The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.
HRM PRACTICES, LEADERSHIP STYLES AND CUSTOMER SATISFACTION: MEDIATING ROLE OF EMPLOYEE PERFORMANCE

MAHMOUD A. M. SALAHAT

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2017
PERMISSION TO USE

In presenting this thesis in fulfilment of the requirements for a postgraduate degree from the Universiti Utara Malaysia (UUM), I agree that the library of this Universiti may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of School of Business Management where I did my thesis. It is understood that any copying or publication or use of this thesis or 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 thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:

Dean of School of Business Management
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman
ABSTRAK


Kata kunci: Amalan pengurusan sumber manusia, gaya kepimpinan, prestasi pekerja, dan kepuasan pelanggan
The primary purpose of this study is to investigate the effect of human resource management practices and leadership styles on customer satisfaction in the Palestinian insurance sector through the mediating role of employee performance. Empirical evidence to support the importance of customer satisfaction and what constitutes high levels of customer satisfaction is still lacking in the Palestinian context. This research framework, based on the resource-based view theory of the firm, aimed at finding out whether factors such as human resource management (HRM) practices, leadership styles, and employee performance have significant influences on customer satisfaction. Nine hypotheses, based on past research and underlying theory, were developed to test the relationships. The study sample was taken from employees of the insurance sector in Palestine, who have direct dealing with customers. The sample consisted of 358 participants selected through a systematic random process. Of the questionnaires posted, 269 were returned of which 258 were found usable, constituting a 72% response rate. The data was analyzed using the Partial Least Square (PLS). The findings indicated that HRM practices had an indirect relationship with customer satisfaction. Similarly, transactional leadership style and transformational leadership style showed indirect relationships with customer satisfaction. The findings also revealed that HRM practices and transactional leadership style and transformational leadership style had significant and positive relationships with employee performance. Finally, the results indicated that employee performance had a significant and positive relationship with customer satisfaction while also mediating the relationship between HRM practices and leadership styles respectively and customer satisfaction. The study concludes with discussions on theoretical and practical contributions, the study limitations, and suggestions for future research.

**Keywords:** Human resource management practices, leadership styles, employee performance, and customer satisfaction
Acknowledgement

In the name of ALLAH, the Most Gracious, the Most Merciful. Praise be to ALLAH, the Creator and the Custodian of the universe. Salawat and Salam to our Prophet Muhammad, peace and blessings of ALLAH be upon him and to his family members, companions, and followers.

First and foremost, I would like to express my heartfelt thanks and gratitude to Allah S.W.T for His blessing and allowing me to complete this Ph.D. thesis.

I would also like to express my sincere gratitude to my supervisor Assoc. Prof. Dr. Abdul Halim Abdul Majid for the continuous support of my Ph.D. study and related research, for his patience, motivation, and immense knowledge. His guidance has helped me in my research and the writing of this thesis. I could not have imagined having a better advisor and mentor for my Ph.D. journey.

Very special thanks go to my family. Words cannot express how grateful I am to my beloved parents, Al-Hajj Ali Salahat and Al-Hajjah Tamam Salahat, for all of the sacrifices they have made on my behalf. Your prayers for me were what have sustained me thus far. And to my brothers and sisters, Muhammad, Etaf, Manal, Hamza Wafa‘ and Taghreed, I am very grateful to them for their support. May ALLAH reward all of them with a healthy and successful life. I would like to thank my dearest friend, Muhammad Adamu, for supporting and motivating me throughout my Ph.D. journey.

Finally, but not least importantly, I would like to express my appreciation to my beloved wife, Iman, who had spent sleepless nights with and had always been my support in the moments when there was no one to answer my queries. Also, I would like to dedicate this Ph.D. thesis to her and my beloved sons, Leen and Zain Al-Deen.

Mahmoud Ali Muhammad Salahat
# Table of Contents

Permission to Use .................................................................................................................... ii
ABSTRAK .............................................................................................................................. iii
ABSTRACT ............................................................................................................................ iv
Acknowledgement ................................................................................................................... v
Table of Contents .................................................................................................................... vi
List of Tables .......................................................................................................................... xi
List of Figures ....................................................................................................................... xiii
List of Appendices ................................................................................................................ xiv

## CHAPTER ONE INTRODUCTION ........................................................................ 1
1.1 Background of the Study ........................................................................................ 1
1.2 Insurance Sector in Palestine ................................................................................. 4
1.3 The Importance of Customer Satisfaction .............................................................. 6
1.4 Customer Satisfaction of Palestinian Insurance Sector .......................................... 7
1.5 Statement of the Problem ..................................................................................... 11
1.6 Research Questions .............................................................................................. 20
1.7 Research Objectives ............................................................................................. 21
1.8 Scope of the Research .......................................................................................... 22
1.9 Significance of Research ...................................................................................... 23
1.10 Definition of Key Terms .................................................................................... 24
1.11 Organization of Thesis ....................................................................................... 27
1.12 Chapter Summary ............................................................................................... 27

## CHAPTER TWO LITRETURE REVIEW ......................................................... 29
2.1 Introduction .......................................................................................................... 29
2.2 Definition and Conceptualization of Customer Satisfaction ................................. 29
   2.2.1 Customer Satisfaction ................................................................................ 30
   2.2.2 Customer Satisfaction Theories .................................................................... 32
      2.2.2.1 Three-Factor Theory of Customer Satisfaction ..................................... 33
2.5.2.1 Theory of Job Satisfaction ............................................................. 85
2.5.2.2 Theory of Performance ............................................................... 87
2.5.3 Dimensions of Employee Performance ............................................. 88
  2.5.3.1 In-Role Performance ................................................................. 89
  2.5.3.2 Extra-Role Performance ............................................................. 90

2.6 Underpinning Theory ........................................................................ 92
2.7 Chapter Summary ................................................................................ 95

CHAPTER THREE METHODOLOGY ............................................................... 96
3.1 Introduction .......................................................................................... 96
3.2 Conceptual Framework ......................................................................... 96
3.3 Relationships between Variables and Hypotheses Development .......... 98
  3.3.1 The Mediating Role of Employee Performance (EP) in HRM Practices -
       CS Link ......................................................................................... 98
  3.3.2 The Mediating Role of EP in Leadership Style - CS link ................. 101
3.4 Research Design ................................................................................... 103
  3.4.1 Nature of Study ............................................................................ 103
  3.4.2 Unit of Analysis ............................................................................ 106
3.5 Population, Sample Size and Sampling Technique .................................. 107
  3.5.1 Population .................................................................................... 107
  3.5.2 Sample Size .................................................................................. 110
  3.5.3 Sampling Technique ..................................................................... 111
  3.5.4 Data Collection Procedure ............................................................ 113
3.6 Operational Definitions and Measurement of Variables ....................... 115
  3.6.1 Measurement of Customer Satisfaction ........................................... 115
  3.6.2 Measurement of HRM Practices ..................................................... 116
  3.6.3 Measurement of Leadership Styles ............................................... 123
  3.6.4 Measurement of Employee Performance ....................................... 125
3.7 Questionnaire Design ........................................................................... 127
3.8 Pilot Study ............................................................................................ 128
  3.8.1 Content Validity ........................................................................... 130
  3.8.2 Reliability ..................................................................................... 131
3.9 Data Analysis ..................................................................................................... 133
  3.9.1 Partial Least Square Structural Equation Modeling (PLS-SEM) .......... 134
3.10 Criteria of Assessing Measurement Model .................................................. 135
3.11 Criteria of Assessing Structural Model ......................................................... 137
3.12 Chapter Summary.......................................................................................... 138

CHAPTER FOUR DATA ANALYSIS AND FINDINGS ................................. 139
4.1 Introduction ...................................................................................................... 139
4.2 Analysis of Survey Response ......................................................................... 139
  4.2.1 Response Rate ......................................................................................... 139
  4.2.2 Profiles of the Participant ....................................................................... 141
4.3 Data Screening and Preliminary Analysis ..................................................... 145
  4.3.1 Missing Data .......................................................................................... 145
  4.3.2 Removing Outlier .................................................................................. 146
  4.3.3 Assumption of Normality ....................................................................... 147
  4.3.4 Test of Linearity .................................................................................... 149
  4.3.5 Multicollinearity Test ........................................................................... 149
4.4 Testing the Goodness of the Measurement .................................................. 151
4.5 Testing the Measurement Model (Outer Model) .......................................... 153
  4.5.1 Construct Validity ................................................................................. 154
  4.5.2 Convergent Validity .............................................................................. 157
    4.5.2.1 Factor Loading (Outer Loading) .................................................. 158
    4.5.2.2 Composite Reliability .................................................................. 161
    4.5.2.3 Average Variance Extracted (AVE) ............................................ 162
  4.5.3 Discriminant Validity ........................................................................... 164
  4.5.4 Reliability Analysis .............................................................................. 167
  4.5.5 Descriptive Analysis ............................................................................. 167
4.6 Conclusion of Measurement Model ............................................................... 169
4.7 Testing the Structural Model (Inner Model) .................................................. 171
  4.7.1 Coefficient of Determination ($R^2$) .................................................... 171
  4.7.2 Effect Size .............................................................................................. 173
  4.7.3 Predictive Relevance of the Model $Q^2$ .............................................. 174
4.7.4 Goodness of Fit of the Model (GoF) ........................................................ 176
4.7.5 Hypothesis Testing (Path Coefficient) ..................................................... 178
4.7.6 Mediation Testing .................................................................................... 182
  4.7.6.1 Mediation Role of EP in HRM Practices → CS Link (Hypothesis 1-7) ............................................................... 186
  4.7.6.2 Mediation of EP in Transactional leadership style → CS Link (Hypothesis 8) ............................................................... 186
  4.7.6.3 Mediation of EP in Transformational leadership style → CS Link (Hypothesis 9) ............................................................... 187
4.8 Chapter Summary ........................................................................................ 187

CHAPTER FIVE DISCUSSION, RECOMMENDATIONS, AND CONCLUSION ....................................................................................................... 188
5.1 Introduction .................................................................................................... 188
5.2 Recapitulations of Research Findings ............................................................ 188
5.3 Discussion ...................................................................................................... 189
  5.3.1 Mediating Role of EP in HRM practices and Customer Satisfaction Link ........................................................................... 190
  5.3.2 Mediating Role of EP in the Relationship between Transactional Leadership Styles and CS ......................................................... 200
  5.3.3 Mediating Role of EP in the Relationship between Transformational Leadership Styles and CS ......................................................... 202
5.4 Contributions of the Study ........................................................................... 204
  5.4.1 Theoretical Contribution ....................................................................... 204
  5.4.2 Practical Contribution ............................................................................. 206
5.5 Limitations of the Study ............................................................................... 207
5.6 Recommendations for Future Researches ....................................................... 208
5.7 Chapter Summary ........................................................................................ 209

REFERENCES ..................................................................................................... 210
List of Tables

Table 1.1 Insurance premium global growth in 2010 .............................................................. 2
Table 1.1 Insurance Global Growth from 2008 to 2012 .......................................................... 2
Table 1.3 Segments of Global Insurance Portfolio $ billion in 2012 ....................................... 3
Table 1.4 Expected Growth of Global Insurance Market .......................................................... 3
Table 1.5 Insurance Sector in Palestine since 1995 ................................................................ 5
Table 1.6 Definitions of key terms .......................................................................................... 25
Table 2.1 CS Dimensions in Literature .................................................................................. 39
Table 2.2 HRM practices in previous literature ....................................................................... 51
Table 2.3 Traits of leadership ................................................................................................. 70
Table 2.4 Leadership style in different studies ....................................................................... 75
Table 3.1 Insurance Companies in Palestine .......................................................................... 109
Table 3.2 Operational Definition and items of CS ................................................................. 116
Table 3.3 Operational Definition and items of Career Planning .......................................... 117
Table 3.4 Operational Definition and items of Job Design .................................................. 118
Table 3.5 Operational Definition and items of Recruitment and Selection ......................... 119
Table 3.6 Operational Definition and items of Training and Development ....................... 120
Table 3.7 Operational Definition and items of Compensation and Rewards ..................... 121
Table 3.8 Operational Definition and items of Performance Appraisal ........................... 122
Table 3.9 Operational Definition and items of Internal Communication .......................... 123
Table 3.10 Operational Definition and items of Leadership Styles ...................................... 124
Table 3.11 Operational Definition and items of Employee Performance ............................ 126
Table 3.12 Arrangement of Questionnaire .......................................................................... 128
Table 3.13 Reliability Analysis of Pilot Study ........................................................................ 132
Table 3.14 Criteria of Assessing the Reflective Measurement Model .................................. 136
Table 3.15 Criteria of Assessing the Reflective Measurement Model .................................. 137
Table 4.1 Response Rate ........................................................................................................ 140
Table 4.2 Descriptive Statistics for Early and Late Respondents ......................................... 141
Table 4.3 Profile of Respondents .......................................................................................... 143
Table 4.4 Outliers Results (Mahalanobis) ............................................................................ 147
Table 4.5 Multicollinearity Test ............................................................................................ 150
Table 4.6 Loadings and Cross Loadings of the variables under Study .................................. 155
Table 4.7  Results of Measurements Model – Factor Loading ........................................ 159
Table 4.8  Results of Measurements Model – Composite Reliability (CR)....................... 162
Table 4.9  Results of Measurements Model – Average Variance Extracted (AVE) .......... 163
Table 4.10 Discriminant Validity- Square Root of AVE.................................................. 166
Table 4.11 Cronbach’s Alpha of Constructs.................................................................. 167
Table 4.12 Descriptive Statistics of the Study Variables................................................ 169
Table 4.13 The Components of Testing the Structural Model:........................................ 171
Table 4.14 R-Square of the Endogenous Latent Variables- Second Order..................... 173
Table 4.15 The Effect Size of the Model......................................................................... 174
Table 4.16 Predictive Relevance of the Endogenous Latent Variables Q² ..................... 176
Table 4.17 GoF criteria................................................................................................. 177
Table 4.18 Results of Hypotheses Testing- ................................................................. 180
Table 4.19 Mediation Relationships of the Present Study............................................. 186
List of Figures

Figure 1.1: Retention Period of Insurance Customers in Palestine ......................................... 8
Figure 2.1: Kano’s model of customer satisfaction .................................................................... 31
Figure 2.2: Importance-performance analysis ........................................................................ 34
Figure 2.3: Theory of quality management based on Deming’s principles ............................. 36
Figure 2.4: HRM System and firm strategy .............................................................................. 47
Figure 2.5: Managerial Grid ................................................................................................... 72
Figure 2.6: Job Satisfaction Theory ......................................................................................... 86
Figure 3.1: Conceptual Framework of the present study ......................................................... 97
Figure 4.1: Normalized data after transformation ................................................................. 148
Figure 4.2: portion of first and second order constructs of present study ............................. 153
Figure 4.3: The Final Reliable and Valid Model .................................................................... 170
Figure 4.4: t-value of The Direct Paths of The Present Study .............................................. 181
List of Appendices

Appendix A : Survey Questionnaire .................................................................................... 255
Appendix B : Translated Copy of the Questionnaire ........................................................... 264
Appendix C : Reliability analysis (Cronbach's Alpha)........................................................ 273
Appendix D : Independent Samples T-test for Equality of Mean........................................ 284
Appendix E : Normality and Linearity ................................................................................ 285
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

The insurance sector plays a key role in economic growth; it works as a financial intermediary and provides risk transfer services (Arena, 2008; Ward & Zurbruegg, 2000). Risk transfer is one of the most crucial features of non-life and health insurance while financial intermediary is a vital feature of life insurance (Kugler & Ofoghi, 2005). Further, insurance empowers the financial systems in many ways, such as strengthening financial stability, facilitating trade, managing risks, and reducing losses (Arena, 2008; Skipper, 1997).

Moreover, the insurance sector is a good employer. The European Insurers’ Trade Association asserts that more than one million people are working directly in 5000 insurance companies in the European Union countries. Besides, it employs many indirect employees, such as brokers, agents, consultants as well as information technology companies and auditing firms. In addition to its role in employment, the insurance sector is also considered the cornerstone of the capitalization process. It creates great capital assets by investing a huge amount of money that comes from insurance, which is then put in medium and long-term investments in the financial markets (Liedtke, 2007).

Over the last two decades, the insurance market has grown significantly around the world. The overall insurance premiums increased by 82 percent from 1997 to 2004 (Arena, 2008). The global growth of the insurance industry by the end of 2010 is
The contents of the thesis is for internal user only
REFERENCES


Antonakis, J. (2001). *The validity of the transformational, transactional, and laissez-faire leadership model as measured by the multifactor leadership questionnaire (MLQ 5X)*. Doctoral thesis, Walden University, USA.


222


Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research, 18*(3), 382-388.


Information, B. o. A. I. (2010). History of Insurance in Arab Lands. Retrieved 25th March, 2014, from http://www.w-tb.com/wtb/vb4/showthread.php?8817-%CA%C7%D1%ED%CE-%D5%E4%C7%DA%C9-%C7%E1%CA%C3%ED%E4-%DD%ED-%C7%E1%E6%D8%E4-%C7%E1%DA%D1%C8%ED


Nehmeh, R. (2009). What is organizational commitment, why should managers want it in their workforce and is there any cost effective way to secure it. Swiss management center, 5, 45-46.


Steven, A. B., Dong, Y., & Dresner, M. (2012). Linkages between customer service, customer satisfaction and performance in the airline industry: Investigation of


Appendix A: Survey Questionnaire
Dear Sir/ Madam,

I am a PhD student at Universiti Utara Malaysia, and this questionnaire is a requirement to get the degree. This research is on Customer Satisfaction of the Palestinian insurance sector. The researcher aims to study the relationships between HRM practices, leadership styles and employee performance; which are the factors that affect the satisfaction of insurance customer in Palestine.

Please note that: this survey contains 5 sections and it will not take more than 25 - 20 minutes to complete. Please answer all questions according to the instruction in each section. Your answers are completely anonymous since you are not asked to give your name. Answers will be used only for academic purposes.

After completing the answering, kindly out the answered questionnaire in the envelop and the researcher will come and collect it.

Thanks you very much for your times and efforts and cooperation.

Yours sincerely,

Mahmoud Ali Salahat

PhD Student
Section One: HRM Practices

**Instruction:** Please read the following items about the HRM practices in your company. And according to your view, indicate the degree of your agreement or disagreement with each statement according to the scale below.

1 = Strongly Disagree. 2 = Disagree. 3 = Indifference. 4 = Agree. 5 = Strongly Agree

<table>
<thead>
<tr>
<th>Career Planning</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I know my strengths, weaknesses and abilities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. I have accurate information about my organization’s management policies that affect my career.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. My awareness of career interests has helped to clarify my plans.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. I have accurate view of the opportunities and constraints that may occur in the work environment which can affect my career.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. I have plans for my career.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Design</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Flexible job descriptions that are not linked to one specific task.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Deliberate design of jobs to make full use of workers’ skills and abilities (i.e., use of job enrichment and/or autonomous work)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Work organized around teams working for the majority of staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Staff involvement in setting performance targets.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training and Development</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Extensive training and development programs are provided by the firm to improve the employees’ skills.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The training provided by the firm helps the employees to enhance their work performance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Training programs offered by the firm help employees to develop a variety of skills and abilities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4. There are formal training programs to teach new hires the skills they need to perform their jobs.

5. Opportunities for advancement are available for all employees.

### Recruitment and Selection

| 1. | In the selection of new employees, my company often uses employment tests (e.g., knowledge tests, personality tests, language tests, etc.) |
| 2. | In the hiring process, potential employees are often provided with a realistic picture of the job and the firm, including the negative aspects |
| 3. | My company conducts structured and standardized interviews (as opposed to unstructured interviews) for selection of jobs. |

### Compensation and Rewards

| 1. | I am satisfied with the financial rewards that I have received. |
| 2. | The amount of bonuses that I obtain depends on my efforts. |
| 3. | I am satisfied with the process used to determine my non-financial efforts (awards and benefits). |
| 4. | The amount of income I receive reflects what I deserve. |
| 5. | My company constantly reviews and updates the range of benefits to meet the needs of employees. |

### Performance Appraisal

| 1. | The organization uses flexible performance standards |
| 2. | Our managers/supervisors regularly discuss with employees their individual Performance |
| 3. | Pay rise, promotions, training and development, and other rewards are very closely linked to performance appraisal |
| 4. | Employees in this organization greatly participate in goal-setting and appraisal |

### Internal Communication

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

258
1. There is a consistency and clarity of messages from top management and from HR.

2. Employees provide suggestions for improvement.

3. You are satisfied with the speed and effectiveness of responses to employee complaints.

4. You are satisfied with percentage of suggestions of employees that were implemented.

5. HR departments works as a mediator between employees and management.

Section Two: Leadership Styles

Instruction: Please read the following items about the leadership styles of your manager. And according to your view, indicate the degree of your agreement or disagreement with each statement according to the scale below.

1 = Strongly Disagree. 2 = Disagree. 3 = Indifference. 4 = Agree. 5 = Strongly Agree

<table>
<thead>
<tr>
<th>My Supervisor</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Instills pride in me.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Spends time teaching and coaching.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Considers moral and ethical consequences.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Views me as having different needs, abilities and aspirations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Listens to my concerns.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Encourages me to perform.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Increases my motivation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Encourages me to think more creatively.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Gets me to rethink never-questioned ideas.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
11. Makes clear expectations.  
12. Will take action before problems become chronic.  
13. Tells us standards to carry out work.  
14. Works out agreements with me.  
15. Monitors my performance and keeps track of mistakes.

### Section Three: Employee performance

**Instruction:** Please read the following items about your performance. And according to your view, indicate the degree of your agreement or disagreement with each statement according to the scale below:

1 = Strongly Disagree. 2 = Disagree. 3 = Indifference. 4 = Agree. 5 = Strongly Agree

<table>
<thead>
<tr>
<th>In-role performance</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 I achieve the objectives of the job.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 I meet criteria for performance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 I demonstrate expertise in all job-related tasks.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 I fulfill all the requirements of the job and procedures.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 I could manage more responsibility than typically assigned.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 I appear suitable for a higher level role.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 I am competent in all areas of the job, handle tasks with proficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 I perform well in the overall job by carrying out tasks as</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
expected.

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>I plan and organize to achieve objectives of the job and meet deadlines</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Extra-role performance</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I help other employees with their work when they have been absent.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I exhibit punctuality arriving at work on time in the morning and after lunch breaks.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I volunteer to do things not formally required by the job.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I take undeserved work breaks.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I take initiative to orient new employees to the department even though not part of his/her job description</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>I exhibit attendance at work beyond the norm, for example, take fewer days off than most individuals or fewer than allowed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>I help others when their work load increases (assists others until they get over the hurdles).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>I coast toward the end of the day.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>I give advance notice if unable to come to work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>I spend a great deal of time in personal telephone conversations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>I do not take unnecessary time off work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>I assist my supervisor to accomplish his duties.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>I make innovative suggestions to improve the overall quality of the department.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>I do not take extra breaks.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
I willingly attend functions not required by the organization, but helps in its overall image.

Section Four: Customer Satisfaction

**Instruction**: Please read the following items about the satisfaction of the customers of your company. And according to your view, indicate the degree of your agreement or disagreement with each statement according to the scale below.

1 = Strongly Disagree. 2 = Disagree. 3 = Indifference. 4 = Agree. 5 = Strongly Agree

<table>
<thead>
<tr>
<th>Customer Satisfaction</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Our customers are satisfied with the quality of our services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Our customers are satisfied with the features that our services provide.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Our customers are loyal to our services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Our customers refer new customers to purchase our services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Our customers feel that we offer services with high value.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Our customers perceive they receive the value of their money when they purchase our services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section Five: Personal Information

Instruction: Please answer the following questions objectively and honestly.

1. Gender
   1- □ Male  
   2- □ Female

2. Age ______________.

3. Department ________________.

4. Job Title ________________.

5. Educational Level:  
   1- □ Diploma.  
   2- □ Bachelor's degree  
   3- □ Master's degree.  
   4- □ Other, please indicate ________.

6. Income (NIS)  
   1- □ From 1000 – 1999.  
   2- □ From 2000- 2999.  
   3- □ From 2000- 2999.  
   4- □ From 3000- 3999.  
   5- □ More than 4000.

7. Your experience in this company
   1- □ Less than a year.  
   2- □ 2- 5 years.  
   3- □ 5 - 10 years  
   4- □ 10 - 15 years.  
   5- □ More than 15 years.

8. Name of Company ____________________.

9. Your experience in insurance industry
   1- □ Less than a year.  
   2- □ 2- 5 years.  
   3- □ 5 - 10 years  
   4- □ 10 - 15 years.  
   5- □ More than 15 years

Thank You
Appendix B: Translated Copy of the Questionnaire
قضية في ظروف وفاة... 

فتن أظفية كبريت وحفر... 

نذك كبريت كبريت وحفر... 

فتن أظفية كبريت وحفر... 

_greater_file_length_0
نقّي نّكيّيج انشخ ظك

ا بعدا مّن جّ: أّبعثن قّاع يّنضّنّنيّب بّضّنّكة وّهّيّفت

1. انّظّ 1 - □ رّئّ 2- □ ازّٔ.
2. نّبيّش ـ غّت.
3. يّداّفّة:
4. قّ غّان نّطّث:
5. يّغّة أّبعث فيّن 1- □ دّب يّو 2- □ ليّين سّط
6. □ يّغّة غّشّن 4- □ غّشّنّنّك، حّذّ.
7. غّة أّبعث قّفّّّ قّثّتّلّعّك لّنّحّنّنّت:

8. انّشّكت انخّ حّمّ بّيدّ جّهّنّ.

9. خّيرّك سّقّطّّعّاّيّنّ: يّن
10. □ غّم يّن 2- □ 2- □ 5 غّاث 3- □ غّاث
11. □ غّم يّن 5- □ غّم يّن 15 غّنّ.
حَجَّ وَرْزَةٌ: أَشْرَطَتْ بِلِبْدَةٍ شَرِيعَتِي

1. بِذَاتِ: يَشْرِيعُهَا 1 بَحْثٌ جَالِسٍ حْيَوِيْةٌ 1ْ أَنْبِيَاتِيْهِ. شَرِيعَةٌ. 2ْ أَنْبِيَاتِيْهِ.

هَلْ نُظْرُ إِنَّبَتْ أَكْذَبْ ذَاتِ قَدَّ أَنْبِيَصَ اِنْدَامٌ

1 = فَلْيُقِي فَشَدْةٍ. 2 = فَلْ يُقِيْ. 3 = يَحْيَ. 4 = يُقِيْ. 5 = فَلْيُقِي فَشَدْةٍ.

<table>
<thead>
<tr>
<th>حَجَّ طُرَقُ ثَقْفٍ انْظِفٍ</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>عِبَّرْتُ فِي طَبْلِ حَشْبٍ. قِبْضٍ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>ذِكْرُ العَدْفِيَةٍ بَالْشَّرِيعَةٍ. يَكْبَرُهَا حَيَوَيْةٌ. 2ْ نُقْصُ طَسْ غُبْ سُنْ أَظَفٍ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>وَعِيْبَزْتُ غُيْبَنَا أَظَفٍ مُسْعَنِي فِي ضَرِعَ خَلَطُ. خُ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>ذِكْرُ العَدْفِيَةٍ بَالْشَّرِيعَةٍ. أَكْبَرُهَا حَيَوَيْةٌ. 3ْ يَكْبَرُهَا حَيَوَيْةٌ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>فَلْيُقِي فَشَدْةٍ. خُ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

حَجَّ كِيْمُ مُّمُّب: 

1 | عِبَّرْتُ ذِيْهَا. أَنْبِيَةٍ تُطَمِّيَ تُشْبِي حْيَوَيْةٍ. مُحَّازَةٌ ذَنَّدَةٌ. |  |  |  |  |
| 2 | عِبَّرْتُ ذِيْهَا. أَنْبِيَةٍ تُطَمِّيَ تُشْبِي حْيَوَيْةٍ. مُحَّازَةٌ ذَنَّدَةٌ. |  |  |  |  |
| 3 | فَلْيُقِيْ. خُ. |  |  |  |  |
| 4 | فَلْيُقِيْ. خُ. |  |  |  |  |

حَجَّ شَبْبٍ وَلَحْقُ حَجَّ:

1 | فَلْيُقِيْ. خُ. |  |  |  |  |
| 2 | فَلْيُقِيْ. خُ. |  |  |  |  |
| 3 | فَلْيُقِيْ. خُ. |  |  |  |  |
| 4 | فَلْيُقِيْ. خُ. |  |  |  |  |
| 5 | فَلْيُقِيْ. خُ. |  |  |  |  |

267
لا يمكنني قراءة النص العربي من الصورة.
1. بذرغ بجيت نظارملب اعيبت أك ذا اقيت فاك آميس ادنا.

كๆ = فقيق بسحزة. 2 = فقيق. 3 = يجب ذا. 4 = يفق. 5 = فقيق بسحزة.

<table>
<thead>
<tr>
<th></th>
<th>6</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>سيرسيي يميمش يميمش. داخ أفخ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>سيرسيي يميمش بمضي يميمش. نيرخ ش. ش.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>سيرسيي ينافس ينافس. اجب اك يم.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>سيرسيي يميمش يميمش. ًادليحاج. اجيتن.لما يم.مح حف.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>سيرسيي ينافس ينافس. يسي.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>سيرسيي يميمش يميمش. يميمش كيس.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>سيرسيي يميمش يميمش. كلي زيداة قنصب. ذ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>سيرسيي يميمش يميمش. يميمش. ليه. نيرخا. نيرخا.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>سيرسيي يميمش يميمش. يميمش. نيرخا.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>سيرسيي يميمش يميمش. يميمش. يميمش. ًاديحة خفف. ش شيةا.ايذ.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>سيرسيي يميمش يميمش. يميمش. يميمش. يميمش.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>سيرسيي يميمش يميمش. يميمش. يميمش. يميمش.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>سيرسيي يميمش يميمش. يميمش. يميمش. يميمش.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>سيرسيي يميمش يميمش. يميمش. يميمش. يميمش.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


**لغة العربية:** إعداد شرایط

1. بيدأت: 1 فیش الفاء 2 من ثلاثة حروف اداها ظرف

أفتحت شقك 2 جزء إدنام

<table>
<thead>
<tr>
<th>6</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

**لغة العربية:** المهمّة بیدأت

1. المبنى 2 اذاء تجربة 3 من ثلاثة حروف أداها ظرف

أفتحت شقك 2 جزء إدنام

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**لغة العربية:** على الآلهة علیه

1. المبنى 2 اذاء تجربة 3 من ثلاثة حروف أداها ظرف

أفتحت شقك 2 جزء إدنام

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
فَخَّلُوا أَشِياءً غَيْرَ خَيْرٍ عِبَادِ مَيْافٍ نَظَرُ يَا زَارُرً، أَفْظَنِّي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ، أَفْلَحِي أَفْحِي بِإِفْصَابٍ عِدْمًٰ أُهِبَٛ
<table>
<thead>
<tr>
<th>سر</th>
<th>ب</th>
<th>ا</th>
<th>ش</th>
<th>خ</th>
<th>ن</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

شکری چ ج نگه‌داری\n
اِح، نُشیٰب عیذاً
Appendix C: Reliability analysis (Cronbach’s Alpha)
### Reliability: ALL VARIABLES

#### Career Planning

**Case Processing Summary**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases Valid</td>
<td>36</td>
<td>100.0</td>
</tr>
<tr>
<td>Excluded</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>

*a. Listwise deletion based on all variables in the procedure.*

#### Reliability Statistics

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.631</td>
<td>5</td>
</tr>
</tbody>
</table>

#### Item-Total Statistics

<table>
<thead>
<tr>
<th>Item</th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach's Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>CP1</td>
<td>7.33333</td>
<td>3.657</td>
<td>.143</td>
<td>.675</td>
</tr>
<tr>
<td>CP2</td>
<td>6.86111</td>
<td>2.752</td>
<td>.449</td>
<td>.543</td>
</tr>
<tr>
<td>CP3</td>
<td>6.86111</td>
<td>2.066</td>
<td>.615</td>
<td>.428</td>
</tr>
<tr>
<td>CP4</td>
<td>7.38889</td>
<td>3.159</td>
<td>.476</td>
<td>.549</td>
</tr>
<tr>
<td>CP5</td>
<td>7.11111</td>
<td>3.302</td>
<td>.290</td>
<td>.620</td>
</tr>
</tbody>
</table>

#### Job Design

**Case Processing Summary**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases Valid</td>
<td>36</td>
<td>100.0</td>
</tr>
<tr>
<td>Excluded</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>

*a. Listwise deletion based on all variables in the procedure.*
### Reliability Statistics

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.671</td>
<td>4</td>
</tr>
</tbody>
</table>

### Item-Total Statistics

<table>
<thead>
<tr>
<th>Item</th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach's Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>JD1</td>
<td>7.2500</td>
<td>4.536</td>
<td>.496</td>
<td>.585</td>
</tr>
<tr>
<td>JD2</td>
<td>7.3056</td>
<td>4.790</td>
<td>.403</td>
<td>.636</td>
</tr>
<tr>
<td>JD3</td>
<td>6.9444</td>
<td>3.483</td>
<td>.662</td>
<td>.446</td>
</tr>
<tr>
<td>JD4</td>
<td>6.5833</td>
<td>4.193</td>
<td>.313</td>
<td>.721</td>
</tr>
</tbody>
</table>

### Training and Development

#### Case Processing Summary

<table>
<thead>
<tr>
<th>Cases</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>36</td>
<td>100.0</td>
</tr>
<tr>
<td>Excluded(^a)</td>
<td>0</td>
<td>.0</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>

\(^a\) Listwise deletion based on all variables in the procedure.

### Reliability Statistics

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.892</td>
<td>5</td>
</tr>
</tbody>
</table>

### Item-Total Statistics

275
<table>
<thead>
<tr>
<th></th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach's Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>TD1</td>
<td>10.0556</td>
<td>11.368</td>
<td>.847</td>
<td>.842</td>
</tr>
<tr>
<td>TD2</td>
<td>10.1111</td>
<td>12.787</td>
<td>.760</td>
<td>.865</td>
</tr>
<tr>
<td>TD3</td>
<td>10.1944</td>
<td>11.990</td>
<td>.857</td>
<td>.843</td>
</tr>
<tr>
<td>TD4</td>
<td>9.9167</td>
<td>12.250</td>
<td>.625</td>
<td>.896</td>
</tr>
<tr>
<td>TD5</td>
<td>9.6111</td>
<td>12.359</td>
<td>.636</td>
<td>.892</td>
</tr>
</tbody>
</table>

**Recruitment and Selection**

**Case Processing Summary**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valid</td>
<td>36</td>
<td>100.0</td>
</tr>
<tr>
<td>Excludeda</td>
<td>0</td>
<td>.0</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.800</td>
<td>3</td>
</tr>
</tbody>
</table>

**Item-Total Statistics**

<table>
<thead>
<tr>
<th></th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach's Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>RS1</td>
<td>5.0556</td>
<td>3.025</td>
<td>.627</td>
<td>.754</td>
</tr>
<tr>
<td>RS2</td>
<td>4.6389</td>
<td>3.209</td>
<td>.646</td>
<td>.726</td>
</tr>
<tr>
<td>RS3</td>
<td>4.9722</td>
<td>3.571</td>
<td>.679</td>
<td>.706</td>
</tr>
</tbody>
</table>
Compensation and Reward

### Case Processing Summary

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td>36</td>
<td>100.0</td>
</tr>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excluded</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.931</td>
<td>5</td>
</tr>
</tbody>
</table>

### Item-Total Statistics

<table>
<thead>
<tr>
<th>Item</th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach's Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>CR1</td>
<td>13.2222</td>
<td>15.949</td>
<td>.897</td>
<td>.899</td>
</tr>
<tr>
<td>CR2</td>
<td>13.2500</td>
<td>16.821</td>
<td>.815</td>
<td>.916</td>
</tr>
<tr>
<td>CR3</td>
<td>13.0556</td>
<td>17.368</td>
<td>.828</td>
<td>.914</td>
</tr>
<tr>
<td>CR4</td>
<td>13.0833</td>
<td>17.107</td>
<td>.867</td>
<td>.907</td>
</tr>
<tr>
<td>CR5</td>
<td>13.1667</td>
<td>18.029</td>
<td>.691</td>
<td>.939</td>
</tr>
</tbody>
</table>

### Performance Appraisal

### Case Processing Summary

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td>36</td>
<td>100.0</td>
</tr>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excluded</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>
### Case Processing Summary

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valid</td>
<td>36</td>
<td>100.0</td>
</tr>
<tr>
<td>Excluded</td>
<td>0</td>
<td>.0</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.864</td>
<td>4</td>
</tr>
</tbody>
</table>

### Item-Total Statistics

<table>
<thead>
<tr>
<th></th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach's Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>PA1</td>
<td>9.1389</td>
<td>7.552</td>
<td>.726</td>
<td>.825</td>
</tr>
<tr>
<td>PA2</td>
<td>9.0833</td>
<td>7.050</td>
<td>.729</td>
<td>.821</td>
</tr>
<tr>
<td>PA3</td>
<td>8.6389</td>
<td>6.980</td>
<td>.691</td>
<td>.837</td>
</tr>
<tr>
<td>PA4</td>
<td>8.5556</td>
<td>6.883</td>
<td>.717</td>
<td>.826</td>
</tr>
</tbody>
</table>

### Internal Communication

### Case Processing Summary

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valid</td>
<td>36</td>
<td>100.0</td>
</tr>
<tr>
<td>Excluded</td>
<td>0</td>
<td>.0</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.830</td>
<td>5</td>
</tr>
</tbody>
</table>
**Leadership Styles**

**Case Processing Summary**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valid</td>
<td>36</td>
<td>100.0</td>
</tr>
<tr>
<td>Excluded</td>
<td>0</td>
<td>.0</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

<table>
<thead>
<tr>
<th></th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's Alpha</td>
<td>.951</td>
</tr>
</tbody>
</table>

**Item-Total Statistics**

<table>
<thead>
<tr>
<th></th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach's Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>IC1</td>
<td>11.5833</td>
<td>12.421</td>
<td>.552</td>
<td>.817</td>
</tr>
<tr>
<td>IC2</td>
<td>11.3889</td>
<td>11.444</td>
<td>.615</td>
<td>.800</td>
</tr>
<tr>
<td>IC3</td>
<td>10.6389</td>
<td>9.837</td>
<td>.786</td>
<td>.746</td>
</tr>
<tr>
<td>IC4</td>
<td>10.6944</td>
<td>10.733</td>
<td>.750</td>
<td>.762</td>
</tr>
<tr>
<td>IC5</td>
<td>11.0278</td>
<td>11.513</td>
<td>.475</td>
<td>.845</td>
</tr>
<tr>
<td></td>
<td>Scale Mean if Item Deleted</td>
<td>Scale Variance if Item Deleted</td>
<td>Corrected Item-Total Correlation</td>
<td>Cronbach's Alpha if Item Deleted</td>
</tr>
<tr>
<td>-----</td>
<td>---------------------------</td>
<td>--------------------------------</td>
<td>---------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>LS1</td>
<td>33.5556</td>
<td>146.368</td>
<td>.844</td>
<td>.945</td>
</tr>
<tr>
<td>LS2</td>
<td>33.1111</td>
<td>145.130</td>
<td>.860</td>
<td>.945</td>
</tr>
<tr>
<td>LS3</td>
<td>33.6389</td>
<td>148.923</td>
<td>.778</td>
<td>.947</td>
</tr>
<tr>
<td>LS4</td>
<td>33.4167</td>
<td>145.964</td>
<td>.759</td>
<td>.947</td>
</tr>
<tr>
<td>LS5</td>
<td>33.4167</td>
<td>145.507</td>
<td>.844</td>
<td>.945</td>
</tr>
<tr>
<td>LS6</td>
<td>33.7222</td>
<td>149.521</td>
<td>.774</td>
<td>.947</td>
</tr>
<tr>
<td>LS7</td>
<td>33.3611</td>
<td>144.123</td>
<td>.896</td>
<td>.944</td>
</tr>
<tr>
<td>LS8</td>
<td>33.4167</td>
<td>146.536</td>
<td>.788</td>
<td>.947</td>
</tr>
<tr>
<td>LS9</td>
<td>32.9444</td>
<td>161.883</td>
<td>.272</td>
<td>.958</td>
</tr>
<tr>
<td>LS10</td>
<td>33.0833</td>
<td>148.650</td>
<td>.700</td>
<td>.949</td>
</tr>
<tr>
<td>LS11</td>
<td>33.7500</td>
<td>151.621</td>
<td>.739</td>
<td>.948</td>
</tr>
<tr>
<td>LS12</td>
<td>33.6389</td>
<td>151.094</td>
<td>.804</td>
<td>.947</td>
</tr>
<tr>
<td>LS13</td>
<td>33.6111</td>
<td>149.616</td>
<td>.787</td>
<td>.947</td>
</tr>
<tr>
<td>LS14</td>
<td>33.5000</td>
<td>148.143</td>
<td>.768</td>
<td>.947</td>
</tr>
<tr>
<td>LS15</td>
<td>33.8889</td>
<td>158.844</td>
<td>.414</td>
<td>.954</td>
</tr>
</tbody>
</table>

**In Role Performance**

**Case Processing Summary**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td>Valid</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Excluded(^a)</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>36</td>
</tr>
</tbody>
</table>

\(^a\) Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.869</td>
<td>9</td>
</tr>
</tbody>
</table>

**Item-Total Statistics**

280
<table>
<thead>
<tr>
<th></th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach's Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRP1</td>
<td>13.7500</td>
<td>16.307</td>
<td>.646</td>
<td>.851</td>
</tr>
<tr>
<td>IRP2</td>
<td>13.5278</td>
<td>16.313</td>
<td>.601</td>
<td>.855</td>
</tr>
<tr>
<td>IRP3</td>
<td>13.6389</td>
<td>15.323</td>
<td>.712</td>
<td>.844</td>
</tr>
<tr>
<td>IRP4</td>
<td>13.6389</td>
<td>16.980</td>
<td>.524</td>
<td>.862</td>
</tr>
<tr>
<td>IRP5</td>
<td>13.5556</td>
<td>15.511</td>
<td>.586</td>
<td>.858</td>
</tr>
<tr>
<td>IRP6</td>
<td>13.5278</td>
<td>16.542</td>
<td>.516</td>
<td>.863</td>
</tr>
<tr>
<td>IRP7</td>
<td>13.5556</td>
<td>16.483</td>
<td>.557</td>
<td>.859</td>
</tr>
<tr>
<td>IRP8</td>
<td>13.5278</td>
<td>16.142</td>
<td>.687</td>
<td>.848</td>
</tr>
<tr>
<td>IRP9</td>
<td>13.5000</td>
<td>16.029</td>
<td>.623</td>
<td>.853</td>
</tr>
</tbody>
</table>

**Extra Role Performance**

**Case Processing Summary**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases Valid</td>
<td>36</td>
<td>100.0</td>
</tr>
<tr>
<td>Excludeda</td>
<td>0</td>
<td>.0</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.737</td>
<td>15</td>
</tr>
</tbody>
</table>

**Item-Total Statistics**
| ERP1  | 30.5556 | 30.654 | .675 | .694  |
| ERP2  | 30.5833 | 32.536 | .451 | .715  |
| ERP3  | 30.5556 | 30.883 | .605 | .699  |
| ERP4  | 29.2778 | 31.692 | .208 | .749  |
| ERP5  | 30.4167 | 32.536 | .419 | .717  |
| ERP6  | 30.0556 | 30.511 | .475 | .707  |
| ERP7  | 30.2500 | 32.079 | .512 | .710  |
| ERP8  | 30.2778 | 32.778 | .350 | .722  |
| ERP9  | 30.5556 | 35.340 | .083 | .745  |
| ERP10 | 28.5833 | 37.679 | -.176 | .800  |
| ERP11 | 30.3611 | 31.780 | .453 | .712  |
| ERP12 | 30.3056 | 30.047 | .628 | .693  |
| ERP13 | 30.4167 | 33.507 | .430 | .720  |
| ERP14 | 30.2778 | 31.692 | .451 | .712  |
| ERP15 | 30.1944 | 33.133 | .240 | .734  |

Customer Satisfaction
Case Processing Summary

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valid</td>
<td>36</td>
<td>100.0</td>
</tr>
<tr>
<td>Excluded</td>
<td>0</td>
<td>.0</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's | N of Items |
| Alpha      |            |
| .873       | 6          |

Item-Total Statistics
282
<table>
<thead>
<tr>
<th></th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Corrected Item-Total Correlation</th>
<th>Cronbach's Alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS1</td>
<td>11.0278</td>
<td>11.571</td>
<td>.748</td>
<td>.839</td>
</tr>
<tr>
<td>CS2</td>
<td>10.9722</td>
<td>11.799</td>
<td>.751</td>
<td>.839</td>
</tr>
<tr>
<td>CS3</td>
<td>11.0000</td>
<td>13.714</td>
<td>.534</td>
<td>.874</td>
</tr>
<tr>
<td>CS4</td>
<td>10.9167</td>
<td>12.821</td>
<td>.605</td>
<td>.863</td>
</tr>
<tr>
<td>CS5</td>
<td>10.9722</td>
<td>11.571</td>
<td>.726</td>
<td>.843</td>
</tr>
<tr>
<td>CS6</td>
<td>10.9444</td>
<td>11.883</td>
<td>.691</td>
<td>.849</td>
</tr>
</tbody>
</table>
Appendix D: Independent Samples T-test for Equality of Mean
<table>
<thead>
<tr>
<th>Section</th>
<th>Levene's Test for Equality of Variances</th>
<th>t-test for Equality of Means</th>
<th>95% Confidence Interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>Sig.</td>
<td>T</td>
</tr>
<tr>
<td>Career Planning</td>
<td>Equal variances assumed</td>
<td>0.475</td>
<td>0.492</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td>0.980</td>
<td>0.328</td>
</tr>
<tr>
<td>Job Design</td>
<td>Equal variances assumed</td>
<td>0.058</td>
<td>0.809</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td>0.489</td>
<td>0.328</td>
</tr>
<tr>
<td>Training and Development</td>
<td>Equal variances assumed</td>
<td>2.669</td>
<td>0.104</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td>0.880</td>
<td>0.380</td>
</tr>
<tr>
<td>Recruitment and Selection</td>
<td>Equal variances assumed</td>
<td>0.258</td>
<td>0.612</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td>1.193</td>
<td>0.234</td>
</tr>
<tr>
<td>Compensation</td>
<td>Equal variances assumed</td>
<td>2.940</td>
<td>0.088</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td>-0.746</td>
<td>0.456</td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>Equal variances assumed</td>
<td>2.201</td>
<td>0.139</td>
</tr>
</tbody>
</table>
The results of the independent samples t-test for equality of means indicated that the standard deviation and group mean for early respondents and late respondents are apparently not different.

<table>
<thead>
<tr>
<th></th>
<th>Equal variances assumed</th>
<th>Equal variances not assumed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal Communication</strong></td>
<td>0.577 0.448 0.676 256 0.500 0.069 0.102 -0.132 0.271</td>
<td>0.670 221 0.504 0.069 0.103 -0.134 0.273</td>
</tr>
<tr>
<td><strong>Transformational Leadership</strong></td>
<td>1.044 0.308 0.937 256 0.350 0.100 0.106 -0.110 0.309</td>
<td>0.925 217 0.356 0.100 0.108 -0.113 0.312</td>
</tr>
<tr>
<td><strong>Transactional Leadership</strong></td>
<td>0.458 0.499 1.296 256 0.196 0.136 0.105 -0.071 0.342</td>
<td>1.297 229 0.196 0.136 0.105 -0.070 0.342</td>
</tr>
<tr>
<td><strong>In-role Performance</strong></td>
<td>1.896 0.170 -0.545 256 0.587 -0.051 0.094 -0.237 0.134</td>
<td>-0.536 214 0.593 -0.051 0.096 -0.240 0.137</td>
</tr>
<tr>
<td><strong>Extra-role performance</strong></td>
<td>0.280 0.597 0.324 256 0.746 0.024 0.074 -0.121 0.169</td>
<td>0.321 218 0.749 0.024 0.075 -0.123 0.171</td>
</tr>
<tr>
<td><strong>Customer Satisfaction</strong></td>
<td>0.485 0.487 -0.118 256 0.906 -0.012 0.098 -0.205 0.182</td>
<td>-0.116 214 0.908 -0.012 0.100 -0.209 0.186</td>
</tr>
</tbody>
</table>
Appendix E: Normality and Linearity
Customer Satisfaction

Histogram
Dependent Variable: CS

Mean = 4.00E-15
Std. Dev. = 0.976
N = 234

Regression Standardized Residual
Frequency
0 10 20 30 40
-4 -2 0 2
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: CS

Expected Cum Prob vs. Observed Cum Prob
Employees Performance

Histogram

Dependent Variable: Employees Performance

Mean = -3.15E-15
Std. Dev. = 0.580
N = 234
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: EmployeesPerformance

Expected Cum Prob

Observed Cum Prob