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**EXAMINING HUMAN RESOURCE PROFESSIONALS' EFFECTIVENESS
IN PAKISTAN'S TELCO COMPANIES**



BY:

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Universiti Utara Malaysia

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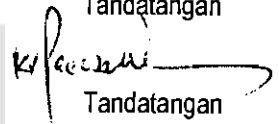
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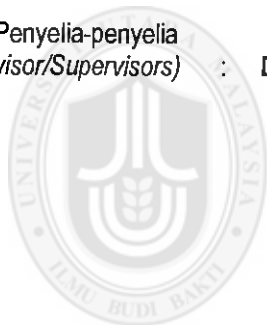


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ABSTRACT

The inevitability for HR professionals to perform at their best, being effective and efficient is very crucial in gaining sustainable competitive advantage in 21st century. Likewise, HR professionals have to successfully manage human resources, need personal credibility and business knowledge, understanding of the business strategies, adapting with technology changes and the ability to deliver HR services. Despite there being a substantial amount of discussion about HR professionals' effectiveness which is featuring massive challenges and opportunities, there is a paucity of information concerning the extent of this subject matter in Pakistan. Therefore, this study investigated the influence of human resource development and organizational culture on HR professionals' effectiveness in telecom sector of Pakistan. The other important aim of this study was to examine the moderating role of high performance work system between human resource development, organizational culture and HR professionals' effectiveness. The study deployed a mixed method research design consisting of qualitative and quantitative approaches. An initial research model was first developed based on an extensive literature review. The qualitative field study was then carried out to explore the perceptions of ten HR professionals to affirm the initial research model in phase one. The quantitative study tested the final proposed research model in phase two. The survey questionnaire was distributed to seventy five HR professionals of telecom firms and forty valid questionnaires were obtained which is 53.33% response rate. The qualitative findings have established the detailed research model of HR professionals' effectiveness. As the quantitative study has discovered the significant moderating effect of high performance work system in the relationship between human resource development, organizational culture and HR professionals' effectiveness. Finally, managerial, theoretical and methodological implications as well as direction for future research were discussed.

Keywords: HR professionals' effectiveness, human resource development, organizational culture, high performance work system, mixed-method research approach

ABSTRAK

Profesional HR tidak dapat mengelak daripada melakukan yang terbaik, cekap dan berkesan yang mana ia penting untuk mencapai kebolehsaingan yang mampan pada abad ke-21. Profesional HR juga perlu berjaya menguruskan sumber manusia, mempunyai kredibiliti peribadi dan pengetahuan perniagaan, pemahaman strategi perniagaan, menyesuaikan diri dengan perubahan teknologi serta berkeupayaan untuk menyampaikan perkhidmatan HR. Namun, terdapat perbincangan tentang keberkesanan profesional HR yang menampilkan cabaran yang besar dan peluang, namun terdapat kekurangan maklumat tentang sejauh mana perkara ini berlaku di Pakistan. Oleh itu, kajian ini dilaksanakan untuk mengkaji pengaruh pembangunan sumber manusia dan budaya organisasi ke atas keberkesanan profesional HR dalam sektor telekom di Pakistan. Matlamat penting dalam kajian ini adalah untuk mengkaji peranan yang sederhana dengan sistem kerja yang berprestasi tinggi antara pembangunan sumber manusia, budaya organisasi dan keberkesanan profesional HR. Kajian ini menggunakan reka bentuk kaedah penyelidikan yang bercampur, iaitu pendekatan kualitatif dan kuantitatif. Satu model kajian awal mula dibangunkan berdasarkan kajian literatur yang lepas. Kajian bidang kualitatif kemudian dijalankan untuk meneroka persepsi 10 profesional HR bagi mengesahkan model penyelidikan awal dalam fasa pertama. Kajian kuantitatif menguji model penyelidikan yang telah dicadangkan dalam fasa kedua. Kajian soal selidik telah diedarkan kepada 75 profesional HR firma telekom dan 40 soal selidik yang sah telah diperolehi, seterusnya menunjukkan kadar tindak balas sebanyak 53.33%. Hasil kajian kualitatif telah mengesahkan model penyelidikan terperinci tentang keberkesanan profesional HR. Kajian kuantitatif telah menemui kesan sederhana yang ketara antara sistem kerja yang berprestasi tinggi dalam hubungan antara pembangunan sumber manusia, budaya organisasi dan keberkesanan profesional HR. Akhir sekali, implikasi pengurusan, teori dan metodologi serta cadangan untuk penyelidikan masa hadapan telah dibincangkan.

Kata kunci: Keberkesanan profesional HR, pembangunan modal insan, budaya organisasi, sistem kerja berprestasi tinggi, penyelidikan kaedah campuran

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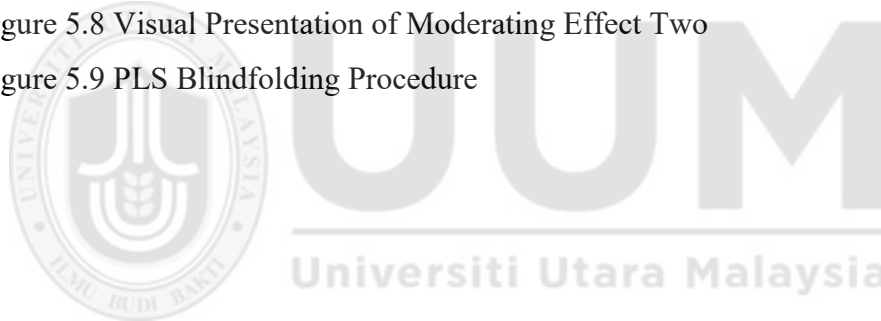
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LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
AVE	Average Variance Extracted
BMI	Business Monitor International
BRICS	Brazil, Russia, India, China, and South Africa
CB-SEM	Covariance-Based-Structural Equation Modelling
CR	Composite Reliability
DF	Degree of Freedom
DV	Dependent Variable
D-8	Developing-8
EIU	Economist Intelligence Unit
FATA	Federally Administered Tribal Areas
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GoF	Goodness-of-Fit
GoM	Goodness-of-Measure
GT	Goal Theory
HC	Human Capital
HCT	Human Capital Theory
HiPos	High Performer Employees
HPWS	High Performance Work System
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
HRPE	Human Resource Professionals' Effectiveness
ICT	Information Communication and Technology
IT	Information Technology
IV	Independent Variable
KPIs	Key Performance Indicators

KPK	Khyber Pukhtoonkhwa
KSAOs	Knowledge, Skills, Abilities and Other Characteristics
M.Phil.	Masters of Philosophy
MS	Masters of Science
OC	Organizational Culture
OD	Organization Development
OECD	Organization for Economic Co-operation and Development
OYA	Othman Yeop Abdullah
PES	Pakistan Economic Survey
Ph.D	Doctorate of Philosophy
PKR	Pakistan Rupees
PLS	Partial Least Squares
PMS	Performance Management System
POS	Perceived Organizational Support
PTA	Pakistan Telecommunication Authority
PTML	Pakistan Telecommunication Mobile Limited
RB	Respondent Background
RBV	Resource Based View
SAARC	South Asian Association for Regional Co-operation
SD	Standard Deviation
SE	Standard Error
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SHRM	Strategic Human Resource Management
SPSS	Statistical Package for Social Sciences
TI	Turnover Intention
UK	United Kingdom
US	United States
USD	United States Dollars
VIF	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The first chapter discussed the background of the study and background of HRM in telecom sector of Pakistan. Further, it presented problem statement, which formed research objectives and research questions of the study. This is followed by the scope and significance of the study. Definition of key terms are also presented while chapter ends with the organization of the thesis.

1.2 Background of the Study

At the moment the industrial nations of the world are facing massive challenges and opportunities due to globalization (Fareed, Isa & Noor, 2016). Additionally, Ulrich, Allen, Brockbank, Younger and Nyman (2009) as cited in Ahmad, Sharif and Kausar (2015) highlighted that the business settings are rotating more and more explosive and competition is rising stronger every day. However, in such environment competent and capable managers are vital for the success of any organization in gaining and sustaining a competitive advantage (Kirwan & Birchall, 2006). To survive and successfully compete in such challenging and turbulent working environment, organizations must develop their employees who are highly motivated and who are willing to work effectively. In today's extremely aggressive environment, conventional sources of organizations' competitive advantage, such as technology, exclusive rights and economies of scale have been weakened by globalization and other environmental changes. As a replacement of such weaknesses, skilful, motivated, and flexible HR professionals can assist to broaden a company's sustainable and long

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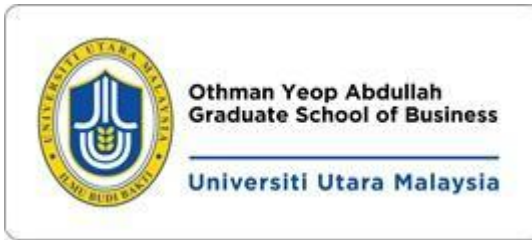
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APPENDICES

APPENDIX A



INTERVIEW PROTOCOL

1. Demographic and Work Information

- How long that you have been working with the current company?
- How long that you have been in this field/ in the current position?
- May I know your highest qualification as regard to your current position?
- Could you please explain what are your responsibilities and duties that you need to perform as (your position)?
- Could you please describe your experiences in performing your job?
- How do you adapt yourself with the organization values and culture?

2. HR professional's Effectiveness

Please indicate (×) your level of HR professional's effectiveness below:

0% Most Effective
→ 100%

HR professional is effective...

1.in recruiting the right candidates at right time.

0% Most Effective
→ 100%

Please give your justification.....

2.in responsive to fulfil the needs of employee.

Most Effective

0%  100%

Please give your justification.....

3.in communicating timely information.

Most Effective

0%  100%

Please give your justification.....

4.in developing HR policies.

Most Effective

0%  100%

Please give your justification.....

5.in developing HR practices.

Most Effective

0%  100%

Please give your justification.....

6.in developing HR procedures.

Most Effective

0%  100%

Please give your justification.....

7.in their responsibilities to meet the expectation of employees.

Most Effective

0%  100%

Please give your justification.....

8.in their roles to meet the expectation of employees.

0% Most Effective
→ 100%

Please give your justification.....

9.in providing good career plans for the employees.

0% Most Effective
→ 100%

Please give your justification.....

10.in providing support and services.

0% Most Effective
→ 100%

Please give your justification.....

3. Human Resource Development

- Do you understand what human resource development is?
- Why human resource development is crucial to the organization?
- Do you believe in enhancing the knowledge, skills and abilities will assist you to accomplish your work?
- Do you believe in enhancing the knowledge, skills and abilities will assist you to develop your potential career?
- To what extent would you agree in developing your knowledge, skills and abilities can enhance your effectiveness?
- How often does your organization conduct training program to enhance your knowledge, skills and abilities in performing your job effectively?
- Being HR professional what motivates you in your job?

- What kind of expectations and aspirations do you have in relation to HR professionals' effectiveness?

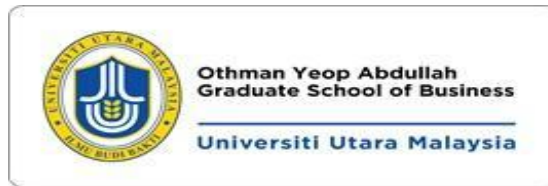
4. Organizational Culture

- Do you believe that your organization has strong or weak culture?
- Does your organizational culture influence in shaping the HR professionals' effectiveness?
- What are the elements of organizational culture which shape HR professionals' effectiveness?
- How these elements of organizational culture facilitate you to enhance your effectiveness?
- How do you adapt in your company's culture and environment?

5. High Performance Work Systems

- Does your organization practices high performance work system?
- What are the important components in HPWS?
- Which components actually contribute most to HPWS?
- Do you think the HPWS in your organization support you and your co-workers to enhance the effectiveness? If yes, then please explain which components?

APPENDIX B



SURVEY QUESTIONNAIRE

RESEARCH TITLE

HR PROFESSIONALS' EFFECTIVENESS: HUMAN RESOURCE DEVELOPMENT, ORGANIZATIONAL CULTURE AND THE MODERATING EFFECT OF HIGH PERFORMANCE WORK SYSTEM (HPWS). A STUDY AMONG TELECOM MANAGERS IN PAKISTAN

Dear Sir / Madam:

I am pleased to inform you that I am currently conducting a study on the above topic in the area of human resource management as a part of my PhD program at the Othman Yeop Abdullah, Graduate School of Business, Universiti Utara Malaysia. The study intends to understand HR professionals' effectiveness in Pakistan telecommunication sector.

Hence, I would be very grateful if you could answer all of the questions in the survey. The survey should take about 20 minutes to complete. Please answer all questions and return the completed questionnaires promptly.

Your valuable feedback counts. The survey is being conducted to collect feedback from HR Professionals (practitioners) on their views about their experiences in handling human resource matters.

Please note that your response is **private and confidential**. Individual respondents will not be identified in any data or reports. If you have any enquires about the survey, kindly contact or SMS me at 0060-11-1640-5299 or email to fareed_butt2001@yahoo.com

Thank you very much for considering your involvement, time and cooperation in this survey.

Sincerely,
Hafiz Muhammad Fareed
Ph.D. Scholar
Othman Yeop Abdullah
Graduate School of Business
Universiti Utara Malaysia

PART I
HUMAN RESOURCE PROFESSIONALS' EFFECTIVENESS

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

The statements are anchored on the following 5 point Likert Scale:

1 - Strongly Disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)

HR Professionals' Effectiveness

- Means the HR professionals are concerned and able to meet the goals that have been set by the management.

No.	Statements	SD	D	N	A	S A
As HR professional...						
1.	...I always recruit candidates efficiently whenever it is needed in my organization.	1	2	3	4	5
2.	...I always practice a good strategic HR planning in my organization.	1	2	3	4	5
3.	...I always practice well-established staffing process in my organization.	1	2	3	4	5
4.	...I always practice well-structured staffing technique in my organization.	1	2	3	4	5
5.	...I am always being responsive to meet the needs of the employees in my organization.	1	2	3	4	5
6.	...I am always being concerned about employees' well-being in my organization.	1	2	3	4	5
7.	...I am always being quick in responding the needs of employees in my organization.	1	2	3	4	5
8.	...I always practice the right employee relations' channels effectively in my organization.	1	2	3	4	5
9.	...I always provide useful information to my employees regarding HR issues in my organization.	1	2	3	4	5
10.	...I am always being transparent in communicating with my employees in my organization.	1	2	3	4	5
11.	...I always practice effective communication tools in my organization.	1	2	3	4	5
12.	...I always practice 360° and continuous feedback in my organization.	1	2	3	4	5
13.	...I always give value-added contributions to my organization's operational performance.	1	2	3	4	5

14.	...I always play an effective role in building my organization's human resource to become a source of competitive advantage.	1	2	3	4	5
15.	...I always propose HR policies, practices and procedures which always have been effective in supporting the job performance of the managers and employees of my organization effectively.	1	2	3	4	5
16.	...I always develop effective HR policies, practices and procedures which support the organization's business plan.	1	2	3	4	5
17.	...I always use appropriate feedback channels in my organization.	1	2	3	4	5
18.	...I always practice such HR policies which strengthen the relationships with my employees in my organization.	1	2	3	4	5
19.	...I always engage myself with my employees to get the higher satisfaction level of the employees.	1	2	3	4	5
20.	...I always ensure that HR planning align with HR practices in my organization	1	2	3	4	5
21.	...I always been proactive in executing HR practices in my organization.	1	2	3	4	5
22.	...I have a competent team which continuously monitoring HR practices in my organization.	1	2	3	4	5
23.	...I always effectively adopt HR approach in my organization.	1	2	3	4	5
24.	...I always meet the employees' expectations in performing HR roles and responsibilities in my organization.	1	2	3	4	5
25.	...I always empower my employees so they can fulfill their responsibilities effectively in my organization.	1	2	3	4	5
26.	...I always try to fulfill the needs of employees in my organization.	1	2	3	4	5
27.	...I always manage to improve my employees' motivation and morale in my organization.	1	2	3	4	5
28.	...I always practice effective evaluation tools/systems in my organization.	1	2	3	4	5
29.	...I always meet the set of key performance indicators (KPIs) to achieve my goals/objective in my organization.	1	2	3	4	5
30.	...I always manage my employees effectively in my organization.	1	2	3	4	5
31.	...I always practice performance management system effectively in my organization.	1	2	3	4	5
32.	...I always identify those employees with high performance and offer them with good career development opportunities in my organization.	1	2	3	4	5
33.	...I always provide/facilitate good career plans to the employees in my organization.	1	2	3	4	5

34.	...I always foster good values to provide support and services to my employees in my organization.	1	2	3	4	5
35.	...I always believe in team members' support to fulfill my tasks effectively in my organization.	1	2	3	4	5
36.	...Overall, I am satisfied with the support and services provided to the employees in my organization.	1	2	3	4	5



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PART II

HUMAN RESOURCE DEVELOPMENT

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

The statements are anchored on the following 5 point Likert Scale:

1 - Strongly Disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)

Human Resource Development

- Refers to the knowledge, skills and abilities residing with and utilized by individuals to perform their tasks effectively.

No.	Statements	SD	D	N	A	SA
1.	HR professionals in my organization have skills that would be very difficult to replace.	1	2	3	4	5
2.	HR professionals in my organization have skills that are not available to our competitors.	1	2	3	4	5
3.	HR professionals in my organization have skills that are widely considered the best in the industry.	1	2	3	4	5
4.	HR professionals in my organization have skills that are developed through the job experiences.	1	2	3	4	5
5.	HR professionals in my organization have skills that are unique to the organization.	1	2	3	4	5
6.	HR professionals in my organization have skills that are difficult for our competitors to imitate.	1	2	3	4	5
7.	HR professionals in my organization have skills that are customized to particular needs.	1	2	3	4	5
8.	HR professionals in my organization are encouraged for creating innovations.	1	2	3	4	5
9.	HR professionals in my organization create customer value.	1	2	3	4	5
10	HR professionals in my organization know how to minimize cost of : a. production	1	2	3	4	5
	b. service	1	2	3	4	5
	c. delivery.	1	2	3	4	5
11	HR professionals in my organization enable our firm to provide excellent customer service.	1	2	3	4	5
12	HR professionals in my organization contribute in developing products/services that are considered the best in the industry.	1	2	3	4	5
13	HR professionals in my organization directly affect organizational efficiency and productivity.	1	2	3	4	5

14	HR professionals in my organization enable our firm to respond to new or changing customer demands.	1	2	3	4	5
15	HR professionals in my organization directly affect customer satisfaction.	1	2	3	4	5
16	HR professionals in my organization are responsible to maintain high quality products/services.	1	2	3	4	5
17	HR professionals in my organization are influential for making process improvements.	1	2	3	4	5
18	HR professionals in my organization are responsive to the new approaches.	1	2	3	4	5
19	HR professionals in my organization are able to monitor their work to ensure that they meet or exceed standards.	1	2	3	4	5
20	HR professionals in my organization are capable to satisfy internal and external customers.	1	2	3	4	5
21	HR professionals in my organization tend to work in a team and help team members during work.	1	2	3	4	5



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PART III ORGANIZATIONAL CULTURE

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

The statements are anchored on the following 5 point Likert Scale:

1 - Strongly Disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)

Organizational Culture

- Refers to a common view of workplace practices within an organization which gives the organization a sustained competitive advantage over its competitors.

No.	Statements	SD	D	N	A	SA
1.	Notwithstanding different belief, importance is place on respect for collective decisions.	1	2	3	4	5
2.	My organization actively engages in shaping a better organizational value.	1	2	3	4	5
3.	HR professionals in my organization are motivated to constantly search for better ways (continuous improvement) of getting job done.	1	2	3	4	5
4.	HR professionals in my organization encourage their employees to be creative.	1	2	3	4	5
5.	HR professionals in my organization create clear goals for performance expectations.	1	2	3	4	5
6.	HR professionals in my organization are highly valued.	1	2	3	4	5
7.	HR professionals in my organization communicate openly with their subordinates.	1	2	3	4	5
8.	HR professionals in my organization always support their subordinates.	1	2	3	4	5
9.	HR professionals in my organization are highly committed to the fundamental actions of the business.	1	2	3	4	5
10.	Each sub-unit within my organization is keenly operating in a coordinated way by cooperating efficiently towards the achievement of organizational goals.	1	2	3	4	5
11.	My organization emphasizes on individual responsibility for clearly defined result.	1	2	3	4	5
12.	There are clear policies and procedures that govern the ways employees behave in my organization.	1	2	3	4	5

PART IV
HIGH PERFORMANCE WORK SYSTEM

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

The statements are anchored on the following 5 point Likert Scale:

1 - Strongly Disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)

High Performance Work System

Refers to is the system which includes rigid recruiting and selection protocols, performance management, incentive compensation systems, and employee training and development activities that are designed to acquire, refine, and reinforce employee's knowledge, skills and behaviors necessary to implement the firm's competitive strategy

No.	Statements	SD	D	N	A	SA
1.	Our organization selects people using various recruitment approaches.	1	2	3	4	5
2.	Our organization hires qualified employees effectively.	1	2	3	4	5
3.	Our organization invests in various kinds of training programs which enhances employees' performance.	1	2	3	4	5
4.	Our organization pays employees according to the extent they contribute to an improvement of job-related knowledge and skills in themselves.	1	2	3	4	5
5.	Our organization encourages employees to participate in the organization's decision making.	1	2	3	4	5
6.	Our organization elicits and acts on suggestions and feedback provided by employees effectively.	1	2	3	4	5
7.	Our organization encourages employees to work cooperatively to accomplish objectives.	1	2	3	4	5
8.	Our organization communicates important organizational information to employees effectively.	1	2	3	4	5
9.	Our organization has a clear strategic mission that is well communicated to all employees.	1	2	3	4	5

PART V
RESPONDENT'S BACKGROUND

The following information is strictly confidential and will only be used for research purpose.
I will be grateful if you could kindly fill the required information.

Instruction: Please **TICK (✓)** in the appropriate box.

1. Organization:

<input type="checkbox"/>	Mobilink	<input type="checkbox"/>	Zong
<input type="checkbox"/>	Telenor	<input type="checkbox"/>	Warid
<input type="checkbox"/>	Ufone	<input type="checkbox"/>	

2. Gender:

<input type="checkbox"/>	Male	<input type="checkbox"/>	Female
--------------------------	------	--------------------------	--------

3. Age:

<input type="checkbox"/>	Less and 30 years	<input type="checkbox"/>	31 – 40 years
<input type="checkbox"/>	41 – 50 years	<input type="checkbox"/>	51 years and Above

4. Highest Qualification:

<input type="checkbox"/>	Ph.D.	<input type="checkbox"/>	MS/M. Phil
<input type="checkbox"/>	Masters	<input type="checkbox"/>	Bachelors

5. Designation:

<input type="checkbox"/>	HR Manager/Executive	<input type="checkbox"/>	Line Manager
<input type="checkbox"/>	Operations Manager	<input type="checkbox"/>	Relationship Manager
<input type="checkbox"/>	Functional Manager	<input type="checkbox"/>	Any other title, please specify ()

6. Years of Working Experience in the current position in this Organization

<input type="checkbox"/>	1 – 3 years	<input type="checkbox"/>	4 – 6 years
<input type="checkbox"/>	7 – 9 years	<input type="checkbox"/>	10 – 12 years
<input type="checkbox"/>	More than 12 years	<input type="checkbox"/>	

7. Years of Working Experience in this Organization


<input type="checkbox"/>	1 – 3 years	<input type="checkbox"/>	4 – 6 years
<input type="checkbox"/>	7 – 9 years	<input type="checkbox"/>	10 – 12 years
<input type="checkbox"/>	More than 12 years	<input type="checkbox"/>	


8. Email Address: _____

THANK YOU!

APPENDIX C

Data Collection Letter

 **OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS**
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA

 **UUM**
Universiti Utara Malaysia

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Faks (fax): 604-928 7160
Laman Web (Web): www.oayagtb.uum.edu.my

KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Hafiz Muhammad Fareed (Matric no: 94403)** is a bonafied student of Doctor of Philosophy (PhD), Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. he is conducting a research entitled **"HR Professionals Effectiveness : Human Capital Development, Organizational Culture and The Mediating Effect of High Performance Work System (HPWS) In Pakistan"** under the supervision of Dr. Mohd Faizal bin Mohd Isa.


In this regard, I hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.


"SCHOLARSHIP, VIRTUE, SERVICE"

Yours faithfully


NOORHANA BINTI RAMLI
Social Research Officer
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor
- Student's File (94403)

**Universiti Pengurusan Terkemuka
The Eminent Management University**



APPENDIX D

Outliers Table

Sr. No.	Mahalanobis	Cook	Leverage
1	15.46333	.01405	.39650
2	9.77675	.00s707	.25069
3	6.75283	.01209	.17315
4	6.64101	.33431	.17028
5	6.64101	.33431	.17028
6	6.53161	.00977	.16748
7	6.50154	.01970	.16671
8	5.20642	.00274	.13350
9	4.89127	.03610	.12542
10	4.62675	.01716	.11863
11	3.92419	.00753	.10062
12	3.51481	.00453	.09012
13	3.48933	.25346	.08947
14	3.32123	.00278	.08516
15	2.13558	.03898	.05476
16	1.90690	.00181	.04889
17	1.87673	.02730	.04812
18	1.86126	.00054	.04772
19	1.80914	.00183	.04639
20	1.80914	.00183	.04639
21	1.74918	.01601	.04485
22	1.68437	.00234	.04319
23	1.59825	.00266	.04098
24	1.58472	.00529	.04063
25	1.50909	.00037	.03869
26	1.50430	.00853	.03857
27	1.15697	.00181	.02967

28	1.13718	.06006	.02916
29	1.06138	.00235	.02721
30	1.03718	.00000	.02659
31	.87812	.00003	.02252
32	.73642	.02952	.01888
33	.60414	.00082	.01549
34	.47636	.02884	.01221
35	.36480	.00446	.00935
36	.36445	.00010	.00934
37	.34915	.00783	.00895
38	.24168	.00077	.00620
39	.22671	.01091	.00581
40	.05473	.00393	.00140



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APPENDIX E

Table of Common Method Variance

Component	Total Variance Explained			Extraction Sums of Squared		
	Initial Eigenvalues			Loadings		
	Total	% of	Cumulative	Total	% of	Cumulative
		Variance	%		Variance	%
1	29.194	36.493	36.493	29.194	36.493	36.493
2	6.968	8.710	45.202			
3	4.021	5.027	50.229			
4	3.638	4.547	54.776			
5	3.028	3.785	58.561			
6	2.896	3.620	62.181			
7	2.757	3.446	65.627			
8	2.502	3.127	68.754			
9	2.142	2.677	71.431			
10	1.975	2.469	73.901			
11	1.829	2.286	76.187			
12	1.703	2.129	78.316			
13	1.610	2.012	80.328			
14	1.484	1.855	82.183			
15	1.435	1.794	83.977			
16	1.298	1.623	85.599			
17	1.184	1.480	87.079			
18	1.148	1.435	88.514			
19	1.033	1.291	89.805			
20	.968	1.210	91.015			
21	.803	1.003	92.018			
22	.740	.925	92.943			
23	.725	.906	93.849			
24	.613	.766	94.615			
25	.561	.701	95.316			
26	.545	.681	95.997			
27	.481	.602	96.598			
28	.437	.546	97.144			
29	.402	.503	97.647			
30	.382	.478	98.125			
31	.345	.432	98.557			
32	.261	.326	98.882			

33	.253	.316	99.199
34	.225	.282	99.480
35	.142	.177	99.657
36	.131	.163	99.821
37	.085	.106	99.927
38	.058	.073	100.000
39	4.295E-15	5.369E-15	100.000
40	2.627E-15	3.283E-15	100.000
41	2.315E-15	2.893E-15	100.000
42	2.161E-15	2.701E-15	100.000
43	1.695E-15	2.119E-15	100.000
44	1.575E-15	1.968E-15	100.000
45	1.343E-15	1.678E-15	100.000
46	1.274E-15	1.593E-15	100.000
47	1.195E-15	1.494E-15	100.000
48	1.070E-15	1.338E-15	100.000
49	9.745E-16	1.218E-15	100.000
50	8.732E-16	1.092E-15	100.000
51	8.101E-16	1.013E-15	100.000
52	6.636E-16	8.295E-16	100.000
53	5.949E-16	7.437E-16	100.000
54	5.278E-16	6.598E-16	100.000
55	4.715E-16	5.894E-16	100.000
56	4.460E-16	5.575E-16	100.000
57	3.334E-16	4.167E-16	100.000
58	3.047E-16	3.809E-16	100.000
59	1.670E-16	2.088E-16	100.000
60	7.743E-17	9.679E-17	100.000
61	4.972E-17	6.215E-17	100.000
62	-8.889E-18	-1.111E-17	100.000
63	-1.536E-16	-1.920E-16	100.000
64	-1.982E-16	-2.477E-16	100.000
65	-3.120E-16	-3.900E-16	100.000
66	-3.521E-16	-4.402E-16	100.000

67	-4.392E-16	-5.490E-16	100.000
68	-5.704E-16	-7.130E-16	100.000
69	-6.838E-16	-8.547E-16	100.000
70	-7.742E-16	-9.678E-16	100.000
71	-9.075E-16	-1.134E-15	100.000
72	-1.021E-15	-1.277E-15	100.000
73	-1.134E-15	-1.418E-15	100.000
74	-1.344E-15	-1.680E-15	100.000
75	-1.459E-15	-1.823E-15	100.000
76	-1.708E-15	-2.135E-15	100.000
77	-1.943E-15	-2.428E-15	100.000
78	-2.211E-15	-2.764E-15	100.000
79	-2.866E-15	-3.583E-15	100.000
80	-4.626E-15	-5.783E-15	100.000

Extraction Method: Principal Component Analysis.

APPENDIX F

Table of Normality

Case Processing Summary						
	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
HRPE	40	100.0%	0	0.0%	40	100.0%
HPWS	40	100.0%	0	0.0%	40	100.0%
HRD	40	100.0%	0	0.0%	40	100.0%
OC	40	100.0%	0	0.0%	40	100.0%

Descriptives				
			Statistic	Std. Error
HRPE	Mean		140.6500	3.20527
	95% Confidence Interval for	Lower Bound	134.1667	
	Mean	Upper Bound	147.1333	
	5% Trimmed Mean		141.9167	
	Median		141.5000	
	Variance		410.951	
	Std. Deviation		20.27193	
	Minimum		85.00	
	Maximum		180.00	
	Range		95.00	
	Interquartile Range		24.75	
	Skewness		-.884	.374
	Kurtosis		1.291	.733
HPWS	Mean		35.0500	.93914
	95% Confidence Interval for	Lower Bound	33.1504	
	Mean	Upper Bound	36.9496	
	5% Trimmed Mean		35.3056	
	Median		36.0000	
	Variance		35.279	
	Std. Deviation		5.93965	
	Minimum		15.00	
	Maximum		45.00	
	Range		30.00	
	Interquartile Range		7.00	
	Skewness		-1.012	.374

HRD	Kurtosis		2.000	.733
	Mean		81.6000	2.41146
	95% Confidence Interval for	Lower Bound	76.7224	
	Mean	Upper Bound	86.4776	
	5% Trimmed Mean		81.8333	
	Median		81.0000	
	Variance		232.605	
	Std. Deviation		15.25140	
	Minimum		49.00	
	Maximum		115.00	
	Range		66.00	
	Interquartile Range		21.75	
	Skewness		-.189	.374
	Kurtosis		-.173	.733
OC	Mean		45.9250	1.13419
	95% Confidence Interval for	Lower Bound	43.6309	
	Mean	Upper Bound	48.2191	
	5% Trimmed Mean		46.1944	
	Median		48.0000	
	Variance		51.456	
	Std. Deviation		7.17327	
	Minimum		30.00	
	Maximum		60.00	
	Range		30.00	
	Interquartile Range		11.25	
	Skewness		-.630	.374
	Kurtosis		-.336	.733

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
HRPE	.109	40	.200*	.945	40	.050
HPWS	.147	40	.030	.934	40	.023
HRD	.083	40	.200*	.978	40	.603
OC	.164	40	.009	.928	40	.014
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						