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**HRM PRACTICES, LEADERSHIP STYLES AND CUSTOMER SATISFACTION:  
MEDIATING ROLE OF EMPLOYEE PERFORMANCE**

**MAHMOUD A. M. SALAHAT**

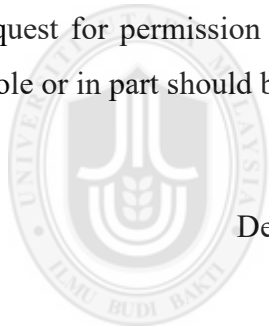


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## ABSTRAK

Tujuan utama kajian ini adalah mengenalpasti pengaruh amalan pengurusan sumber manusia dan gaya kepimpinan terhadap kepuasan pelanggan dengan pembolehubah mediator prestasi pekerja dalam sektor insurans di Palestin. Bukti empirikal untuk menyokong kepentingan kepuasan pelanggan dan kandungan tahap kepuasan pelanggan yang tinggi masih berkurangan dalam konteks negara Palestin. Rangka kerja penyelidikan ini yang berdasarkan teori pandangan berasaskan sumber syarikat, bertujuan untuk mengetahui sama ada faktor seperti amalan pengurusan sumber manusia (HRM), gaya kepimpinan, dan prestasi pekerja mempunyai pengaruh yang signifikan terhadap kepuasan pelanggan. Sembilan hipotesis yang berdasarkan kajian lepas dan teori asas telah dibangunkan untuk menguji hubungan tersebut. Sampel kajian diambil daripada pekerja sektor insurans di Palestin yang berurusan secara langsung dengan pelanggan. Sampel terdiri daripada 358 orang peserta yang dipilih melalui proses rawak bersistematik. Daripada jumlah keseluruhan soal selidik, 269 dikembalikan dan hanya 258 daripadanya dapat digunakan, yang mencatatkan kadar tindak balas sebanyak 72%. Data dianalisis dengan menggunakan *Partial Least Square* (PLS). Penemuan menunjukkan bahawa amalan HRM mempunyai hubungan tidak langsung dengan kepuasan pelanggan. Begitu juga dengan gaya kepimpinan transaksional dan gaya kepimpinan transformasi yang menunjukkan hubungan tidak langsung dengan kepuasan pelanggan. Dapatan juga memaparkan bahawa HRM dan gaya kepimpinan transaksional serta gaya kepimpinan transformasi mempunyai hubungan yang signifikan dan positif dengan prestasi pekerja. Keputusan yang diperoleh menunjukkan bahawa prestasi pekerja mempunyai hubungan yang signifikan dan positif dengan kepuasan pelanggan di samping menjadi mediator hubungan antara amalan HRM dengan gaya kepimpinan dan kepuasan pelanggan. Kajian ini menyimpulkan perbincangan tentang sumbangan teoritis dan praktikal, batasan kajian, dan cadangan untuk penyelidikan pada masa hadapan.

**Kata kunci:** Amalan pengurusan sumber manusia, gaya kepimpinan, prestasi pekerja, dan kepuasan pelanggan

## ABSTRACT

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

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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.

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Mahmoud Ali Muhammad Salahat

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# 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



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## 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**

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## 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**

<b>Career Planning</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	I know my strengths, weaknesses and abilities.					
2.	I have accurate information about my organization's management policies that affect my career.					
3.	My awareness of career interests has helped to clarify my plans.					
4.	I have accurate view of the opportunities and constraints that may occur in the work environment which can affect my career.					
5.	I have plans for my career.					
<b>Job Design</b>		<b>1</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>5</b>
1.	Flexible job descriptions that are not linked to one specific task.					
2.	Deliberate design of jobs to make full use of workers' skills and abilities (i.e., use of job enrichment and/or autonomous work					
3.	Work organized around teams working for the majority of staff					
4.	Staff involvement in setting performance targets.					
<b>Training and Development</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Extensive training and development programs are provided by the firm to improve the employees' skills.					
2.	The training provided by the firm helps the employees to enhance their work performance.					
3.	Training programs offered by the firm help employees to develop a variety of skills and abilities.					

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.					
<b>Recruitment and Selection</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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.					
<b>Compensation and Rewards</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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.					
<b>Performance Appraisal</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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					
<b>Internal Communication</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

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**

My Supervisor		1	2	3	4	5
1.	Instills pride in me.					
2.	Spends time teaching and coaching.					
3.	Considers moral and ethical consequences.					
4.	Views me as having different needs, abilities and aspirations.					
5.	Listens to my concerns.					
6.	Encourages me to perform.					
7.	Increases my motivation.					
8.	Encourages me to think more creatively.					
9.	Sets challenging standards.					
10.	Gets me to rethink never-questioned ideas.					

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**

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

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

15	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**

Customer Satisfaction		1	2	3	4	5
1.	Our customers are satisfied with the quality of our services.					
2.	Our customers are satisfied with the features that our services provide.					
3.	Our customers are loyal to our services.					
4.	Our customers refer new customers to purchase our services.					
5.	Our customers feel that we offer services with high value.					
6.	Our customers perceive they receive the value of their money when they purchase our services.					



**Appendix B: Translated Copy of the Questionnaire**







كُضِّضَ لَنْ يَظْفِرُ لِحَيْهِمْ وَ/ كَتَمَتْ حَالَهُنَّ لَمْ يَهْتَدِ لِحَيْهِمْ

ذَكَى اِطْبِنَ اِخْتِيبًا وَاذُءُ اَحْكَابِ اَحْغِ عَمَلٍ، بَلْ يَطْنِبُ دِكْ خَسَا فَا يَهِي كَيْتَ لِيَتَسَا لِيَبْطِنَتْ، وَا عَمَّ كَبُّ  
نُ مَسْجِدٍ فُكْ خَسَا، بَلْ يَطْنِبُ بِبِالْهَيْ اَعْنَبِ حِدَانِ خَيْرِشِ بَلْ اَحْغَى فَا حَقَّ لِيَكْسِفَ اِنْظُرْتِ  
وَلَبَّسَتْ. وَا هِيَ زُنْ غَبْتُ فَا اِبْطَذَتْ اِهْ اَعْمَاعِ حَلِ يَغْ سَ ضِيضُ لِيَبِي فَا قَطْعَانِجِي وَيَفِ  
فَا غَطِي بَلْبِ يَهِي تَنْ يَغْ كَذْحِكِ فَا يَهِي تَكْرَاعِي تَزَا بِيَتِ اِنْ خَجَّ طَبْعُ يَهِي كَبِي وَجَتِ هَلِي  
لَنْ يَظْفِرُ فَا اَشْطَرُ لَنْ يَلْ اِنْ بَشْ شَرِيَتْ وَا نَبَّطُ لِيَقْدَةَ وَا نَنْ كِ اِدَاءِ لَنْ يَظْفِرُ وَا تَأْتِي زُنْ كَبَا يَمْ كَهْ سُرْضِي  
ضَلْبِي.

شَجَّ لِيَهِي اَزَا اَبِي يَكِي خَغْ غِ اَغْبُو، وَا لِقَاجِ لِيَقُنِي يَهِي تَكَاةَ اَخْرَاجِ يَ 20 - 25  
لِقَوْتِ. شَجَّ اِيَهِي تَكْرَاعِي تَ فَا اِبْدَاثِ لِيَجِدَةَ فَا كَمَقِ غِي. وَا يَهِي فَا اِيَهِي خَكِ عَخْ غِ خَدُو  
شَا عَالِبِي دَكْفَقَطِ، وَا يَخُكُ ذَكَ هُنْ خَطِ بَطَّةِ وَا لَشْ تَفْبَجِ شِي يَطْبِ بَلْبِيَهِي اَعَاكَ.  
بَلْبِي اَبِي يَهِي اِيَهِي تَشْجِ اَوْضَعَا بَلْفِ لِيَهْلُ فَا لِيَخْطُصُ وَا تَسَدَةُ شَخْطِنِ بَلْبِي حَذِي.

بَشْ كَشْنَا كِي حَغْ يَهِي اَوْنَكَمْ سَغْبِي

يَغْ اَخْ شَاو  
يَحْ اِدَاةَ يَهِي  
جَا ل: 0598240918

نقى نكبيوٲ انشخ ظك

ا بداء ٲن ج ا بعبت كبا عى متناسخا ب اضكئة ونهبفء

1. ان عظ 1- □ رلى 2- □ از
2. نكش \_\_\_\_\_ - عء.
3. نذائسة: \_\_\_\_\_.
4. ل ع ان ظفا: \_\_\_\_\_.
5. ي ع رخ عى 1- □ دب بو 2- □ بالبن س ط  
3- □ ب ج عى 4- □ ش نك، حذد \_\_\_\_\_.

6. لذخم ان شوى ٲبش كم: 1- □ ي 2000 - 2999 2- □ ي 3000 - 3999  
3- □ ي 4000 - 4999 4- □ ي 5000 - 5999  
5- □ الكوى ي 6000.

7. عاٲ رخ بشف شى لكلك ل عىء:  
1- □ قم ي عء. 2- □ 2 - 5 عاٲ 3- □ 6 - 10 عاٲ  
4- □ ي 11 - 15 عء. 5- □ الكوى ي 15 عء.

8. ان شوى لكسناخ ح كم بب عىء: \_\_\_\_\_

9. خبشك فق طبعنا عى ي:  
10. □ قم ي عء. 2- □ 2 - 5 عاٲ 3- □ 6 - 10 عاٲ  
11. □ ي 11 - 15 عء. 5- □ الكوى ي 15 عء.

لقرغى راز ب: اشن ط ل سل ديش شرت

ا بداث: يش لخواء ا ت لخالية حوي اشن ط ا لسل ديش شرف ش شو خه، ر ا ر ا بت گيببذغب  
جت نظر لاسبب اقم ت اك ذ اقم ت فك ا مياس ادناه.

1 = ش فويل بش ذة. 2 = غن وفلق. 3 = ي ه ذ. 4 = وفلق. 5 = فويل بش ذة.

5	4	3	2	1	ح ظ ل بئهن انظ ف
					1 لبكلس فخب ط ل ح ضكف رلى بنياتي.
					2 دگيفت دل بيقه بلاسه شل شرت عيا سخرات ا تسخ طس غب س ا ظيفي.
					3 وعي بو يت اغبس ا ظيفي مبعدي ف ضغ خ طظ ر خ.
					4 دگيفت دل بيقه بلاسه شل شرت عيا سخرات ا تسخ طس غب س ا ظيفي.
					5 لب ا ر خه خ طظ ر خ.
5	4	3	2	1	حظ ونپ م
					1 شل شرب نيهها او طبف ظيفت شنة غير شل شرب م ت ادده ذدده.
					2 شل شرب يتم ظميم ك گ اعط ل خ فبده لى بيت ر بسا ت كيبب.
					3 بچ اداء ك ف ل شرت ك توفش ق ك عيبب ا ظي.
					4 ا ظفف شل شرب بساه في صياغ ا ذاف ا داء.
5	4	3	2	1	لخ شرب ولخ ظي
					1 شل شرب ر ج گت ا كيت ر شرا ج ل خ س يد ب ل خ طيش خ ذغيد بسا ت ا ظي.
					2 ل خ س يد ا ز ح م ذ شل شرب بسا ت ا ظي ف ك ح ضرين ادا ل.
					3 شرا ج ل خ س يد ا ز ح م ذ شل شرب بسا ت ا ظي ف ك ح ضرين ادا ل.
					4 ببه برنا ج خ س يد ر ع بقده ل خ س يد ا ز ح م ذ شل شرب بسا ت ا ظي ف ك ح ضرين ادا ل.
					5 ف ش ص ل خ م ذ شل شرب بسا ت ا ظي ف ك ح ضرين ادا ل.

5	4	3	2	1	ا خ خ ن ا ر ف ا خ ك ي ا
					1 ف ك ي ت ا خ ت ي ا ر ا ا ف ل ي - ا ج ذ د ، ح خ خ ذ ش ل ش ر ت خ ا ل ج ب س ا ث ح ظ ي ف خ ك ن ت ه ك ا ص ي د ا ر ا ب ي خ ل ج ب س ا ث ا م ذ س ا ث ل ج ب س ا ث ا ش خ ظ ي ت خ ل ج ب س ا ث ا ع ، ا ش .
					2 ف ك ي ت ا خ ظ ي ف ، ي ت ع ض و ي د ا ا ف ل ي - ا ذ خ ي ب ظ ن س ة ا ل ك ي ت ك - ا ظ ي ت ش ل ش ر ت ب ب ف ر ه ا ج ا ن ب ا ن ي ت .
					3 ح ج ش ش ل ش ر ت م ب ث ل ج ظ ي ف ب ش ر ا ر - ج ج ب س ا ث - ا ذ ذ .
5	4	3	2	1	ل ل ف ا ت ن خ ك ي ض ب ث
					1 ا ن ا ر ا ع ك ك ل ي ذ ا ث ا ب ي ت ل ج ا ذ ظ ك ي ب ك - ف ر ش ل ش ر ت .
					2 ل ي ت ل ج ف ا ت ل ج ا ذ ظ ك ي ب ك خ ك ن ج - د .
					3 ا ن ا ر ا ع ك - ا ك ي ت ا ش خ ذ ت ح ذ ذ ي ذ ا م ك ا ف ا ت غ ي ر ا ب ي ت ج - د .
					4 م ل س ا ذ خ - ا ز ا ج ب - ش ر ت ك ي ظ ب ا ع خ ن م .
					5 ح م ش ش و ب ب خ ش ا س ا ج ك ي ت ح ذ ذ ي ذ ج ك ن ت ا م ز ا ي ا ا م ذ ت - ظ ي ب ض ي ت ا د ت ي ا ج ا ح .
5	4	3	2	1	ح ق ي ا ء
					1 ك ي ب ي ش ا د ا ء ا ح خ خ ذ ب ش ل ش ر ت خ ظ ف س ب ش ر ت .
					2 ا ذ ي ر و ل ل ع ب ء ف ش ل ش ر ت ي ن ا ق ش د - ع ا ظ ف ا د ا ل ف ش ب ش ر ي - خ ظ .
					3 ب ش ش ر خ ن ا ، ز ي ا د ء ل ل ج ب ، ا ت ر ق ي ا ت ، ل ج س ي ب ل ج ط ي ر ، و غ ي ن ب - ل ج ف ا ش خ ش ل ج ط ل س ب ط ب ر ي ق ل ج ي ج ح ي د ا د ا ء .
					4 ل ط ش ر ش و ب ي س ا ه ب ش ر ي و ي ش ف ص غ ا ذ ا ف ل ج م ي م .
5	4	3	2	1	ا ظ ب ل ن ذ ا خ ه
					1 ب ن ج ا غ ب ق ص ح ف ش ل ع ي ا ا ل ر د ء - ا د ا س ء .
					2 ب ش ش ر خ ب ، ي م ا ظ ف ا ل ج م ذ ي م ا ل ش ا د ب ث ح ذ غ ي .
					3 ا ن ا ر ا ع ك ت ع ر ك ن ت ف ك ي ب ي ت ل ج خ ج ب ي ت ش ي ب - ا ف ل ي .
					4 ا ن ل س ا ع ك - ا ي ع ت ا ح ي ت م خ ب و ب - ا ل ش ا د ب ث ا ف ل ي .

5	داسرة ا تلب شل شيت ديناك و عيطي ا ظي ا داسرة.
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لقرخى نون ذ: ابطون قعدة

ا بادا: يش ل شاعة ا ت بحالية حوي ائبط اقيادة اخ يسخ دب سى يسلك بل شش، ر ا بت كيب بدغ ب جت نظر لصبب اقم ت اك ذ ا اقم ت فك ا مياس ادناه.

1 = من فيقى بش ذة. 2 = من وفاق. 3 = ي ه ذ. 4 = وفاق. 5 = فيقى بش ذة.

5	4	3	2	1	ظون قعدة لخص بشئ غك لبشش
					1 س نيسى بل شش يغش طف داخ ا ف ش.
					2 س نيسى بل شش يم ضل خب ف ج كيم و خس يبش ا ع.
					3 س نيسى ا باشر يلخف ا ج بس ا ج ائب اك ي ت.
					4 س نيسى بل شش ش ش ثك ا دتيا ج ا خ قعت ل ش ا ح خ كطب ح.
					5 س نيسى ا باشر يصغي ا خ ف.
					6 س نيسى بل شش يشج ك ك ا ا ض ل ن ب.
					7 س نيسى بل شش ك ك لى زيادة اقبض د.
					8 س نيسى بل شش يشج ك ك ا ك كير بشرى اوش بل كلب.
					9 س نيسى بل شش ض ع ك بيش ا طبت.
					10 س نيسى بل شش ن ف ك ا ا قعدة ه ه ف ا شياء ا بذيت.
					11 ب ي ع ك سى يسى ا ب شش ض خ بب عت .
					12 يم س نيسى بل شش ش ب ب ع ج ب ب ش اء ب عت ل ا ح ظ خ ل بو ض ب.
					13 س نيسى بل شش ي خ بر ني ك ب بير ا ض ذت ذ ذة ع ديت ك .
					14 س نيسى بل شش ش ك ب ك ا ك ف ب ب ب ع ب م ب ب.

15	سئیسې بلشش يرال ب ادا ئېيخخ اخطبئ.					
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لغغ عن شردغ: اداء ن بظف

ا بدات: يش لخشاءة ا ت لخالية حوي ادا ئه، ر ر ا بت كيببذغ ب جت نظربب اقم ت اگ ذ  
افمت فك اميط ادناه.

1 = غن فيقل بشذة. 2 = غن وقلق. 3 = ي ه ذ. 4 = وقلق. 5 = وقلق بشذة

5	4	3	2	1	ء ا
					1 ادمك ا ذاف اخ يخطبگ
					2 ايكيبيش ا داء ا ضرگنت.
					3 اخ لخشاة ا ت ف حوت ا ب اخ كيببگ
					4 اع خف ج يع خطبث اخ لخشاءة ا ا ا ا ا ا ا ا ا ا ا ا ا a
					5 اخ طبع اميبب غوليانثوبلش ا a
					6 ابداع بب شغ ا باراث رخ ا بگ ا
					7 انا رخ خض ف ج يع جب ثك ا كلب ا ر غ ا صعباءة.
					8 ا ا نك ا كيبشئ ا يع ي خيزو ا ب و ب ا خ ل غ.
					9 لبنا اخ طظ انظمگ ا كيب خ ذميق ا ذاف ا نظيت قلب عبب كغيد ا بويت.
5	4	3	2	1	ء ا بفا
					1 اع بگذا ا نظير الاخر يف ا ك ف بة غياب.
					2 اظ ا خض لب كغيد ا طي ا ك ف ا ل ج ا ذذد ف بظبب ح كيد اخشات ا غذاء.

					3	لحظ عكبات أشياء غير طينتس عمياف تطبخ.
					4	أدظ كك اعشادبث ف ك ل غير رخنم.
					5	ببسف ح حيد اس شهد ا فلي - اجذف - لمغ ك ك لغ - ا - زا يس حضا - ا - اطف ا ظيفي اخصب.
					6	ايا ا ذ ا اخصب ك ك - ا كني ك ك عي ر ا بي، اخراج صا ا ل - كظ طس - ا ل - ا ع ك ب.
					7	اعب ك ذ الاخرى - كذبض دا ك ب ك ك - ذيبم.
					8	الض يوم ك ك ب ج - ا - ا ج ذ ر ا يشة.
					9	ف دبوي ك ك ل ذ - ك ك - ، اليب ك ب بس ش شوت ب ك ب ك - ره.
					10	الض في ثير - ال ج ف ا ك ب ب ا ب ص ي ا ش خ ظيت.
					11	لحج ب ا كظوي ك ك "بغسا ا" لو بنت غيرض ش س رت.
					12	اعب ك ذ س نيسي ب ك ب ش في ا نجاز ج ك ب ح ر ا ض ا
					13	ا ت ك ذ ع ي - ج ذ ف ك - ك ن ا شة ا خ ك ك ب ب.
					14	ي يوم ك ك زال ب ب س ا ض ب ف ي ت.
					15	ب بس ن ب نض س ا ش ط ا خ ح ذ ع - ا ط س ك ب ب ش شوت، ا - ا - ي - ره - ب - ا - ا ظيفيت.

لغوى لىخ يظرض بظيسى

ا بدات: يرد اشاءة ا ت االية صوي بس ص بى ش شو خه، ر ا بت كيبب ذغب جت نظرك  
بب اقم ت اك ذ اقم ت فك ا مياس ادناه.

1 = ش فيلق بشذة. 2 = ش فيلق. 3 = ي ه ذ. 4 = وفلق. 5 = فيلق بشذة.

5	4	3	2	1	سض بظيسى
					1 ببب س اض ك نوكت اخنبث ا نقد ب.
					2 ببب س اض ك طيرات اخنبث اخو ييت اخ نقد ب.
					3 صيبب يظش ء ششوخب.
					4 بببب يمخش ذ كص ببب ج ذكيبب ع ششوخب ششء خ صعب.
					5 بببب يغبش بو ششوخب حم ذ خنبث حو ييرات ليت كيبب.
					6 بببب كخم ذ بو ليت اخذت اخ يخذ ظ ك صيبب في ليت بديكي ببب ششطاب.

شكشاج ن صاونى

اح ن كيبب عي ذا





## **Appendix C: Reliability analysis (Cronbach's Alpha)**



**Reliability: ALL VARIABLES**

**Career Planning  
Case Processing Summary**

		N	%
Cases	Valid	36	100.0
	Excluded <sup>a</sup>	0	.0
	Total	36	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.631	5

**Item-Total Statistics**

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

**Job Design**

**Case Processing Summary**

		N	%
Cases	Valid	36	100.0
	Excluded <sup>a</sup>	0	.0
	Total	36	100.0

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

### Reliability Statistics

Cronbach's Alpha	N of Items
.671	4

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JD1	7.2500	4.536	.496	.585
JD2	7.3056	4.790	.403	.636
JD3	6.9444	3.483	.662	.446
JD4	6.5833	4.193	.313	.721

### Training and Development

#### Case Processing Summary

		N	%
Cases	Valid	36	100.0
	Excluded <sup>a</sup>	0	.0
	Total	36	100.0

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

### Reliability Statistics

Cronbach's Alpha	N of Items
.892	5

### Item-Total Statistics

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

### Recruitment and Selection

#### Case Processing Summary

		N	%
Cases	Valid	36	100.0
	Excluded <sup>a</sup>	0	.0
	Total	36	100.0

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

#### Reliability Statistics

Cronbach's Alpha	N of Items
.800	3

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RS1	5.0556	3.025	.627	.754
RS2	4.6389	3.209	.646	.726
RS3	4.9722	3.571	.679	.706

## Compensation and Reward

### Case Processing Summary

		N	%
Cases	Valid	36	100.0
	Excluded <sup>a</sup>	0	.0
	Total	36	100.0

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

### Reliability Statistics

Cronbach's Alpha	N of Items
.931	5

### Item-Total Statistics

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

## Performance Appraisal

### Case Processing Summary

		N	%
Cases	Valid	36	100.0
	Excluded <sup>a</sup>	0	.0
	Total	36	100.0

**Case Processing Summary**

		N	%
Cases	Valid	36	100.0
	Excluded <sup>a</sup>	0	.0
	Total	36	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.864	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PA1	9.1389	7.552	.726	.825
PA2	9.0833	7.050	.729	.821
PA3	8.6389	6.980	.691	.837
PA4	8.5556	6.883	.717	.826

**Internal Communication**

**Case Processing Summary**

		N	%
Cases	Valid	36	100.0
	Excluded <sup>a</sup>	0	.0
	Total	36	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.830	5

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IC1	11.5833	12.421	.552	.817
IC2	11.3889	11.444	.615	.800
IC3	10.6389	9.837	.786	.746
IC4	10.6944	10.733	.750	.762
IC5	11.0278	11.513	.475	.845

**Leadership Styles**

**Case Processing Summary**

		N	%
Cases	Valid	36	100.0
	Excluded <sup>a</sup>	0	.0
	Total	36	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.951	15

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LS1	33.5556	146.368	.844	.945
LS2	33.1111	145.130	.860	.945
LS3	33.6389	148.923	.778	.947
LS4	33.4167	145.964	.759	.947
LS5	33.4167	145.507	.844	.945
LS6	33.7222	149.521	.774	.947
LS7	33.3611	144.123	.896	.944
LS8	33.4167	146.536	.788	.947
LS9	32.9444	161.883	.272	.958
LS10	33.0833	148.650	.700	.949
LS11	33.7500	151.621	.739	.948
LS12	33.6389	151.094	.804	.947
LS13	33.6111	149.616	.787	.947
LS14	33.5000	148.143	.768	.947
LS15	33.8889	158.844	.414	.954

### In Role Performance

#### Case Processing Summary

		N	%
Cases	Valid	36	100.0
	Excluded <sup>a</sup>	0	.0
	Total	36	100.0

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

#### Reliability Statistics

Cronbach's Alpha	N of Items
.869	9

#### Item-Total Statistics



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

### Extra Role Performance

#### Case Processing Summary

		N	%
Cases	Valid	36	100.0
	Excluded <sup>a</sup>	0	.0
	Total	36	100.0

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

#### Reliability Statistics

Cronbach's Alpha	N of Items
.737	15

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
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**

		N	%
Cases	Valid	36	100.0
	Excluded <sup>a</sup>	0	.0
	Total	36	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.873	6

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CS1	11.0278	11.571	.748	.839
CS2	10.9722	11.799	.751	.839
CS3	11.0000	13.714	.534	.874
CS4	10.9167	12.821	.605	.863
CS5	10.9722	11.571	.726	.843
CS6	10.9444	11.883	.691	.849



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**Appendix D: Independent Samples T-test for Equality of Mean**



		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	Lower	Upper
Career Planning	Equal variances assumed	0.475	0.492	0.999	256	0.319	0.086	0.087	-0.084	0.257
	Equal variances not assumed			0.980	211	0.328	0.086	0.088	-0.088	0.261
Job Design	Equal variances assumed	0.058	0.809	0.489	256	0.625	0.049	0.099	-0.147	0.244
	Equal variances not assumed			0.489	228	0.625	0.049	0.099	-0.147	0.244
Training and Development	Equal variances assumed	2.669	0.104	0.897	256	0.370	0.109	0.122	-0.130	0.349
	Equal variances not assumed			0.880	211	0.380	0.109	0.124	-0.136	0.354
Recruitment and Selection	Equal variances assumed	0.258	0.612	1.192	256	0.234	0.131	0.110	-0.085	0.347
	Equal variances not assumed			1.193	229	0.234	0.131	0.110	-0.085	0.347
Compensation	Equal variances assumed	2.940	0.088	-0.731	256	0.465	-0.099	0.135	-0.364	0.167
	Equal variances not assumed			-0.746	243	0.456	-0.099	0.132	-0.359	0.162
Performance Appraisal	Equal variances assumed	2.201	0.139	0.400	256	0.689	0.047	0.116	-0.183	0.276

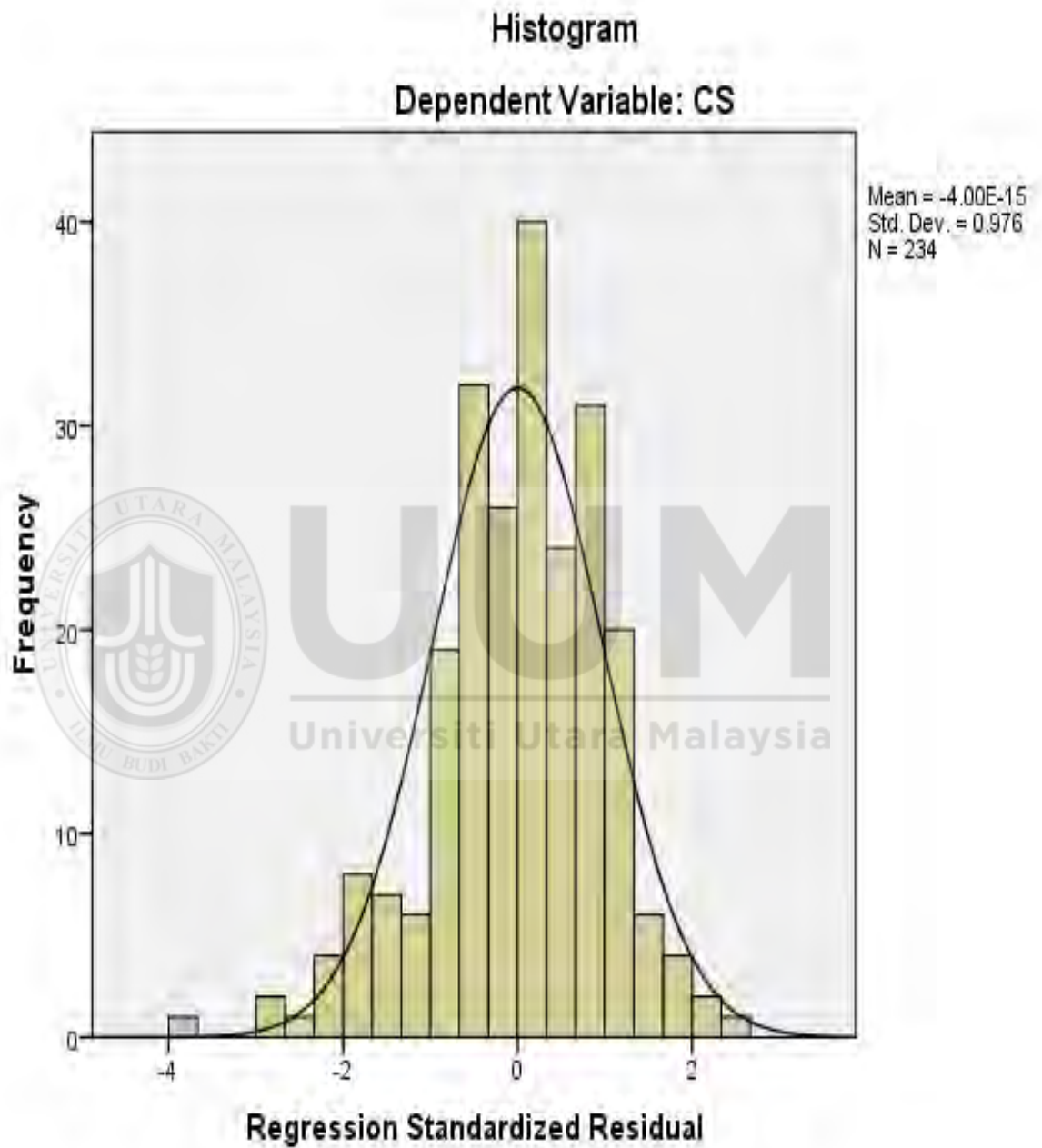
	Equal variances not assumed			0.395	216	0.693	0.047	0.118	-0.186	0.279
Internal Communication	Equal variances assumed	0.577	0.448	0.676	256	0.500	0.069	0.102	-0.132	0.271
	Equal variances not assumed			0.670	221	0.504	0.069	0.103	-0.134	0.273
Transformational Leadership	Equal variances assumed	1.044	0.308	0.937	256	0.350	0.100	0.106	-0.110	0.309
	Equal variances not assumed			0.925	217	0.356	0.100	0.108	-0.113	0.312
Transactional Leadership	Equal variances assumed	0.458	0.499	1.296	256	0.196	0.136	0.105	-0.071	0.342
	Equal variances not assumed			1.297	229	0.196	0.136	0.105	-0.070	0.342
In-role Performance	Equal variances assumed	1.896	0.170	-0.545	256	0.587	-0.051	0.094	-0.237	0.134
	Equal variances not assumed			-0.536	214	0.593	-0.051	0.096	-0.240	0.137
Extra-role performance	Equal variances assumed	0.280	0.597	0.324	256	0.746	0.024	0.074	-0.121	0.169
	Equal variances not assumed			0.321	218	0.749	0.024	0.075	-0.123	0.171
Customer Satisfaction	Equal variances assumed	0.485	0.487	-0.118	256	0.906	-0.012	0.098	-0.205	0.182
	Equal variances not assumed			-0.116	214	0.908	-0.012	0.100	-0.209	0.186

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.

## Appendix E: Normality and Linearity



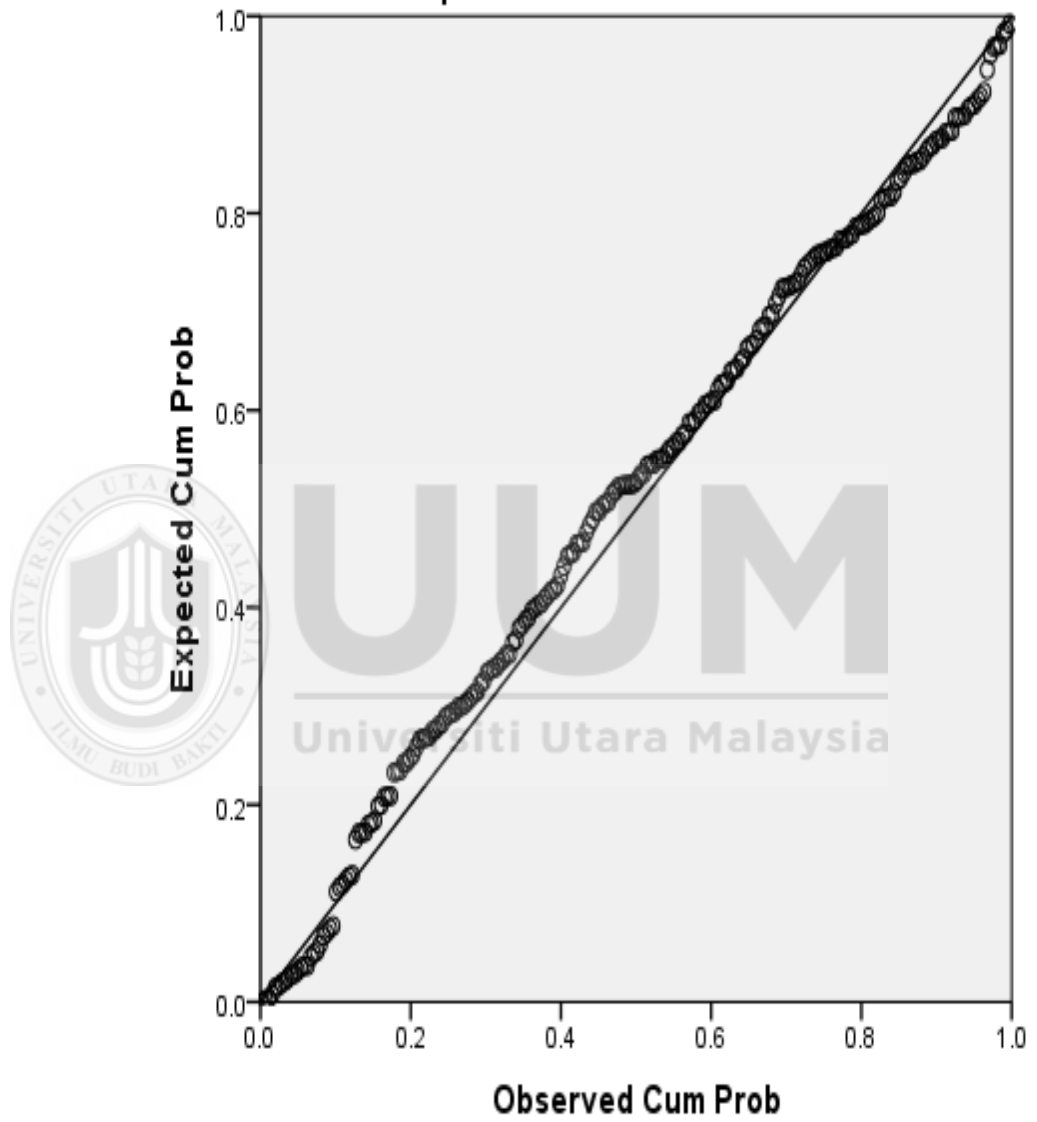
## Customer Satisfaction

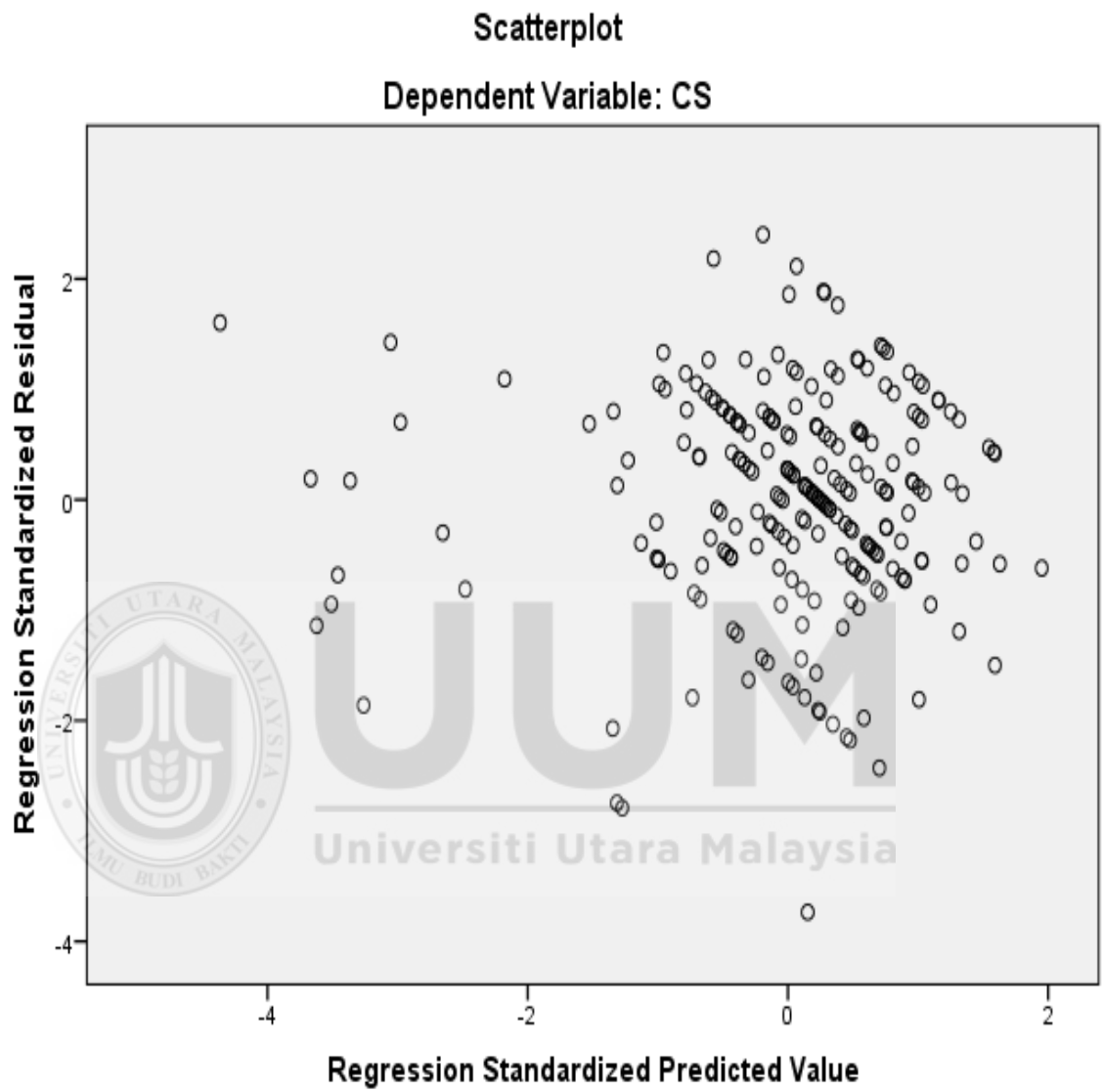




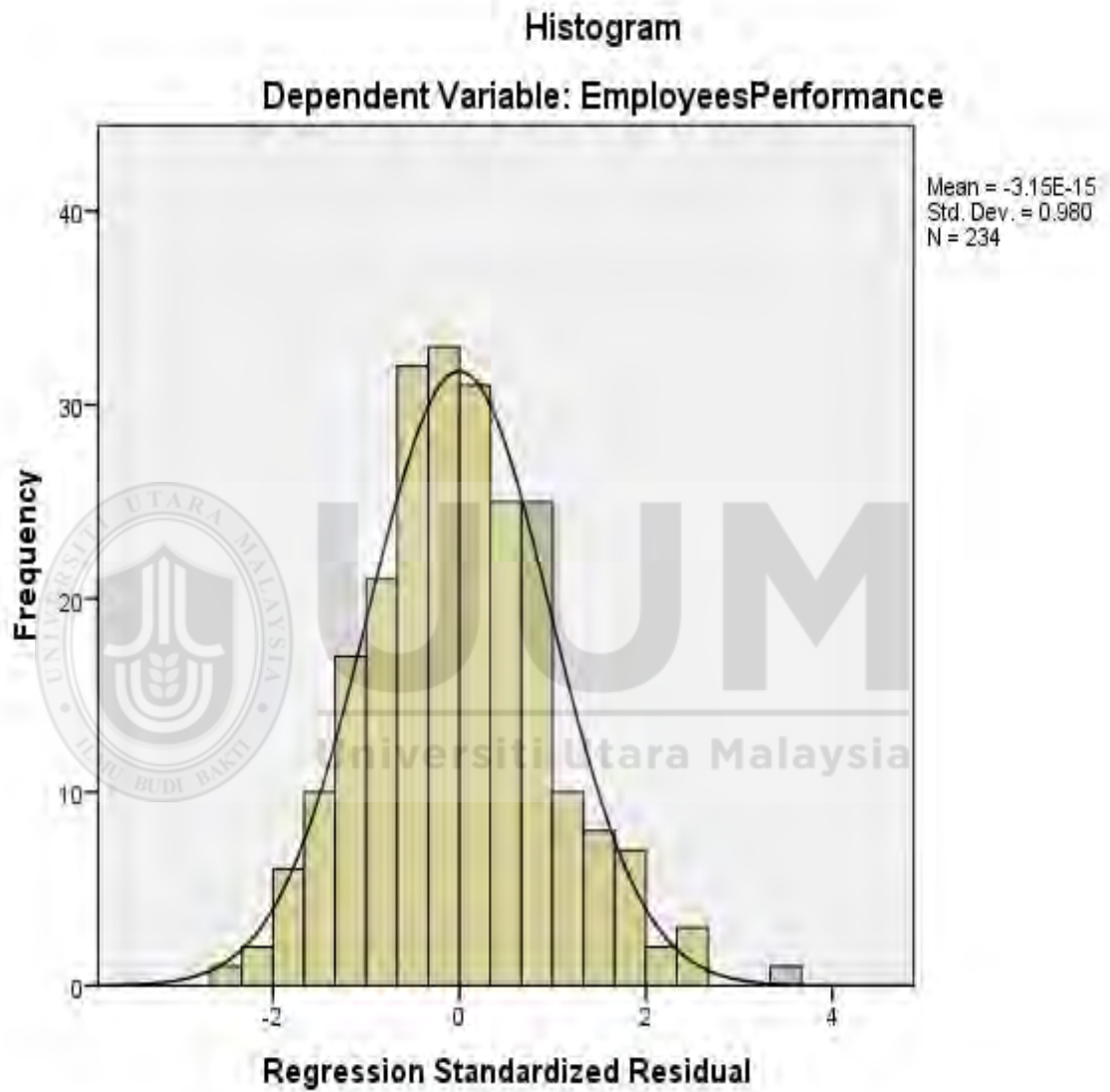
### Normal P-P Plot of Regression Standardized Residual

Dependent Variable: CS



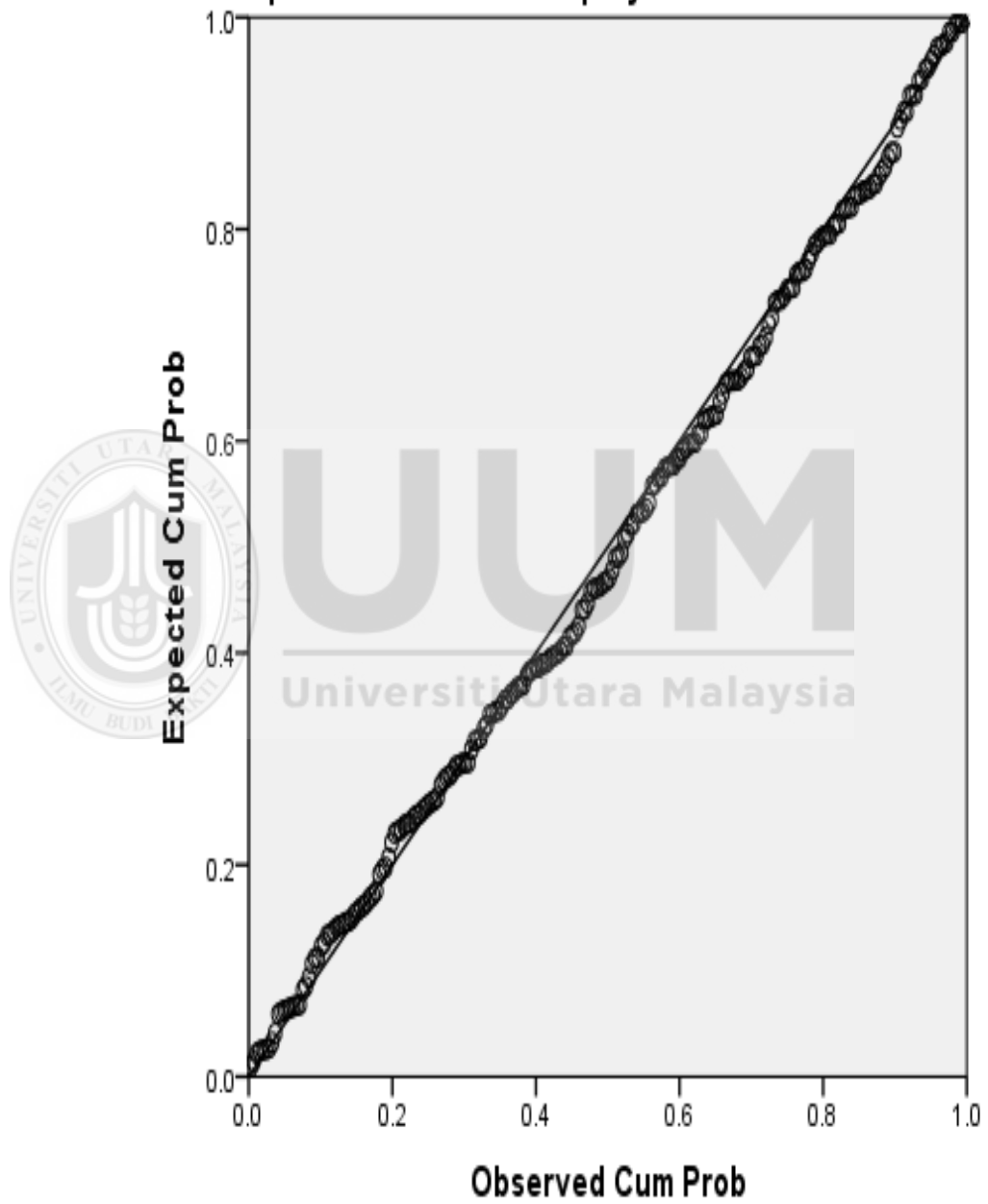


## Employees Performance



### Normal P-P Plot of Regression Standardized Residual

Dependent Variable: EmployeesPerformance



### Scatterplot

Dependent Variable: EmployeesPerformance

