RELIABILITY

JOB PERFORMANCE

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.653	.655	14

AUTHENTIC LEADER

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.642	.641	14

HPHRPs

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.666	.670	15

CORRELATIONS

Descriptive Statistics			
	Mean	Std. Deviation	N
JPERFORMANCE	2.6744	.63487	240
HPHR	2.6528	.60418	240
Leadership	2.4426	.52472	240

Correlations				
		JPERFORMAN CE	HPHR	Leadership
JPERFORMANCE	Pearson Correlation	1	.496**	.315**
	Sig. (2-tailed)		.000	.000
	N	240	240	240
HPHR	Pearson Correlation	.496**	1	.465**
	Sig. (2-tailed)	.000		.000
	N	240	240	240
Leadership	Pearson Correlation	.315**	.465**	1
	Sig. (2-tailed)	.000	.000	
	N	240	240	240

** . Correlation is significant at the 0.01 level (2-tailed).

REGRESSION

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.505 ^a	.255	.248	.55039

a. Predictors: (Constant), HPHR, Leadership

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.539	2	12.270	40.503	.000 ^b
	Residual	71.794	237	.303		
	Total	96.333	239			

a. Dependent Variable: JPERFORMANCE

b. Predictors: (Constant), HPHR, Leadership

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.114	.192		5.811	.000
	Leadership	.131	.077	.108	1.708	.089
	HPHR	.468	.067	.445	7.026	.000

a. Dependent Variable: JPERFORMANCE