THE MEDIATING ROLE OF DISTRIBUTIVE FAIRNESS IN THE RELATIONSHIP BETWEEN PERFORMANCE-BASED PAY, CAREER INCENTIVES, ORGANIZATIONAL BENEFITS AND EMPLOYEE PERFORMANCE

By

ABDUSSALAAM IYANDA ISMAIL

Thesis Submitted to

Othman Yeop Abdullah Graduate School of Business,

Universiti Utara Malaysia,

In Partial Fulfillment of the Requirement for the Master of Human Resource Management (MHRM)

PERMISSION TO USE

In presenting this dissertation in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in his absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation. It is understood that any copying or publication or use of this dissertation parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRACT

This work aims to examine the relationship between performance-based pay, career incentives, organizational benefits and employee performance. It also aims to test the mediating role of distributive fairness in these relationships. Nigerian working class students in Universiti Utara Malaysia (UUM) were sampled. A total number of 140 respondents were given questionnaires to fill but 116 questionnaires were good enough for analysis. Descriptive analysis, correlation analysis and hierarchical regression analysis were used to analyze data and to test the hypotheses. The overall findings indicated that there are relationships between performance-based pay, career incentives, organizational benefits and employee performance. Moreover, it was also found that distributive fairness partially mediated the relationships between performance-based pay, career incentives, organizational benefits and employee performance. This study is limited in the aspect of various organizational characteristics such as type, ownership, and size and the aspects of personal characteristics such as gender, position, length of service, and qualification. Therefore, future researches should examine the various aspects of organizational characteristics and personal characteristics in relation to performance-based pay, career incentives and organizational benefits within organizations. Organizations thrive through the instrumentality of people because they possess the required skills, knowledge and competencies needed for the execution of organizational strategy and planning. Hence, organizations should entrench a competitive total remuneration package that consists of properly-handled performance-based pay system, career incentives and various organizational benefits based on the principle of distributive fairness. In addition, management should build up an effective pay design and management systems in organizations. Openness in communication and employee participation in the pay design and management help in achieving this goal.

Keywords: Performance-based pay, career incentives, organizational benefits, Distributive fairness, employee performance, reward system.

ABSTRAK (MALAY)

Kajian ini mengkaji hubungan diantara gaji berasaskan prestasi, insentif kerjaya, faedah organisasi, dan prestasi pekerja. Kajian ini juga mengkaji kesan pengantara keadilan pengedaran. Sampel kajian ini adalah pelajar Nigeria yang mempunyai pengalaman kerja dan menuntut di Universiti Utara Malaysia (UUM). Sebanyak 140 responden telah dipilih menjawab dan116 borang soalselidik yang di terima sesuai untuk di analisis. Analisis deskriptif, analisis hubungan dan analisis regresi hierarki digunakan untuk menganalisis data dan untuk menguji hipotesis. Dapatan kajian menunjukkan bahawa terdapat hubungan positif diantara gaji berasaskan prestasi, insentif kerjaya, faedah organisasi, dan prestasi pekerja. Dapatan kajian juga mendapati keadilan pengedaran memainkan peranan pengantara kepada hubungan gaji berasaskan prestasi, insentif kerjaya, faedah organisasi, dan prestasi pekerja. Kekangan kajian ini adalah dari pelbagai ciri organisasi seperti jenis, pemilikan, dan saiz, manakala kekangan ciri personal seperti jantina, kedudukan, tempoh perkhidmatan, serta kelayakan akademik. Oleh yang demikian, kajian pada masa hadapan harus memberi penekanan kepada meningkatkan pemahaman terhadap bagaimana kesamaan dan perbezaan organisasi serta individu samada mempengaruhi gaji berasaskan prestasi, insentif kerjaya dan faedah organisasi terhadap prestasi organisasi. Organisasi boleh berkembang maju melalui peningkatan kemahiran, pengetahuan dan kecekapan individu pekerja dalam melaksana strategi-strategi organisasi. Oleh itu, organisasi seharusnya mengukuhkan pakej jumlah imbuhan yang kompetitif yang merangkumi bayaran berasaskan prestasi, faedah kerjaya, dan pelbagai faedah organisasi berdasarkan kepada prinsip keadilan pengedaran. Selain daripada itu, pihak pengurusan harus mereka bentuk sistem gaji yang efektif, menambahbaik insentif kerjaya, faedah dan pengurusan di dalam organisasi. Keterbukaan dalam komunikasi dan penyertaan pekerja dalam mereka bentuk gaji boleh membantu mencapai matlamat tersebut.

Kata kunci: Gaji berasaskan prestasi, insentif kerjaya, faedah organisasi, keadilan pengedaran, prestasi pekerja, sistem ganjaran.

ACKNOWLEDGEMENT

All Praises is due to Almighty Allah, the Cherisher and Sustainer of the Worlds. Peace and Blessings of Allah be upon our Noble Prophet Muhammad. Amin.

It is deemed necessary to, first and foremost, express my heartfelt gratitude to my amiable and erudite supervisor; Associate Professor Dr. Abdul-Halim Bin Abdul-Majid for his all-out efforts in impacting knowledge to me and his immaculate supervision, advice, and guidance throughout of this research exercise. He is worthy emulating because he is very meticulous and hardworking. I pray Almighty Allah to continue to bless him. Amin. To the memory of my parents I dedicate this work. I pray Allah to forgive them and grant them al-Jannat Firdaus. Amin.

I am also indebted to my wife; Madam Azeezat (Ummu Ahmad) and my son; Ahmad for their cooperation and endurance during the research exercise. Some personalities must be acknowledged here too among whom are; Dr. Yahya Muritala, Dr. Musa Owoyemi, Dr. Abdul Lateef, Odekunle Taofeek, Dare Mukhtar, Nurein Saheed, Olaide Kamoru, Shamsudeen Ladan, Brother Luqman and many others who contributed in one way or the other to the success of this work. To them I say: جزاكم الله عني كل الخير

Furthermore, my 'big thanks' go to my lecturers, my colleagues and many other people who have, in one way or the other, positive influences on my life. My appreciation would be incomplete if I forget to acknowledge the efforts of my family in Nigeria. I pray Almighty Allah to continue to bless them. Amin.

Abdussalaam Iyanda Ismail.

TABLE OF CONTENTS

LIST OF APPENDICES

LIST OF TABLES

LIST OF FIGURES

CHAPTER 1: INTRODUCTION

1.0 INTRODUCTION

The organizations are now adopting the strategies that can enhance task, targets and performance base strategies. An organization that wishes to have competitive advantage over other organizations should improve its industrial competencies, enhance its productivity and performances. This chapter is an introductory aspect of the study which explained the background of the study, the problem statement, the objectives, scope and significance of the study.

1.1 BACKGROUND OF THE STUDY

Employee performance has become a source of worry to most organizations in Nigeria. Like in the construction industry, employee performance's challenge has caused a set back to the sector. This has consequently affected the organization's performance, quality of work, duration of projects and finally firm's profits (Abdullahi, Bilau, Enegbuma, Ajagbe & Ali, 2011). Many buildings' failures and collapses have been recorded in which poor workmanship by contractors is considered a factor to have been responsible for it (Ayedun, Durodola & Akinjare, 2012).

In the education sector, prevalent poor academic performance of students in Nigeria has been associated with the poor teachers' performance (Ofoegbu 2004). Teachers who were rated as ineffective actually produced students of lower academic ability. (Akiri & Ugborugbo, 2009; Adu & Olatundun, 2007).

The contents of the thesis is for internal user only

References

Abekah-Nkrumah, G. & Atinga, R. A. (2013). Exploring the link between organisational justice and job satisfaction and performance in Ghanaian hospitals. Do demographic factors play a mediating role? *International Journal of Workplace Health Management*, 6 (3), 189-204.

Abdullah, A., Bilau, A. A., Enegbuma, W. I., Ajagbe, A. M. & Ali, K. N. (2011). Evaluation of Job Satisfaction and Performance of Employees in Small and Medium Sized Construction Firms in Nigeria. *2nd International Conference on Construction and Project Management IPEDR, 15 IACSIT Press*, Singapore.

Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67, 422-436.

Adams, J.S. (1965). Inequity in social exchange. In Berkowitz, L. (Ed.), *Advances in Experimental Social Psychology*, Academic Press, New York, NY, 2, pp. 267-299.

ADB/OECD (2006). African Economic Outlook. Retrieved January 20, 2014, from the OECD website: www.OECD.org/dev/publications/ africaoutlook.

Adebayo, A. (2001). Principles and Practice of Public Administration in Nigeria, 2nd ed., Spectrum Books, Ibadan.

Adu, E. O. & Olatundun, S. O. (2007). Teachers' Perception of Teaching as Correlates of Students' Academic Performance in Oyo State Nigeria. *Essays in Education*, 20, 57-63.

Ali, H. & Mohsen, N. (2008). Organizational justice. *Journal of prudence*, 190, 9.

Agwu, M. O. (2013). Impact of Fair Reward System on Employees Job Performance in Nigerian Agip Oil Company Limited Port-Harcourt. *British Journal of Education, Society & Behavioral Science*, 3(1): 47-64.

Ajayi, A. (2012). Motivation and Job Satisfaction in Oyo State Civil Service. Munich, GRIN Publishing GmbH, Retrieved from http://www.grin.com/en/e-book/199209/motivation-and-job-satisfaction-in-oyo-state-civil-service.

Ajila & Abiola (2004). Influence of Rewards on Workers Performance in an Organization. *Journal of Social Science*, 8(1): 7-12.

Akiri, A. A. & Ugborugbo, N. M. (2009). Teachers' Effectiveness and Students' Academic Performance in Public Secondary Schools in Delta State, Nigeria. *Stud Home Comm Sci*, 3(2), 107-113.

Ali, H & Mohsen, N. (2008). Organizational justice. *Journal of prudence*, 190, 9.

Amadasu, D.E. (2003). Personnel and the Nigerian management crisis: Ajaokuta Iron and Steel Mill examined. *The Abuja Management Review*, 1(4), pp. 1-10.

Andersen, L. B. & Pallesen, T. (2008). Not Just for the Money? How Financial Incentives Affect the Number of Publications at Danish Research Institutions. *International Public Management Journal*, 11 (1): 28 – 47.

Andersen, L.B. & Pallesen, T. (2008). Not Just For The Money? How Financial Incentives Affect The Number Of Publications At Danish Research Institutions. *International Public Management Journal*, 11(1), 28–47.

Andersen, L. B. (2007). Professional Norms, Public Service Motivation or/and Economic Incentives: What Motivates Public Employees? Paper presented at the *Annual Conference of the European Group of Public Administration*, Madrid, Spain, September 19 – 22.

Anitha, J. (2013). Determinants of employee engagement and their impacts on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323.

APPA (2008). Performance based pay for teachers: An issues paper of Australian Primary Principals Association, Australia. Retrieved on March 2nd, 2014, from: http://www.appa.asn.au/reports.php

Armstrong, M. (2010). *A Handbook of Human Resource Management Practice*, Keagan Page, London.

Armstrong, M. (2006). A Handbook of Human Resource Management Practice (10th ed.) London: *Kogan Page*.

Armstrong, M. (2001). *A Handbook of Human Resource Management Practice*, Eighth Edition, Kogan Page Limited UK.

Armstrong, M. (2005). *A Handbook of Human Resource Management Practice*. (5th Ed.). Ohio: Kogan Page.

Ashkanasy, N.M., Wilderom, C.P.M, & Peterson, M.F. (Eds.) (2000). *The Handbook of Organizational Culture & Climate*. Sage, Thousand Oaks, CA.

Asia, G.O. (2000). Nigeria: in Search of Balance, Vantage Publishers, Ibadan.

Atunbi, D. (2014 posted on March 8th). Nigeria's industrial actions worry NUJ. In Punch Newspaper. Retrieved on April 1st, 2014, from the Punch website: http://www.punchng.com/news/nigerias-industrial-actions-worry-nuj/.

Ayagi, I.A. (2001). Globalization and the Nigerian environment: a wake-up call for the human resource practitioners. *Human Resource Management – Journal of the Institute of Personnel Management of Nigeria*, 10(6), 11-14.

Ayedun, C. A., Durodola, O. D., & Akinjare, O. A (2012). An Empirical Ascertainment of the Causes of Building Failure and Collapse in Nigeria. *Mediterranean Journal of Social Sciences*, 3(1).

Babbie, E. (2007). *The Practice of Social Research, Eleventh Edition*. Thomas Higher Education, 10 Davis Drive USA.

Baeten, X. (2010). Global Compensation and Benefits Management: The Need for Communication and Coordination. *Compensation & Benefits Review*. Vol. 42.

Bamigboye, O.B. & Aderibigbe, N.A. (2004). Personnel motivation and job performance in some selected publishing houses in Ibadan. *Journal of Library and Information Science*, 1 (1/2), 73-82.

Banjoko, S.A. (2006). *Managing Corporate Reward Systems*, Pumark Nigeria Limited.

Banker, R.D., Konstans, C. & Mashruwala, R. (2000). A contextual study of links between employee satisfaction, employee turnover, customer satisfaction and financial performance. *The University of Texas at Dallas, Dallas*, TX, November.

Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.

Baroudi, J. J. & Igbaria, M. (1995). An examination of gender effects on career success of information systems employees. *Journal of Management Informational Systems*, 11 (3), 181–201.

Bartol, K.M. & Martin, D. (1982). Managing information systems personnel: a review of the literature and managerial implications, *MIS Quarterly* 6 (1), pp. 49–70.

Baruch, Y, Wheeler, K & Zhao, X. (2004). Performance-Related Pay in Chinese Professional Sports. *International Journal of Human Resource Management*, 15 (1): 245-259.

Beardwell, I., & Holden, L. (1995). Human Resource Management: A Contemporary Perspective. London: *Pitman Publishing*.

Bertelli, A. (2006). Motivation Crowding and the Federal Civil Servant: Evidence from the U.S. InternalRevenue Service. *International Public Management Journal*, 9 (1): 3 – 23.

Bititci, U., Mendibil, K., Nudurupati, S., Turner, T. and Garengo, P. (2004). The interplay between performance measurement, organizational culture and management styles. In Neely, A., Kennerly, M. and Waters, A. (Eds), Performance Measurement and Management: Public and Private, Centre for Business Performance, Cranfield University, Cranfield, pp. 107-14.

Blunt, P., & Papoola, O. (1998). Management in Africa. *Human Resource Management Journal*, 33: 23 – 30.

Boddy D, (2008). Management: An introduction. Fourth edition, Prentice Hall.

Bohlander, E., Snell, S., & Sherman, A. (2001). Managing Human Resources (12th ed.). London: *South Western College*.

Booth, A. L., & Frank, J. (1999). Earnings, Productivity and Performance-Related Pay. *Journal of Labour Economics*, 17 (3), 447-463.

Bourne, M., Franco, M. & Wilkes, J. (2003). Corporate performance management. *Measuring Business Excellence*. 7, 15-21.

Boyne, G.A., Farrell, C., Law, J., Powell, M. & Walker, R.M. (2003). Managing the Public Services: Evaluating Public Management Reforms. *Open University Press,* Buckingham.

Bies, R.J., & Moag, J.S. (1986). Interactional justice: communication criteria for Fairness. In Lewicki, R., Sheppard, B. and Bazerman, M. (Eds), Research on Negotiation in Organisations. JAI Press, Greenwich, 1, 43-55.

Brosz, Allan & Morgan, D. R. (1977). Improving Municipal Productivity: *A Handbook for Local Officials. Nonnan: Bureau of Government Research.*

Brudney, J. L., & Condrey, S. E. (1993). Pay for Performance: Explaining the Differences in Managerial Motivation. *Public Productivity and Management Review*, 17 (2), 129 – 44.

Bryson A. & White M. (2006). Unions, Within-workplace Job Cuts and Job Security Guarantees. *Centre for Economic Performance* Discussion Paper No. 733.

Campbell, D. J., & Campbell, K.M (1998). Merit Pay, Performance Appraisal and Individual Motivation.Published by Canadian Center of Science and Education 281 *Organizational Behaviour Journal*, 39: 59 – 93.

Carr, J.C., Gregory, B.T., & Harris, S., (2010). Effects of procedural justice on the relationships between work status congruence and organizational commitment and citizenship behaviors. *Journal of Business and Psychology*, 25 (4), 583–592.

Chung, H (2006). *Human Resource Management Theory and Practice*, 3rd Edition, Palgrave MacMillan, London UK.

CIPD (2007). Employee benefits: an overview. *CIPD Factsheet, Chartered Institute of Personnel and Development*, London, February.

Cole, N. D & Flint, D. H. (2004). Perceptions of distributive and procedural justice in employee benefits: flexible versus traditional benefit plans. *Journal of Managerial Psychology*, 19 (1), 19-40.

Colquitt, J. A., D. E. Conlon, M. J., Wesson, C. O., Porter, & K. Y. Ng. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology* 86 (3), 425-45.

Condrey, S. E., & Brudney, J. L. (1992). Performance-Based Managerial Pay in the Federal Government: Does Agency Matter? Journal of Public Administration Research and Theory, 2 (2), 157 – 174.

Cowherd, D.M. & Levine, D.I. (1992). Product quality and pay equity between Lower-level employees and top management: an investigation of distributive fairness theory. *Administrative Science Quarterly*, 37(2), 302-320.

Croce, P. (2004). Inspire. Fortune small business, 14(6), 40-42. Curran, C.R. (2004).

Cropanzano, R., Byrne, Z., Bobocel, D.R. & Rupp, D. (2001). Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of Vocational Behavior*, 58(2), 164-209.

Czaja, R., & Blair, J. (2005). Designing surveys : a guide to decisions and procedures. Thousand Oaks, Calif.: Pine Forge Press.

Davis, S. & Albright, T. (2004). An investigation of the effect of Balanced Scorecard implementation on financial performance. *Management Accounting Research*, 15, 135-53.

DEST Research Paper (2007), Performance-based rewards for teachers: Surveys and Workforce Analysis Section, Skills Analysis and Quality Systems Branch.

Dietz, J., Robinson, S.L., Folger, R., Baron, R.A. & Schultz, M. (2003). The impact of community violence and an organization's procedural climate on workplace aggression. *Academy of Management Journal*, 46(3), 317-326.

Egger-Peitler, I., Hammerschmid, G., & Meyer, R. (2007). Motivation, Identification, and Incentive Preferences as Issues for Theory to Practice 49 Modernization and HR Strategies in Local Government — First Evidence from Austria. Paper presented at the Annual Conference of the European Group of Public Administration, Madrid, Spain, September, 19 – 22.

Ehrenberg, R. G. & Milkovich, G.T. (1987). Compensation and Firm Performance. In Morris Kleiner et al., eds., Human Resources and the Performance of the Firm. Madison, Wis.: *Industrial Relations Research Association*, 87-122.

Ellis, I. I., Chinedu U. O. & Evans O. A. (2011). Compensation Management as Tool for Improving Organizational Performance in the Public Sectors: A Study of the Civil Service of Anambra State of Nigeria. *Sacha Journal of Policy and Strategic Studies*. 1 (1), 109-120.

Eric, L. (2003). The impact of organizational justice on correctional staff. *Journal of criminal justice*, 31 (2).

Epstein, M.J., Rejc, A. & Slapnicar, S. (2004). The effect of performance measurement on corporate financial performance. In Neely, A., Kennerly, M. and Waters, A. (Eds), Performance Measurement and Management: *Public and Private, Centre for Business Performanc*e, Cranfield University, Cranfield, 339-46.

Fashoyin, T. (1980). Industrial Strike. Industrial Relations in Nigeria. *International Institute for Labour Studies*, Lagos. Nigeria.

Feather, N. & Rauter, K. (2004). Organizational citizenship behaviors in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values. *Journal of Occupational and Organizational Psychology*, 77, 81-94.

Fernandes, C. & Awamleh, R. (2006). Impact of organizational justice in an expatriate work environment. *Management Research News*, 29 (11), 701-712.

Fieldwork (2006). Results from Interview/Questionnaire with Employee of Zenith Bank in Nigeria, *Fieldwork*, Lagos, 10-18 December.

Fosh, P. (1998). Attitudes of East African White-collar Workers to Income Inequalities. *International Labor Organization*.

Good, D. A. & Carin, B. (2004). Sector and Regional Specifics of Reformation of Budgetary institutions, *CEPRA project*.

Grobler, P., Warnich, S., Carell, M.R, Elbert, N. F., & Hatfield, R. D. (2006). Human Resource Management in South Africa, 3rd edition. Thomson, 2006.

Gberevbie, D. E (2010). Organizational retention strategies and employee performance of Zenith Bank in Nigeria. *African Journal of Economic and Management Studies*, 1 (1), 61-74.

Greenberg, J. (2004). Stress fairness to fare no stress: managing workplace stress by promoting organizational justice. *Organizational Dynamics* 33 (4), 352–365.

Greenberg, J. (1987). Reactions to procedural injustice in payment distributions: do the ends justify the means?" *Journal of Applied Psychology*, 72, 55-61.

Greenberg, J. (1990). Employee theft as a reaction to underpayment inequity: the hidden costs of pay cuts. *Journal of Applied Psychology*, 75, 561-568.

Hagan, F. E. (2006). Research Methods in Criminal Justice and Criminology, 7th edition. Boston: Pearson Education, Inc.

Hair, J.F. et al., (2005). Multivariate Data Analysis, New Jersey: Prentice Hall International Inc.

Hakala, D. (2008). How to Measure Employee Performance, 16 Ways. HR World Newsletter. Retrieved on 25th June 2014 from http://www.hrworld.com/features/16-ways-measure-perfromance-021908/

Heckman J., Carolyn H., & Jeffrey S. (1997). Assessing the Performance of Performance Standards in Public Bureaucracies. *American Economic Review* 87(2): 389-95.

Heinrich, C. J. (2007). False or Fitting Recognition? The Use of High Performance Bonuses in Motivating Organizational Achievements. *Journal of Policy Analysis and Management*, 26 (2), 281 – 304.

Heneman, H.G. & Judge, T.A. (2003). Staffing Organization, 4th ed., *McGraw-Hill*, Boston, MA.

Herzberg, F. (1987). One more time: how do you motivate employees? *Harvard Business Review*, 65 (5), 109– 120.

Hsu, M.K., Jiang, J.J., Klein, G. & Tang, Z. (2002). Perceived career incentives and intent to leave. *Information & Management* 40 (2003), 361–369.

Ismail, A., Ibrahim, D. K. A., & Girardi, A. (2009). The mediating effect of distributive fairness in the relationship between pay design and job satisfaction. Zb. rad. Ekon. fak. Rij. *Preliminary communication*. 27, 129-148.

Ismail, A. et al., (2008). Relationship between Pay Design issues, Distributive fairness and Job satisfaction within Malaysian Public Community Colleges. In: *Proceeding of the International Conference on Social Science & Humanities*, 18-20 July, Universiti Sains Malaysia, Penang, Malaysia.

Iyayi, F.I.O. (2002). Decision-making in underdeveloped organizations: an exploratory investigation. *Nigeria Journal of Business Administration*, 4 (1), 1-22.

Jaccard, J., Turrisi, R., & Wan, C.K. (1990). Interaction Effects in Multiple Regression. 72 Newsbury Park, California: SAGE Publications Inc.

Jalaini, Latiff, Yunus, Jasney, Ali, Fadzil, Said, & Hassan (2013). Impact of Organizational Rewards towards Employee Job Performance. *International Conference on Advance Research in Management, Economic and Finance* Sep 7, 2013 Pattaya.

Janssens, M. (2004). Evaluating international managers' performance: parent company standards as control mechanisms. *International Journal of Human Resource Management*, 5, 853–873.

Jerez-Gomez, P., Cespedes-Lorente, J. & Valle-Cabrera, R. (2005). Organizational learning and compensation strategies: evidence from the Spanish chemical industry, *Human Resource Management*, 44 (3), 279-99.

Jiang, J. & Klein, G. (1999/2000). Supervisor support and career anchor impact on the career satisfaction of the entry-level information systems professional, *Journal of Management Information Systems*, 16 (3), 219–240.

Jike, V.T. (2003). Organizational behavior and negative attitudes in Nigeria's public employment sector: the empirical nexus", *The Abuja Management Review*, 1 (4), 11-28.

Julius & Olusegun (2012). Reward System as a Predicator of Workers Job Performance: The Case of Health Workers in Lagos State, Nigeria. *International Journal of Business and Behavioral Sciences* 2 (11).

Kald, M., & Nillson, F. (2000). Performance Measurement at Nordic Companies. *Journal of European Management* (1).

Kanji, G.K. (2005). Sustainable growth and business excellence. *Total Quality Management Business Excellence*, 16 98/9), 1069-1078.

Kassicieh, M., Igbaria, S.K. & Silver, M. (1999). Career orientations and career success among research, and development and engineering professionals. *Journal of Engineering and Technology Management* 16 (1), 29–54.

Kellough, J. E., & Lu, H. (1993). The Paradox of Merit Pay in the Public Sector: Persistence of a Problematic Procedure. *Review of Public Personnel Administration*, 13 (2), 45 – 64.

Kessler, I., & Purcell, J. (1992). Performance-related Pay: Objectives and Application. *Human Resource Management Journal*, 2 (3): 16 - 33.

Kirunda, H. K. (2004). Performance-Based Rewards and the Performance of Teachers in Private Secondary Schools in Kampala District. *(Master dissertation, Makerere University*). Dissertation 2004/HD04/0694U.

Konvsky, M. A. & Cropanzano, R. S. (1993). Perceived fairness of employee drug testing as a predictor of employee attitude of job performance. *Journal of applied psychology*, (5), 698-708.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.

Laine, M., Heijden-v, B.I., Wickstrom, G., Hasselhorn, H.-M. & Tackenberg, P. (2009). Job insecurity and intent to leave the nursing profession in Europe. *International Journal of Human Resource Management*, 20 (2), 420-438.

Lamb (Ed.). Advances in Strategic Management, 2, 43-55. New York: JAI Press.

Latham, G. & Pinder, C. (2005). Work motivation theory and research at the dawn of the twenty-first century. *Annual Review of Psychology*, 56, 485-516.

Lawler, E.E. (2003). Treat people right. San Francisco: *Jossey-Bass Inc*.

Lawler, E. (1971). Pay and Organizational Effectiveness: A Psychological View. New York: *McGraw-Hill*.

Liao, H. & Rupp, D.E. (2005). The impact of justice climate and justice orientation On work outcome: a cross-level multifoci framework. *Journal of Applied Psychology*, 90 (2), 242-256.

Lineberry, J. & Trumble, S. (2000). The role of employee benefits in enhancing employee commitment, *Compensation & Benefits Management* 16 (1), 9–14.

Lu, K.-Y., Lin, P.-L., Wu, C.-M., Hsieh, Y.-L. and Chang, Y.-Y. (2002). The relationships among turnover intentions, professional commitment, and job satisfaction of hospital nurses. *Journal of Professional Nursing*, 18 (4), 214-219.

Lunneborg, C. E. (1979). Book Review: Psychometric Theory: Secon d Edition Jum C. Nunnally New York: McGraw-Hill, 1978, 701 pages. *Applied Psychological Measurement*, 3(2), 279-280.

Mahmoud, A. B & Reisel, W. D. (2014). Relating patient satisfaction to nurses' job satisfaction, job security, and obedience OCBs. *International Journal of Pharmaceutical and Healthcare Marketing*, 8 (1), 47-61.

Marsden, D. (2004). Role of performance-Related Pay in Renegotiating the 'Effort Bargain': The Case of the British Public Service. *Industrial and Labour Relations Review*, 57 (3), 1-23.

Marsden, D., & Richardson, R. (1994). Performing for Pay? The Effects of "Merit Pay" on Motivation in a Public Service. *British Journal of Industrial Relations*, 32 (2), 243 – 61.

Marr, B., Neely, A., Bourne, M., Franco, M., Wilcox, M., Adams, C., Mason, S. & Kennerley, M. (2004). Business performance measurement – what is the state of use in large US firms. In Neely, A., Kennerly, M. and Waters, A. (Eds), *Performance Measurement and Management: Public and Private, Centre for Business Performance*, Cranfield University, Cranfield, 627-634.

Matsumura, E. M., & Shin, J. Y. (2004). An Empirical Analysis of a Relative Performance-Based Incentive Plan: Evidence from a Postal Service. Madison: *Department of Accounting and Information Systems School of Business University of Wisconsin*-Madison.

May, T.Y., Korczynski, M., & Frenkel, S.J. (2002). Organization and Occupational Commitment: Knowledge Workers in Large Corporations. *Journal of Management Studies*, 39(6), 775-801.

MacLean, B. (1990). Value Added Pay. Personnel Journal 69.

Marshall, M. N. (1996). Sampling for quantitative research: Oxford University Press. *Family Practice*, 13(6).

McOliver, F.O. (2005). Management in Nigeria: philosophy and practice. *International Journal of Communication and Humanistic Studies*, 2(1), 17-31.

Mehrabi, J., Rangriz, H., Darvishzadeh, N., & Khoshpanjeh, M. (2012). Examining the Relationship between Distributive Justice and Performance of Employees. *Journal of Basic and Applied Scientific Research*, 2(10), 10209-10215.

Mensah, F.B, & Dogbe, O. D. (2011). Performance-Based Pay as a Motivational Tool for Achieving Organizational Performance: An Exploratory Case Study. *International Journal of Business and Management,* 6, 12

Milkovich, G. T. & Newman, J. M. (2008). Compensation. (Ninth edition), McGraw-Hill Irwin.

Milkovich, G. T., & Wigdor, A. K. (1991). Pay for Performance: Evaluating Performance Appraisal and Merit Pay. Washington, DC: National Academy Press.

Milkovich, G.T. (1998). Does Performance-based Pay Really Work in Compensation Management? *Journal of Human Resources*, 111 – 118.

Milkovich, G.T., & Newman, K. (1996). Compensation. (5th Edition). Montreal: Irwin.

Muchinsky, P.M. (1993). Psychology Applied to Work: An introduction to Industrial and National Bureau of Economic Research, Cambridge MA, Working Paper 10622. Retrieved on December 18, from http://www.nber.org/papers/w10622.

Mullins, L. (2004). Organizational Behaviour. (6th Edition). Boston: Irwin.

Mwita, J.I. (2000). Performance Management Model: A System-Based Approach to Public Service quality: *The International Journal of Public Sector Management*, 13(1), 20-32.

Neuman, L. W. (2003). Social Research Methods, Qualitative and Quantitative Approaches, Fifth Edition, London.

Noe, R. A., Hollenbeck, J.R., Gerhart, B., & Wright, P.M. (2000). Human Resources Management: Gaining a Competitive Advantage. NY: Irwin-McGraw-Hill.

Nweke, A.(2009). Three years of Visionary leadership in Anambra State, *Journal of Anambra State, Civil Service*, 8(1), 7-12.

Nyberg, A. J., Pieper, J. R., & Trevor, C. O. (2013). Pay-for-Performance's Effect on Future EmployeePerformance: Integrating Psychological and Economic Principles Toward a Contingency Perspective. *Journal of Management* 201X, 20(100, 1– 31.

Nzuve S. N. M. (2010). Management of Human Resources. Basic Modern Management Consultants, Nairobi, Kenya.

Ofoegbu, F. I. (2004). Teacher Motivation: A Factor for Classroom Effectiveness and School Improvement in Nigeria. Gale Group. Retrieved June 25 2014, from http://www.findArticles.com.

Omaro, W. F. (2011). Career Incentives, Performance Base Pay, Organizational Benefits Influencing Employee Performance: A Case on Libyan Tobacco Company. (Master thesis, Universiti Utara Malaysia).

Park, S. & Sturman, M. C. (2009). The Relative Effects of Merit Pay, Bonuses, and Long-Term Incentives on Future Job Performance (CRI 2009-009). Retrieved on April, 2014, from Cornell University, ILR School, Compensation Research Initiative site: http://digitalcommons.ilr.cornell.edu/cri/7.

Park, S. & Sturman, M. C. (2012). How and What You Pay Matters: The Relative Effectiveness of Merit Pay, Bonuses and Long-Term Incentives on Future Job Performance. *Compensation & Benefits Review*, 44(2), 80– 85.

Pearce, J. L., Stevenson, W. B., & Perry, J. L. (1985). Managerial Compensation Based on Organizational Performance: A Time Series Analysis of the Effects of Merit Pay. *Academy of Management Journal*, 28 (2), 261 – 78.

Pegg, T. (2009). Creating engagement through employee benefits. *Strategic HR Review*, 8 (2), 5-12,

Perry, J. L., Engbers, T. A., & Jun, S. Y. (2009). Back to the Future? Performance-Related Pay, Empirical Research, and the perils of Resistance. *Public Administration Review*, 69 (1), 33-51.

Pfeffer, J. & Langton, N. (1993). The effects of wage dispersion on satisfaction, productivity and working collaboratively: evidence from college and university faculty. *Administrative Science Quarterly*, 38(3), 382-407.

Philips, J., Douthitt, E. & Hyland, M. (2001). The role of justice in team member satisfaction with the leader and attachment to the team. *Journal of Applied Psychology*, 86(2), 316-325.

Price, R.M. (1995). Society and Bureaucracy in Contemporary Ghana. California: University of California Press.

Punch (2014). Is Nigeria really Africa's largest economy? Punch Newspaper, edition of April 13, 2014.

Rae, K. & Subramaniam, N. (2008). Quality of internal control procedures: antecedents and moderating effect on organizational justice and employee fraud. *Managerial Auditing Journal*, 23(2), 104-124.

Reisel, W.D., Probst, T.M., Swee-Lim, C., Maloles, C.M. & Ko¨nig, C.J. (2010). The effects of job insecurity on job satisfaction, organizational citizenship behavior, deviant behavior, Patient satisfaction and negative emotions of employees. *International Studies of Management & Organization*, 40 (1), 74-91.

Richard et al. (2009). Measuring Organizational Performance: Towards Methodological Best Practice. *Journal of Management*.

Robbins, S. P. (2005). Organisational behaviour, 11th edition,, San Diego State University, *Pearson Education International*, Prentice Hall.

Robinson, P. (2004). The adoption of the balanced scorecard: performance measurement motives, measures and effect. In Neely, A., Kennerly, M. and Waters, A. (Eds), *Performance Measurement and Management: Public and Private, Centre for Business Performance*, Cranfield University, Cranfield, 883-90.

Rowman M. et. al (2006). Human Resources Management in the Public service: Paradoxes, Processes and Problems, London, Saga Publications.

Said, A.A., HassabElnaby, H.R. & Wier, B. (2003). An empirical investigation of the performance consequences of nonfinancial measures. *Journal of Management Accounting Research*, 15, 193-223.

Sajuyigbe, Bosede, & Adeyemi (2013). Impact of Reward on Employees Performance in a Selected Manufacturing Companies In Ibadan, Oyo State, Nigeria. *International Journal of Arts and Commerce,* 2(2).

Schiller, Z. (1996). A Model Incentive. Business Week: 89-90.

Schuler, R.S. (1998). Personnel and Human Resources Management. (3rd Edition). Toronto: West Publishing Company.

Salkind, N. J. (2012). Tests & measurement for people who (think they) hate tests & measurement. Sage.

Schwandt, T. A., & Fray, D. J. (2001). Dictionary of qualitative inquiry.

Sekaran, U., & Bougie, R. (2010). Research methods for business: A skill building approach. Wiley.

Sekaran, U. (2007). Research Method For Business, a Skill building Approach.4th ed., New Delhi: John Wiley & Sons.

Sekaran, U. (2003). Research Method For Business, a Skill building Approach.4th ed., New Delhi: John Wiley & Sons.

Shilongo, H. N. (2013). The impact of performance related pay on employees – A case study of the performance incentive bonus scheme at the Motor Vehicle Accident Fund. *(Master dissertation, Harold Pupkewitz Graduate School of Business at the Polytechnic of Namibia).*

Simons, R. (2000). Performance Measurement and Control Systems for Implementing Strategy: Text and Cases, Prentice Hall, Upper Saddle River, NJ.

Smith, G.P. (2002). The New Leader: Bringing Creativity and Innovation to the Workplace, Chart Your Course, Conyers, GA.

Skarlicki, D.P. & Folger, R. (1997). Retaliation in the workplace: the roles of distributive, procedural, and interactional justice. *Journal of Applied Psychology*, 82, 434-443.

Sukamolson, S. (2010). Fundamentals of Quantitative research, Language Institute, Chulalongkorn University.

Suliman, A.M.T. (2007). Links between justice, satisfaction and performance in the workplace: a survey in the UEA and Arabic context. *Journal of Management Development*, 26(4), 294-311.

Tang, L. & Sarsfield-Baldwin, L. (1996). Distributive and procedural justice as related to satisfaction and commitment. *SAM Advanced Management Journal*, 61(3), 25-31.

Theo, T.S.H. & Lim, V.K.G. (2001). The effects of perceived justice on satisfaction and bevavoural intentions: the case of computer purchase. *International Journal of Retail and Distribution Management*, 29 (2), 109-124.

Torrington, D., Hall, L., & Stephen, T. (2008). Human Resource Management (7th ed.). Edinburg: *Pearson Education Limited*.

Tsai, Y. & Wu, S.-W. (2010). The relationships between organizational citizenship behavior, job satisfaction and turnover intention. *Journal of Clinical Nursing*, 19 (23-24), 3564-3574.

Van-Dierendonck, D., & Jacobs, G. (2012). Survivors and victims, a meta-analytic review of fairness and organizational commitment after downsizing. *British Journal of Management*, 23 (1), 96–109.

Van Maanen, J. & Schein, E.H. (1977). Improving the quality of work life: career development. In: J.R. Hackman, J.L. Shuttle (Eds.), *Improving Life at Work*, Goodyear, Santa Monica, CA, 30–95.

Vandenabeele, W. (2011). Who wants to deliver public service? do institutional antecedents of public service motivation provide an answer? *Review of Public Personnel Administration*, 31(1), 87-107.

Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. *Academy of Management Review*, 11(4), 801- 814.

Vroom, V. (1964). Work and Motivation. New York: Wiley.

Waal, A.A. & Counet, H. (2009). Lessons learned from performance management systems implementations. *International Journal of Productivity and Performance Management*, 58 (4), 367-90.

Wagner, J. III & Hollenbeck, J. (2010). Organizational Behavior, *Routledge*, New York, NY.

Wallace, M., & Fay, C. (1998). Compensation: Theory and Practice. Boston: Kent Publishing Company.

White M. & Bryson A. (2006). Unions, Job Reductions and Job Security Guarantees: The Experience of British Employees. *Centre for Economic Performance* Discussion Paper No. 745.

Whitman, D.S., Caleo, S., Carpenter, N.C., Horner, M.T., & Bernerth, J.B. (2012). Fairness at the collective level: a meta-analytic examination of organizational justice climate. *Journal of Applied Psychology*, 97 (4), 776–791.

Wikipedia Encyclopedia (2005). Quantitative research retrieved on May 25th 2014 from http://en.wikipedia.org/wiki/socialscience.pdf.

Yuan, K., Le, V., & McCaffrey, D. F. (2013). Incentive Pay Programs Do Not Affect Teacher Motivation or Reported Practices: Results From Three Randomized Studies. *Educational Evaluation and Policy Analysis*, 35(1), 3–22.

Zeng, D.D. & Zhao, J.L. (2005). Effective role resolution in workflow management. *INFORMS Journal on Computing*, 17 (3), 374-80.

REFERENCES

APPENDICES

Appendix A

Questionnaire

Universiti Utara Malaysia Sintok 06010, Kedah Malaysia

Questionnaire

I am a Postgraduate Student of School of Business Management, Universiti Utara Malaysia. This is an academic questionnaire that is intended to examine **The mediating role of distributive fairness in the relationship between Performance Based Pay, Career Incentives, Organizational Benefits and Employees' Performance: An empirical study on Nigerian working class students in UUM**. Response to these questions will be exclusively for the purpose of this study and will be treated with strictest confidence. Thanks for your cooperation.

Section 1: Demographic variables

1. Please indicate your position:

Senior Staff Junior Staff

2. Is your job permanent, temporary or for a fixed-term?

a) Permanent b) Temporary c) Fixed-term

3. How many years in total have you been working in this Nigeria civil service?

a) Less than 1 yr b) 2 to 3 yrs c) 4 to 5 yrs d) More than 5 yrs

4. What is the highest educational qualification you hold?

a) Diploma b) Degree c) Postgraduate degree

5. Which of the following describes your current status?

a) Single b) Married c) Divorced/Separated d) Widowed

Section 2

Please tick **(√)** any option among the listed options to indicate your preferred answer to the questions.

Interpretations of the scales:

Strongly Disagree **(SD)**; Disagree **(D)**; Neutral **(N)**; Agree **(A)** and Strongly Agree **(SA)**.

No	Items	SD	D	N	A	SA

Performance-based pay

No	Items	SD	D	N	A	SA
1.	My workplace pays me more for my good performance.					
2.	My workplace appreciates my extra work through cash rewards.					
3.	My good performance gives me more chances to be promoted.					
4.	I have greater opportunities to earn more and more in my workplace if work hard.					
5.	In my workplace more work more pay.					
6.	I feel that my salary is fair for the kind of job I perform.					

Career Incentives

No.	Items	SD	D	N	A	SA
1.	I have better chances to reach higher position in my workplace.					
2.	I have good opportunities If i spend more than one year in my workplace.					
3.	I have better learning opportunities.					
4.	There are additional incentives for meeting the target.					
5.	I have better chances to learn technology.					
6.	I have better chances to learn among the professional environment.					
7.	I have better chances to grow within the same capacity in my workplace.					
8.	I have brighter future bright if I continue working in my workplace.					
9.	I see my carrier growth in the same organization.					
10.	I can achieve my carrier base vision within my workplace					

Organizational Benefits

No.	Items	SD	D	N	A	SA
1.	My workplace is paying me home allowance.					
2.	My workplace is paying me entertainment allowance.					
3.	My workplace is paying me educational allowance.					
4.	My workplace is paying me transport allowance.					
5.	My workplace is providing better opportunities for on job training.					
6.	My workplace gives me leave with pay.					
7.	In my workplace, there is off shore allowance for myself.					
8.	In my workplace, there is free insurance coverage for myself.					
9.	In my workplace, there is free insurance coverage for my family					
10.	In my workplace, there are good food facilities during job.					

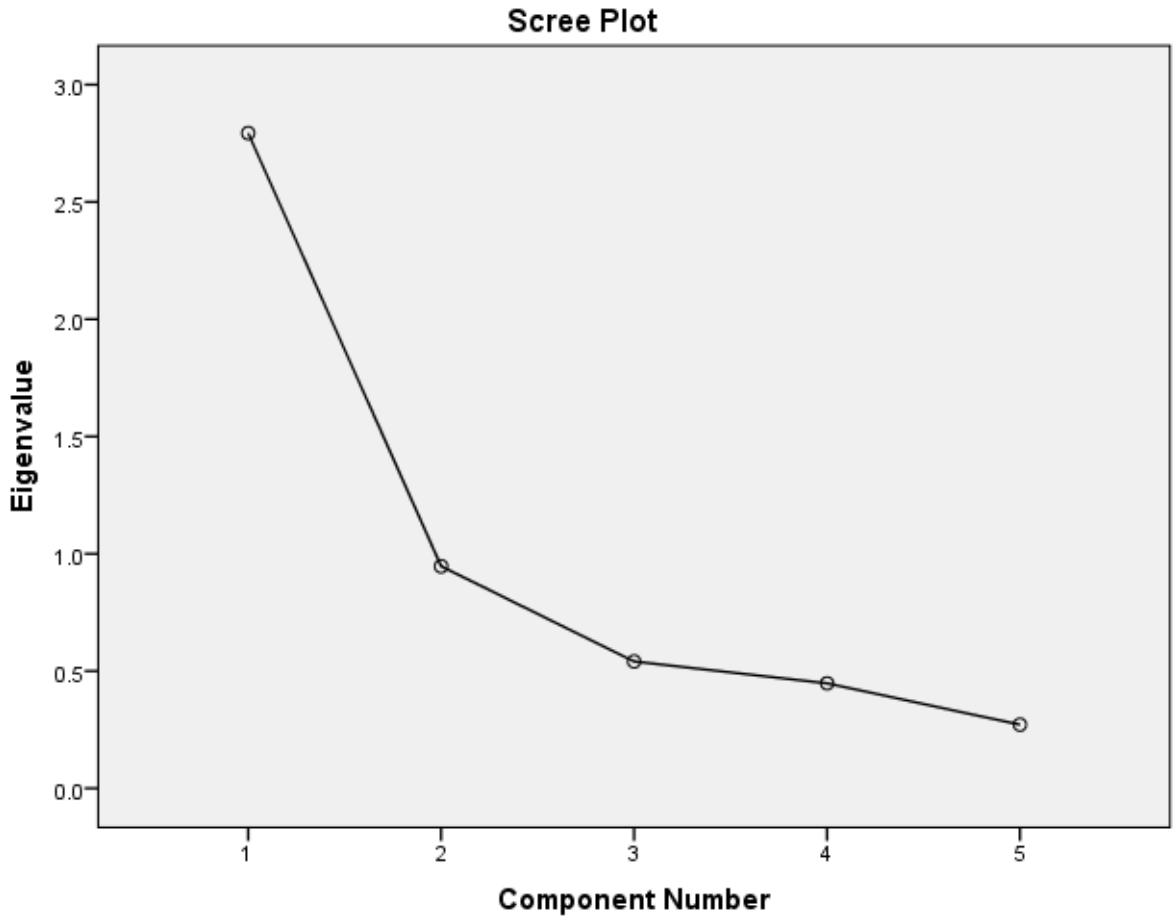
Distributive Fairness

No	Items	SD	D	N	A	SA
1.	I am fairly rewarded in accordance with my tasks.					
2.	I am fairly rewarded in accordance with my completed tasks.					
3.	I am fairly rewarded in accordance with my contributions to the workplace.					
4.	I am fairly rewarded in accordance with my efforts in accomplishing my tasks.					

Employee Performance

No	Items	SD	D	N	A	SA
1.	I fulfill the established standards of output of work.					
2.	I coherently work at skill level according to knowledge, skills and ability and time in position.					
3.	I complete my duties within time limit while sustaining quality and job skill levels.					
4.	I develop and evaluate course(s) of action with realistic objectives and time frames with anticipation of disruption.					
5.	I act fiscal constraints of departmental budget accordingly.					
6.	I am regular at business hours each work day unless approved for away-from office business related work activities.					
7.	I try to improve ownpersonal level of competence, keeps abreast of new developments, and continues educational pursuits.					

Appendix B



Appendix C

Descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
PRP_MEAN	116	1.67	5.00	3.1897	.78786	-.155	.225	-.330	.446
CI_MEAN	116	2.00	5.00	3.7905	.62748	-.762	.225	.545	.446
OB_MEAN	116	1.20	5.00	3.1129	.78514	-.415	.225	.131	.446
DF_MEAN	116	1.00	5.00	3.4353	.98639	-.203	.225	-.332	.446
EP_MEAN	116	2.14	5.00	4.1342	.57739	-1.000	.225	1.557	.446
Valid N (listwise)	116								

Appendix D

Correlation

Correlations

		EP_MEAN	PRP_MEAN	CI_MEAN	OB_MEAN	DF_MEAN
Pearson Correlation	EP_MEAN	1.000	.094	.384	.244	.271
	PRP_MEAN	.094	1.000	.593	.537	.655
	CI_MEAN	.384	.593	1.000	.532	.511
	OB_MEAN	.244	.537	.532	1.000	.481
	DF_MEAN	.271	.655	.511	.481	1.000
Sig. (1-tailed)	EP_MEAN	.	.157	.000	.004	.002
	PRP_MEAN	.157	.	.000	.000	.000
	CI_MEAN	.000	.000	.	.000	.000
	OB_MEAN	.004	.000	.000	.	.000
	DF_MEAN	.002	.000	.000	.000	.
N	EP_MEAN	116	116	116	116	116
	PRP_MEAN	116	116	116	116	116
	CI_MEAN	116	116	116	116	116
	OB_MEAN	116	116	116	116	116
	DF_MEAN	116	116	116	116	116

Appendix E

Hierarchical Regression

Regression

	Mean	Std. Deviation	N
DF_MEAN	3.4353	.98639	116
Job Position	1.2672	.44444	116
Nature of Job	1.1466	.35519	116
Years of Experience	2.2328	1.06614	116
Level of Education	2.5086	.66589	116
Marital Status	1.6810	.55324	116
PRP_MEAN	3.1897	.78786	116
CI_MEAN	3.7905	.62748	116
OB_MEAN	3.1129	.78514	116

Correlations

		DF_MEAN	Job Position	Nature of Job
Pearson Correlation	DF_MEAN	1.000	.243	.002
	Job Position	.243	1.000	.301
	Nature of Job	.002	.301	1.000
	Years of Experience	-.153	-.279	-.320
	Level of Education	-.181	-.522	.013
	Marital Status	.089	-.075	-.247
	PRP_MEAN	.655	.239	.148
	CI_MEAN	.511	.090	-.197
	OB_MEAN	.481	.072	-.022
Sig. (1-tailed)	DF_MEAN	.	.004	.490
	Job Position	.004	.	.001
	Nature of Job	.490	.001	.
	Years of Experience	.051	.001	.000
	Level of Education	.026	.000	.445
	Marital Status	.170	.213	.004
	PRP_MEAN	.000	.005	.056
	CI_MEAN	.000	.168	.017
	OB_MEAN	.000	.220	.405
N	DF_MEAN	116	116	116
	Job Position	116	116	116
	Nature of Job	116	116	116
	Years of Experience	116	116	116
	Level of Education	116	116	116
	Marital Status	116	116	116
	PRP_MEAN	116	116	116
	CI_MEAN	116	116	116
	OB_MEAN	116	116	116

Correlations

		Years of Experience	Level of Education	Marital Status
Pearson Correlation	DF_MEAN	-.153	-.181	.089
	Job Position	-.279	-.522	-.075
	Nature of Job	-.320	.013	-.247
	Years of Experience	1.000	.273	.348
	Level of Education	.273	1.000	.208
	Marital Status	.348	.208	1.000
	PRP_MEAN	-.075	-.213	.037
	CI_MEAN	.079	-.165	.174
	OB_MEAN	-.050	-.104	-.018
Sig. (1-tailed)	DF_MEAN	.051	.026	.170
	Job Position	.001	.000	.213
	Nature of Job	.000	.445	.004
	Years of Experience	.	.002	.000
	Level of Education	.002	.	.012
	Marital Status	.000	.012	.
	PRP_MEAN	.210	.011	.347
	CI_MEAN	.200	.038	.031
	OB_MEAN	.296	.133	.422
N	DF_MEAN	116	116	116
	Job Position	116	116	116
	Nature of Job	116	116	116
	Years of Experience	116	116	116
	Level of Education	116	116	116
	Marital Status	116	116	116
	PRP_MEAN	116	116	116
	CI_MEAN	116	116	116
	OB_MEAN	116	116	116

Correlations

		PRP_MEAN	CI_MEAN	OB_MEAN
Pearson Correlation	DF_MEAN	.655	.511	.481
	Job Position	.239	.090	.072
	Nature of Job	.148	-.197	-.022
	Years of Experience	-.075	.079	-.050
	Level of Education	-.213	-.165	-.104
	Marital Status	.037	.174	-.018
	PRP_MEAN	1.000	.593	.537
	CI_MEAN	.593	1.000	.532
	OB_MEAN	.537	.532	1.000
Sig. (1-tailed)	DF_MEAN	.000	.000	.000
	Job Position	.005	.168	.220
	Nature of Job	.056	.017	.405
	Years of Experience	.210	.200	.296
	Level of Education	.011	.038	.133
	Marital Status	.347	.031	.422
	PRP_MEAN	.	.000	.000
	CI_MEAN	.000	.	.000
	OB_MEAN	.000	.000	.
N	DF_MEAN	116	116	116
	Job Position	116	116	116
	Nature of Job	116	116	116
	Years of Experience	116	116	116
	Level of Education	116	116	116
	Marital Status	116	116	116
	PRP_MEAN	116	116	116
	CI_MEAN	116	116	116
	OB_MEAN	116	116	116

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education[b]	.	Enter
2	OB_MEAN, PRP_MEAN, CI_MEAN[b]	.	Enter

a. Dependent Variable: DF_MEAN
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.312[a]	.097	.056	.95814	.097	2.376
2	.709[b]	.503	.466	.72079	.406	29.125

Model Summary[c]

Model	Change Statistics		
	df1	df2	Sig. F Change
1	5[a]	110	.043
2	3[b]	107	.000

a. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education
b. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education, OB_MEAN, PRP_MEAN, CI_MEAN
c. Dependent Variable: DF_MEAN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.907	5	2.181	2.376	.043[b]
	Residual	100.983	110	.918		
	Total	111.890	115			
2	Regression	56.300	8	7.038	13.546	.000[c]
	Residual	55.590	107	.520		
	Total	111.890	115			

a. Dependent Variable: DF_MEAN
b. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education
c. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education, OB_MEAN, PRP_MEAN, CI_MEAN

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.205	.686		4.670	.000
	Job Position	.435	.257	.196	1.695	.093
	Nature of Job	-.186	.289	-.067	-.642	.522
	Years of Experience	-.144	.096	-.155	-1.500	.136
	Level of Education	-.101	.169	-.068	-.598	.551
	Marital Status	.278	.179	.156	1.555	.123
2	(Constant)	.116	.693		.168	.867
	Job Position	.285	.194	.128	1.471	.144
	Nature of Job	-.321	.230	-.116	-1.397	.165
	Years of Experience	-.150	.072	-.162	-2.070	.041
	Level of Education	.080	.129	.054	.621	.536
	Marital Status	.141	.137	.079	1.033	.304
	PRP_MEAN	.615	.120	.491	5.119	.000
	CI_MEAN	.187	.151	.119	1.238	.218
	OB_MEAN	.177	.108	.141	1.636	.105

Coefficients[a]

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Job Position	.243	.159	.153	.614	1.628
	Nature of Job	.002	-.061	-.058	.755	1.324
	Years of Experience	-.153	-.142	-.136	.765	1.308
	Level of Education	-.181	-.057	-.054	.633	1.581
	Marital Status	.089	.147	.141	.818	1.223
2	(Constant)					
	Job Position	.243	.141	.100	.609	1.643
	Nature of Job	.002	-.134	-.095	.679	1.472
	Years of Experience	-.153	-.196	-.141	.761	1.314
	Level of Education	-.181	.060	.042	.614	1.628
	Marital Status	.089	.099	.070	.789	1.267
	PRP_MEAN	.655	.444	.349	.504	1.985
	CI_MEAN	.511	.119	.084	.503	1.986
	OB_MEAN	.481	.156	.112	.628	1.593

a. Dependent Variable: DF_MEAN

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
						Tolerance	VIF
1	PRP_MEAN	.645[b]	8.856	.000	.647	.909	1.101
	CI_MEAN	.504[b]	6.087	.000	.504	.902	1.108
	OB_MEAN	.459[b]	5.714	.000	.480	.987	1.013

Excluded Variables[a]

Model		Collinearity Statistics
		Minimum Tolerance
1	PRP_MEAN	.609[b]
	CI_MEAN	.612[b]
	OB_MEAN	.614[b]

a. Dependent Variable: DF_MEAN

b. Predictors in the Model: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9026	4.8977	3.4353	.69969	116
Std. Predicted Value	-2.191	2.090	.000	1.000	116
Standard Error of Predicted Value	.105	.323	.195	.047	116
Adjusted Predicted Value	1.8852	4.8790	3.4329	.70895	116
Residual	-1.68947	2.18836	.00000	.69526	116
Std. Residual	-2.344	3.036	.000	.965	116
Stud. Residual	-2.466	3.262	.002	1.009	116
Deleted Residual	-1.87037	2.52694	.00244	.76141	116
Stud. Deleted Residual	-2.528	3.422	.005	1.024	116
Mahal. Distance	1.439	22.053	7.931	4.148	116
Cook's Distance	.000	.183	.011	.026	116
Centered Leverage Value	.013	.192	.069	.036	116

a. Dependent Variable: DF_MEAN

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
EP_MEAN	4.1342	.57739	116
Job Position	1.2672	.44444	116
Nature of Job	1.1466	.35519	116
Years of Experience	2.2328	1.06614	116
Level of Education	2.5086	.66589	116
Marital Status	1.6810	.55324	116
PRP_MEAN	3.1897	.78786	116
CI_MEAN	3.7905	.62748	116
OB_MEAN	3.1129	.78514	116

Correlations

		EP_MEAN	Job Position	Nature of Job
Pearson Correlation	EP_MEAN	1.000	-.204	-.345
	Job Position	-.204	1.000	.301
	Nature of Job	-.345	.301	1.000
	Years of Experience	.019	-.279	-.320
	Level of Education	.115	-.522	.013
	Marital Status	.007	-.075	-.247
	PRP_MEAN	.094	.239	.148
	CI_MEAN	.384	.090	-.197
	OB_MEAN	.244	.072	-.022
Sig. (1-tailed)	EP_MEAN	.	.014	.000
	Job Position	.014	.	.001
	Nature of Job	.000	.001	.
	Years of Experience	.418	.001	.000
	Level of Education	.110	.000	.445
	Marital Status	.471	.213	.004
	PRP_MEAN	.157	.005	.056
	CI_MEAN	.000	.168	.017
	OB_MEAN	.004	.220	.405
N	EP_MEAN	116	116	116
	Job Position	116	116	116
	Nature of Job	116	116	116
	Years of Experience	116	116	116
	Level of Education	116	116	116
	Marital Status	116	116	116
	PRP_MEAN	116	116	116
	CI_MEAN	116	116	116
	OB_MEAN	116	116	116

Correlations

		Years of Experience	Level of Education	Marital Status
Pearson Correlation	EP_MEAN	.019	.115	.007
	Job Position	-.279	-.522	-.075
	Nature of Job	-.320	.013	-.247
	Years of Experience	1.000	.273	.348
	Level of Education	.273	1.000	.208
	Marital Status	.348	.208	1.000
	PRP_MEAN	-.075	-.213	.037
	CI_MEAN	.079	-.165	.174
	OB_MEAN	-.050	-.104	-.018
Sig. (1-tailed)	EP_MEAN	.418	.110	.471
	Job Position	.001	.000	.213
	Nature of Job	.000	.445	.004
	Years of Experience	.	.002	.000
	Level of Education	.002	.	.012
	Marital Status	.000	.012	.
	PRP_MEAN	.210	.011	.347
	CI_MEAN	.200	.038	.031
	OB_MEAN	.296	.133	.422
N	EP_MEAN	116	116	116
	Job Position	116	116	116
	Nature of Job	116	116	116
	Years of Experience	116	116	116
	Level of Education	116	116	116
	Marital Status	116	116	116
	PRP_MEAN	116	116	116
	CI_MEAN	116	116	116
	OB_MEAN	116	116	116

Correlations

		PRP_MEAN	CI_MEAN	OB_MEAN
Pearson Correlation	EP_MEAN	.094	.384	.244
	Job Position	.239	.090	.072
	Nature of Job	.148	-.197	-.022
	Years of Experience	-.075	.079	-.050
	Level of Education	-.213	-.165	-.104
	Marital Status	.037	.174	-.018
	PRP_MEAN	1.000	.593	.537
	CI_MEAN	.593	1.000	.532
	OB_MEAN	.537	.532	1.000
Sig. (1-tailed)	EP_MEAN	.157	.000	.004
	Job Position	.005	.168	.220
	Nature of Job	.056	.017	.405
	Years of Experience	.210	.200	.296
	Level of Education	.011	.038	.133
	Marital Status	.347	.031	.422
	PRP_MEAN	.	.000	.000
	CI_MEAN	.000	.	.000
	OB_MEAN	.000	.000	.
N	EP_MEAN	116	116	116
	Job Position	116	116	116
	Nature of Job	116	116	116
	Years of Experience	116	116	116
	Level of Education	116	116	116
	Marital Status	116	116	116
	PRP_MEAN	116	116	116
	CI_MEAN	116	116	116
	OB_MEAN	116	116	116

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education[b]	.	Enter
2	OB_MEAN, PRP_MEAN, CI_MEAN[b]	.	Enter

a. Dependent Variable: EP_MEAN
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.400[a]	.160	.122	.54107	.160	4.191
2	.557[b]	.311	.259	.49699	.151	7.793

Model Summary[c]

Model	Change Statistics		
	df1	df2	Sig. F Change
1	5[a]	110	.002
2	3[b]	107	.000

a. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education
b. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education, OB_MEAN, PRP_MEAN, CI_MEAN
c. Dependent Variable: EP_MEAN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.135	5	1.227	4.191	.002[b]
	Residual	32.203	110	.293		
	Total	38.338	115			
2	Regression	11.909	8	1.489	6.027	.000[c]
	Residual	26.429	107	.247		
	Total	38.338	115			

a. Dependent Variable: EP_MEAN
b. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education
c. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education, OB_MEAN, PRP_MEAN, CI_MEAN

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.938	.387		12.743	.000
	Job Position	-.069	.145	-.053	-.479	.633
	Nature of Job	-.639	.163	-.393	-3.908	.000
	Years of Experience	-.073	.054	-.134	-1.340	.183
	Level of Education	.126	.095	.145	1.318	.190
	Marital Status	-.081	.101	-.078	-.803	.423
2	(Constant)	3.398	.478		7.111	.000
	Job Position	-.100	.134	-.077	-.747	.457
	Nature of Job	-.500	.158	-.308	-3.160	.002
	Years of Experience	-.078	.050	-.144	-1.570	.119
	Level of Education	.175	.089	.202	1.976	.051
	Marital Status	-.138	.094	-.133	-1.467	.145
	PRP_MEAN	-.068	.083	-.093	-.823	.413
	CI_MEAN	.375	.104	.407	3.602	.000
	OB_MEAN	.064	.075	.087	.862	.390

Coefficients[a]

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Job Position	-.204	-.046	-.042	.614	1.628
	Nature of Job	-.345	-.349	-.342	.755	1.324
	Years of Experience	.019	-.127	-.117	.765	1.308
	Level of Education	.115	.125	.115	.633	1.581
	Marital Status	.007	-.076	-.070	.818	1.223
2	(Constant)					
	Job Position	-.204	-.072	-.060	.609	1.643
	Nature of Job	-.345	-.292	-.254	.679	1.472
	Years of Experience	.019	-.150	-.126	.761	1.314
	Level of Education	.115	.188	.159	.614	1.628
	Marital Status	.007	-.140	-.118	.789	1.267
	PRP_MEAN	.094	-.079	-.066	.504	1.985
	CI_MEAN	.384	.329	.289	.503	1.986
	OB_MEAN	.244	.083	.069	.628	1.593

a. Dependent Variable: EP_MEAN

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
						Tolerance	VIF
1	PRP_MEAN	.208[b]	2.312	.023	.216	.909	1.101
	CI_MEAN	.399[b]	4.742	.000	.414	.902	1.108
	OB_MEAN	.249[b]	2.931	.004	.270	.987	1.013

Excluded Variables[a]

Model		Collinearity Statistics
		Minimum Tolerance
1	PRP_MEAN	.609[b]
	CI_MEAN	.612[b]
	OB_MEAN	.614[b]

a. Dependent Variable: EP_MEAN

b. Predictors in the Model: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.3261	4.7984	4.1342	.32181	116
Std. Predicted Value	-2.511	2.064	.000	1.000	116
Standard Error of Predicted Value	.072	.222	.135	.032	116
Adjusted Predicted Value	3.3714	4.7809	4.1325	.32701	116
Residual	-2.01049	.89967	.00000	.47939	116
Std. Residual	-4.045	1.810	.000	.965	116
Stud. Residual	-4.208	1.962	.002	1.009	116
Deleted Residual	-2.17502	1.05716	.00176	.52536	116
Stud. Deleted Residual	-4.584	1.989	-.002	1.030	116
Mahal. Distance	1.439	22.053	7.931	4.148	116
Cook's Distance	.000	.161	.011	.022	116
Centered Leverage Value	.013	.192	.069	.036	116

a. Dependent Variable: EP_MEAN

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
EP_MEAN	4.1342	.57739	116
Job Position	1.2672	.44444	116
Nature of Job	1.1466	.35519	116
Years of Experience	2.2328	1.06614	116
Level of Education	2.5086	.66589	116
Marital Status	1.6810	.55324	116
DF_MEAN	3.4353	.98639	116

Correlations

		EP_MEAN	Job Position	Nature of Job
Pearson Correlation	EP_MEAN	1.000	-.204	-.345
	Job Position	-.204	1.000	.301
	Nature of Job	-.345	.301	1.000
	Years of Experience	.019	-.279	-.320
	Level of Education	.115	-.522	.013
	Marital Status	.007	-.075	-.247
	DF_MEAN	.271	.243	.002
Sig. (1-tailed)	EP_MEAN	.	.014	.000
	Job Position	.014	.	.001
	Nature of Job	.000	.001	.
	Years of Experience	.418	.001	.000
	Level of Education	.110	.000	.445
	Marital Status	.471	.213	.004
	DF_MEAN	.002	.004	.490
N	EP_MEAN	116	116	116
	Job Position	116	116	116
	Nature of Job	116	116	116
	Years of Experience	116	116	116
	Level of Education	116	116	116
	Marital Status	116	116	116
	DF_MEAN	116	116	116

Correlations

		Years of Experience	Level of Education	Marital Status
Pearson Correlation	EP_MEAN	.019	.115	.007
	Job Position	-.279	-.522	-.075
	Nature of Job	-.320	.013	-.247
	Years of Experience	1.000	.273	.348
	Level of Education	.273	1.000	.208
	Marital Status	.348	.208	1.000
	DF_MEAN	-.153	-.181	.089
Sig. (1-tailed)	EP_MEAN	.418	.110	.471
	Job Position	.001	.000	.213
	Nature of Job	.000	.445	.004
	Years of Experience	.	.002	.000
	Level of Education	.002	.	.012
	Marital Status	.000	.012	.
	DF_MEAN	.051	.026	.170
N	EP_MEAN	116	116	116
	Job Position	116	116	116
	Nature of Job	116	116	116
	Years of Experience	116	116	116
	Level of Education	116	116	116
	Marital Status	116	116	116
	DF_MEAN	116	116	116

Correlations

		DF_MEAN
Pearson Correlation	EP_MEAN	.271
	Job Position	.243
	Nature of Job	.002
	Years of Experience	-.153
	Level of Education	-.181
	Marital Status	.089
	DF_MEAN	1.000
Sig. (1-tailed)	EP_MEAN	.002
	Job Position	.004
	Nature of Job	.490
	Years of Experience	.051
	Level of Education	.026
	Marital Status	.170
	DF_MEAN	.
N	EP_MEAN	116
	Job Position	116
	Nature of Job	116
	Years of Experience	116
	Level of Education	116
	Marital Status	116
	DF_MEAN	116

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education[b]	.	Enter
2	DF_MEAN[b]	.	Enter

a. Dependent Variable: EP_MEAN
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.400[a]	.160	.122	.54107	.160	4.191
2	.508[b]	.258	.217	.51090	.098	14.375

Model Summary[c]

Model	Change Statistics		
	df1	df2	Sig. F Change
1	5[a]	110	.002
2	1[b]	109	.000

a. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education
b. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education, DF_MEAN
c. Dependent Variable: EP_MEAN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.135	5	1.227	4.191	.002[b]
	Residual	32.203	110	.293		
	Total	38.338	115			
2	Regression	9.887	6	1.648	6.313	.000[c]
	Residual	28.451	109	.261		
	Total	38.338	115			

a. Dependent Variable: EP_MEAN
b. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education
c. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education, DF_MEAN

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.938	.387		12.743	.000
	Job Position	-.069	.145	-.053	-.479	.633
	Nature of Job	-.639	.163	-.393	-3.908	.000
	Years of Experience	-.073	.054	-.134	-1.340	.183
	Level of Education	.126	.095	.145	1.318	.190
	Marital Status	-.081	.101	-.078	-.803	.423
2	(Constant)	4.320	.401		10.786	.000
	Job Position	-.153	.139	-.118	-1.105	.271
	Nature of Job	-.603	.155	-.371	-3.900	.000
	Years of Experience	-.045	.052	-.083	-.868	.387
	Level of Education	.145	.090	.167	1.609	.110
	Marital Status	-.135	.096	-.129	-1.398	.165
	DF_MEAN	.193	.051	.329	3.791	.000

Coefficients[a]

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Job Position	-.204	-.046	-.042	.614	1.628
	Nature of Job	-.345	-.349	-.342	.755	1.324
	Years of Experience	.019	-.127	-.117	.765	1.308
	Level of Education	.115	.125	.115	.633	1.581
	Marital Status	.007	-.076	-.070	.818	1.223
2	(Constant)					
	Job Position	-.204	-.105	-.091	.598	1.671
	Nature of Job	-.345	-.350	-.322	.752	1.329
	Years of Experience	.019	-.083	-.072	.749	1.335
	Level of Education	.115	.152	.133	.631	1.586
	Marital Status	.007	-.133	-.115	.800	1.250
	DF_MEAN	.271	.341	.313	.903	1.108

a. Dependent Variable: EP_MEAN

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
						Tolerance	VIF
1	DF_MEAN	.329[b]	3.791	.000	.341	.903	1.108

Excluded Variables[a]

Model		Collinearity Statistics
		Minimum Tolerance
1	DF_MEAN	.598[b]

a. Dependent Variable: EP_MEAN

b. Predictors in the Model: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0662	4.6487	4.1342	.29322	116
Std. Predicted Value	-3.642	1.755	.000	1.000	116
Standard Error of Predicted Value	.068	.212	.122	.031	116
Adjusted Predicted Value	3.1959	4.6243	4.1350	.29376	116
Residual	-2.15853	.83611	.00000	.49739	116
Std. Residual	-4.225	1.637	.000	.974	116
Stud. Residual	-4.352	1.734	-.001	1.007	116
Deleted Residual	-2.28984	.93869	-.00074	.53185	116
Stud. Deleted Residual	-4.765	1.750	-.006	1.030	116
Mahal. Distance	1.032	18.732	5.948	3.514	116
Cook's Distance	.000	.165	.010	.021	116
Centered Leverage Value	.009	.163	.052	.031	116

a. Dependent Variable: EP_MEAN

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
EP_MEAN	4.1342	.57739	116
Job Position	1.2672	.44444	116
Nature of Job	1.1466	.35519	116
Years of Experience	2.2328	1.06614	116
Level of Education	2.5086	.66589	116
Marital Status	1.6810	.55324	116
DF_MEAN	3.4353	.98639	116
PRP_MEAN	3.1897	.78786	116
CI_MEAN	3.7905	.62748	116
OB_MEAN	3.1129	.78514	116

Correlations

		EP_MEAN	Job Position	Nature of Job
Pearson Correlation	EP_MEAN	1.000	-.204	-.345
	Job Position	-.204	1.000	.301
	Nature of Job	-.345	.301	1.000
	Years of Experience	.019	-.279	-.320
	Level of Education	.115	-.522	.013
	Marital Status	.007	-.075	-.247
	DF_MEAN	.271	.243	.002
	PRP_MEAN	.094	.239	.148
	CI_MEAN	.384	.090	-.197
	OB_MEAN	.244	.072	-.022
Sig. (1-tailed)	EP_MEAN	.	.014	.000
	Job Position	.014	.	.001
	Nature of Job	.000	.001	.
	Years of Experience	.418	.001	.000
	Level of Education	.110	.000	.445
	Marital Status	.471	.213	.004
	DF_MEAN	.002	.004	.490
	PRP_MEAN	.157	.005	.056
	CI_MEAN	.000	.168	.017
	OB_MEAN	.004	.220	.405
N	EP_MEAN	116	116	116
	Job Position	116	116	116
	Nature of Job	116	116	116
	Years of Experience	116	116	116
	Level of Education	116	116	116
	Marital Status	116	116	116
	DF_MEAN	116	116	116
	PRP_MEAN	116	116	116
	CI_MEAN	116	116	116
	OB_MEAN	116	116	116

Correlations

		Years of Experience	Level of Education	Marital Status
Pearson Correlation	EP_MEAN	.019	.115	.007
	Job Position	-.279	-.522	-.075
	Nature of Job	-.320	.013	-.247
	Years of Experience	1.000	.273	.348
	Level of Education	.273	1.000	.208
	Marital Status	.348	.208	1.000
	DF_MEAN	-.153	-.181	.089
	PRP_MEAN	-.075	-.213	.037
	CI_MEAN	.079	-.165	.174
	OB_MEAN	-.050	-.104	-.018
Sig. (1-tailed)	EP_MEAN	.418	.110	.471
	Job Position	.001	.000	.213
	Nature of Job	.000	.445	.004
	Years of Experience	.	.002	.000
	Level of Education	.002	.	.012
	Marital Status	.000	.012	.
	DF_MEAN	.051	.026	.170
	PRP_MEAN	.210	.011	.347
	CI_MEAN	.200	.038	.031
	OB_MEAN	.296	.133	.422
N	EP_MEAN	116	116	116
	Job Position	116	116	116
	Nature of Job	116	116	116
	Years of Experience	116	116	116
	Level of Education	116	116	116
	Marital Status	116	116	116
	DF_MEAN	116	116	116
	PRP_MEAN	116	116	116
	CI_MEAN	116	116	116
	OB_MEAN	116	116	116

Correlations

		DF_MEAN	PRP_MEAN	CI_MEAN	OB_MEAN
Pearson Correlation	EP_MEAN	.271	.094	.384	.244
	Job Position	.243	.239	.090	.072
	Nature of Job	.002	.148	-.197	-.022
	Years of Experience	-.153	-.075	.079	-.050
	Level of Education	-.181	-.213	-.165	-.104
	Marital Status	.089	.037	.174	-.018
	DF_MEAN	1.000	.655	.511	.481
	PRP_MEAN	.655	1.000	.593	.537
	CI_MEAN	.511	.593	1.000	.532
	OB_MEAN	.481	.537	.532	1.000
Sig. (1-tailed)	EP_MEAN	.002	.157	.000	.004
	Job Position	.004	.005	.168	.220
	Nature of Job	.490	.056	.017	.405
	Years of Experience	.051	.210	.200	.296
	Level of Education	.026	.011	.038	.133
	Marital Status	.170	.347	.031	.422
	DF_MEAN	.	.000	.000	.000
	PRP_MEAN	.000	.	.000	.000
	CI_MEAN	.000	.000	.	.000
	OB_MEAN	.000	.000	.000	.
N	EP_MEAN	116	116	116	116
	Job Position	116	116	116	116
	Nature of Job	116	116	116	116
	Years of Experience	116	116	116	116
	Level of Education	116	116	116	116
	Marital Status	116	116	116	116
	DF_MEAN	116	116	116	116
	PRP_MEAN	116	116	116	116
	CI_MEAN	116	116	116	116
	OB_MEAN	116	116	116	116

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education[b]	.	Enter
2	OB_MEAN, DF_MEAN, CI_MEAN, PRP_MEAN[b]	.	Enter

a. Dependent Variable: EP_MEAN
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.400[a]	.160	.122	.54107	.160	4.191
2	.586[b]	.343	.287	.48744	.183	7.384

Model Summary[c]

Model	Change Statistics		
	df1	df2	Sig. F Change
1	5[a]	110	.002
2	4[b]	106	.000

a. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education
b. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education, OB_MEAN, DF_MEAN, CI_MEAN, PRP_MEAN
c. Dependent Variable: EP_MEAN

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.135	5	1.227	4.191	.002[b]
	Residual	32.203	110	.293		
	Total	38.338	115			
2	Regression	13.153	9	1.461	6.151	.000[c]
	Residual	25.186	106	.238		
	Total	38.338	115			

a. Dependent Variable: EP_MEAN
b. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education
c. Predictors: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education, OB_MEAN, DF_MEAN, CI_MEAN, PRP_MEAN

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.938	.387		12.743	.000
	Job Position	-.069	.145	-.053	-.479	.633
	Nature of Job	-.639	.163	-.393	-3.908	.000
	Years of Experience	-.073	.054	-.134	-1.340	.183
	Level of Education	.126	.095	.145	1.318	.190
	Marital Status	-.081	.101	-.078	-.803	.423
2	(Constant)	3.380	.469		7.212	.000
	Job Position	-.143	.132	-.110	-1.076	.284
	Nature of Job	-.452	.157	-.278	-2.887	.005
	Years of Experience	-.056	.050	-.103	-1.120	.265
	Level of Education	.163	.087	.189	1.874	.064
	Marital Status	-.159	.093	-.153	-1.716	.089
	DF_MEAN	.150	.065	.255	2.287	.024
	PRP_MEAN	-.160	.091	-.219	-1.766	.080
	CI_MEAN	.347	.103	.377	3.374	.001
	OB_MEAN	.038	.074	.051	.511	.610

Coefficients[a]

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Job Position	-.204	-.046	-.042	.614	1.628
	Nature of Job	-.345	-.349	-.342	.755	1.324
	Years of Experience	.019	-.127	-.117	.765	1.308
	Level of Education	.115	.125	.115	.633	1.581
	Marital Status	.007	-.076	-.070	.818	1.223
2	(Constant)					
	Job Position	-.204	-.104	-.085	.597	1.676
	Nature of Job	-.345	-.270	-.227	.667	1.499
	Years of Experience	.019	-.108	-.088	.732	1.366
	Level of Education	.115	.179	.148	.612	1.633
	Marital Status	.007	-.164	-.135	.781	1.280
	DF_MEAN	.271	.217	.180	.497	2.013
	PRP_MEAN	.094	-.169	-.139	.405	2.471
	CI_MEAN	.384	.311	.266	.496	2.015
	OB_MEAN	.244	.050	.040	.612	1.633

a. Dependent Variable: EP_MEAN

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
						Tolerance	VIF
1	DF_MEAN	.329[b]	3.791	.000	.341	.903	1.108
	PRP_MEAN	.208[b]	2.312	.023	.216	.909	1.101
	CI_MEAN	.399[b]	4.742	.000	.414	.902	1.108
	OB_MEAN	.249[b]	2.931	.004	.270	.987	1.013

Excluded Variables[a]

Model		Collinearity Statistics
		Minimum Tolerance
1	DF_MEAN	.598[b]
	PRP_MEAN	.609[b]
	CI_MEAN	.612[b]
	OB_MEAN	.614[b]

a. Dependent Variable: EP_MEAN
b. Predictors in the Model: (Constant), Marital Status, Job Position, Nature of Job, Years of Experience, Level of Education

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0735	4.9388	4.1342	.33819	116
Std. Predicted Value	-3.137	2.379	.000	1.000	116
Standard Error of Predicted Value	.074	.229	.139	.033	116
Adjusted Predicted Value	3.2104	4.9813	4.1339	.34093	116
Residual	-1.96818	.87184	.00000	.46798	116
Std. Residual	-4.038	1.789	.000	.960	116
Stud. Residual	-4.203	1.940	.000	1.008	116
Deleted Residual	-2.13257	1.02521	.00029	.51659	116
Stud. Deleted Residual	-4.582	1.966	-.003	1.028	116
Mahal. Distance	1.634	24.324	8.922	4.643	116
Cook's Distance	.000	.148	.011	.020	116
Centered Leverage Value	.014	.212	.078	.040	116

a. Dependent Variable: EP_MEAN