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**RELATIONSHIP BETWEEN REWARD AND RECOGNITION, PERCEIVED
ORGANIZATIONAL SUPPORT, PERSONAL JOB FIT AND
ORGANIZATIONAL COMMITMENT IN PERBADANAN KEMAJUAN
NEGERI KEDAH**

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MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

MAY 2018

RELATIONSHIP BETWEEN REWARD AND RECOGNITION, PERCEIVED
ORGANIZATIONAL SUPPORT, PERSONAL JOB FIT AND
ORGANIZATIONAL COMMITMENT IN PERBADANAN KEMAJUAN
NEGERI KEDAH

BY

WAN NORHARTINI BINTI WAN AHMAD



Thesis Submitted to

School of Business Management,

Universiti Utara Malaysia

In Fulfilment of the Requirement for the Master of Human Resource Management



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Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

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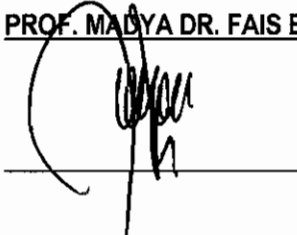
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ABSTRACT

This research examines the association between reward and recognition, perceived organization support, person job fit with organizational commitment and analyse the influence of reward and recognition, perceived organizational support and person job fit on organizational commitment among 148 employees in Perbadanan Kemajuan Negeri Kedah (PKNK). The data was analysed by using *Statistical Package for the Social Science (SPSS)* Version 22. The Social Exchange Theory (SET) was used to explain the possible relationship between variables to support research framework. Descriptive analysis is conducted to identify the data normality and to analyse the frequencies of respondents' demographic profile. Based on correlation analysis, the result showed reward and recognition; perceived organizational support and person job fit have the association with organizational commitment. Multiple regression outputs showed perceived organizational support and person job fit were influence organizational commitment, while reward and recognition has no influence on organizational commitment. Person job fit is the most influence factors on organizational commitment. Based on this finding, researcher suggested several recommendations to enhance organizational commitment among PKNK's employees and direction for future research also proposed.

Keywords: reward and recognition, perceived organizational support, person job fit, organizational commitment, social exchange theory.

ABSTRAK

Kajian ini memeriksa faktor-faktor komitmen organisasi seperti ganjaran dan pengiktirafan, sokongan organisasi, kesesuaian pekerjaan individu dan menganalisa factor yang mempengaruhi komitmen organisasi di kalangan pekerja di Perbadanan Kemajuan Negeri Kedah (PKNK). Data di analisis menggunakan *SPSS* versi 22. Teori pertukaran sosial digunakan untuk menjelaskan hubungan antara faktor-faktor untuk menyokong rangka kerja kajian. Analisis deskriptif dijalankan untuk memastikan kenormalan data dan mengkaji kekerapan profil demografi responden. Berdasarkan output Correlation menunjukkan terdapat hubungan antara ganjaran dan pengiktirafan, sokongan organisasi, kesesuaian pekerjaan individu dengan komitmen organisasi. Output regresi berganda menunjukkan sokongan organisasi, kesesuaian dan pekerjaan individu mempengaruhi komitmen organisasi. Manakala, ganjaran dan pengiktirafan tidak mempengaruhi komitmen organisasi. Kesesuaian pekerjaan individu adalah faktor terpenting yang mempengaruhi komitmen organisasi. Beberapa cadangan untuk penambahbaikan komitmen organisasi di dalam agensi dan cadangan kajian di masa hadapan juga telah dicadangkan.

Kata kunci: ganjaran dan pengiktirafan, sokongan organisasi, kesesuaian pekerjaan individu, teori pertukaran sosial.

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TABLE OF CONTENTS

PERMISSION TO USE	i
ABSTRACT	ii
ABSTRAK	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	vi
LIST OF TABLES	x
LIST OF FIGURES	xi

CHAPTER ONE: INTRODUCTION

1.0	Introduction	1
1.1	Background of the Study	1
1.2	Problem Statement	3
1.3	Research Questions	9
1.4	Research Objectives	9
1.5	Significant of the Study	10
	1.5.1 Body of Knowledge	10
	1.5.2 Practical Contribution	11
	1.5.3 Managers	11
1.6	Definition of Key Terms	11
1.7	Scope of the Study	12
1.8	Organization of the Report	12

CHAPTER TWO: LITERATURE REVIEW

2.0	Introduction	15
2.1	Organizational Commitment	15
2.2	The factors of Organizational Commitment	18
2.3	Reward and Recognition	19
2.3.1	The association between reward and recognition and organizational commitment	20
2.4	Perceived Organizational Support (POS)	21
2.4.1	The association between perceived organizational support and organizational commitment	22
2.5	Person job fit	23
2.5.1	The association between person job fit and organizational commitment	24
2.6	Underpinning Theory	25
2.6.1	Social Exchange Theory (SET)	25
2.7	Conclusion	28

CHAPTER THREE: RESEARCH METHODOLOGY

3.0	Introduction	29
3.1	Framework of the study	29
3.2	Hypothesis	30
3.3	Research Design	31
3.4	Unit of Analysis	32
3.5	Population of study	32

3.6	Questionnaire	34
3.7	Operational Definition and Measurement	35
3.7.1	Reward and Recognition	35
3.7.2	Perceived Organizational Support	36
3.7.3	Person Job Fit	36
3.7.4	Organizational Commitment	37
3.8	Research instrumentation	38
3.9	Data Collection	40
3.9.1	Data Collection Procedure	40
3.10	Data Analysis Technique	41
3.11	Conclusion	44

CHAPTER FOUR: FINDINGS

4.0	Introduction	45
4.1	Descriptive Analysis	46
4.1.1	Demographic Information	47
4.1.2	Descriptive Frequency of Variables	48
4.2	Reliability Test	53
4.3	Correlation Test	55
4.4	Regression Analysis	58
4.5	Hypothesis Summary	61
4.6	Summary	62

CHAPTER FIVE: DISCUSSION AND CONCLUSION

5.0	Introduction	63
5.1	First Objective: The association between reward and recognition and organizational commitment.	63
5.2	Second Objective: The association between perceived organizational support and organizational commitment	64
5.3	Third Objective: The association between person job fit and organizational commitment	65
5.4	Forth Objective: The influence of reward and recognition, perceived organizational support, person job fit on organizational commitment among employees in PKNK.	66
5.5	Limitation	68
5.6	Suggestion for future research	69
5.7	Closing Remark	70
REFERENCES		72
APPENDIX 1		80
APPENDIX 2		90
APPENDIX 3		94
APPENDIX 4		96
APPENDIX 5		97
APPENDIX 6		98
APPENDIX 7		100

LIST OF TABLES

3.2	Number of employees and department in PKNK	33
3.3	List of section of Questionnaires	35
3.4	Instrument, Items, Scale and Sources	38
3.5	Coefficient of Cronbach's Alpha	42
4.1	Frequency Analysis	46
4.2	Descriptive Statistics of Variables	48
4.3	Distribution of Data	49
4.9	Result of Reliability Analysis	54
4.10	The association between reward and recognition and Organizational Commitment	55
4.11	The association between Perceived Organizational Support and Organizational Commitment	56
4.12	The association between Person Job Fit and Organizational commitment	57
4.13	Result on Multiple Regression in evaluating the influence on Reward and Recognition, Perceived Organizational Support, Person Job Fit on Organizational Commitment	58
4.14	Unstandardized Beta Coefficients	59
4.15	The Outcome of Tested Hypotheses	61

LIST OF FIGURE

1.1	Trends in Global Employee Engagement Report 2017 by AON	2
1.2	Lateness Data of PKNK	5
3.1	Research Framework of Organizational Commitment	30
4.4	Histogram of Organizational Commitment	50
4.5	Histogram of Reward and Recognition	50
4.6	Histogram of Perceived Organizational Support	51
4.7	Histogram of Person Job Fit	51
4.8	Q Q Plot – Organizational Commitment	53



CHAPTER ONE

INTRODUCTION

1.0 Introduction

This research attempts to investigate the relationship between reward and recognition, perceived organizational support and personal job fit towards organizational commitment in the Perbadanan Kemajuan Negeri Kedah (PKNK). The significance of this study is to examine the relationship of the said variables towards organizational commitment.

1.1 Background of the Study

Kedah is a state located in the northern region of Peninsular Malaysia and is also known as the foremost rice producing state of Malaysia. Due to the current social and economic developments, the Kedah State Government is now carrying out organizational restructuring to improve knowledge, skills and also to add some elements of values, ethics and integrity. According to the Portal Rasmi Kerajaan Negeri Kedah (2017), the core values of the Kedah State Government are integrity, discipline, commitment, intellectual, loyalty, quality, innovation and teamwork. The Kedah State Government comprises various agencies that are responsible to meet the government's objectives and planning. One of the important agencies which

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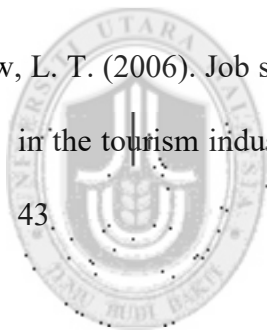
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QUESTIONNAIRE



SCHOOL OF BUSINESS MANAGEMENT
UNIVERSITI UTARA MALAYSIA
MASTER OF HUMAN RESOURCE MANAGEMENT

Dear Sir/ Madam,

This questionnaire is design to study about **RELATIONSHIP OF REWARD AND RECOGNITION, PERCEIVED ORGANIZATIONAL SUPPORT, PERSONAL - JOB FIT WITH ORGANIZATIONAL COMMITMENT IN PERBADANAN KEMAJUAN NEGERI KEDAH (PKNK)**. This survey is conducted for the purpose is in fulfilling of the requirement degree of Master's in Human Resource Management from Universiti Utara Malaysia.

I sincerely hope you could spend some times to answer this survey. All information will be kept **STRICTLY CONFIDENTIAL** and will be used for the purpose of the research only.

Please answer the question as best as you can. Please do not hesitate to contact me, if you have any query about this research. Your completion and support in completing this survey highly appreciated. Thank you

Terima Kasih

*Suai selidik ini bertujuan untuk mengkaji **HURUNGAN GANjaran DAN PENGikHTIRAFan, sokongan dari organisasi dan keSESuaian PERAJAAN INDIVIDU DENGAN KOMITMEN ORGANISASI DI PERBADANAN KEMAJUAN NEGERI KEDAH (PKNK)**. Kajian ini adalah sebagai memenuhi syarat untuk Ijazah Sarjana Pengurusan Sumber Manusia dari Universiti Utara Malaysia.*

Saya amat berharap tuan/puan dapat meluangkan masa untuk menjawab suai selidik ini. Segala maklumat akan dirahsiakan dan hanya akan digunakan untuk tujuan kajian ini sahaja.

Sila jawab semua soalan yang terbutk yang tuan/puan boleh. Sila hubungi saya jika anda dapar sebarang permasalahan berkenaan dengan suai selidik ini. Kerjasama dan sokongan yang diberikan untuk melengkapkan suai selidik ini adalah amat dihargai.

Terima kasih

Yang benar

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BAHAGIAN A: MAKLUMAT PERIBADI

Sila **tandakan X di kotak** yang berkenaan dengan jawapan yang sesuai.

SECTION A: DEMOGRAPHIC INFORMATION

Please **mark x in the relevant box** below with an appropriate answer.

A1. Gender (*Jantina*)

() Male (*Lelaki*)

() Female (*Perempuan*)

A2. Age (*Umur*)

() Between 20 – 29 (*Di antara 20 - 29*)

() Between 30 – 39 (*Di antara 30 – 39*)

() Between 40 – 49 (*Diantara 40 – 49*)

() 50 and above (*50 dan ke atas*)

A3. Marital status (*Taraf Perkahwinan*)

() Single (*Bujang*)

() Married (*Berkahwin*)

() Divorced (*Berceraai*)

A4. Education level (*Taraf Pendidikan*)

() SPM

() STPM

() Certificate

() Diploma

() Degree

() Master

A5. Job position/ level (*Tangga jawatan*)

() Executive (*Eksekutif*)

() Non-Executive (*Bukan Eksekutif*)

A6. Year of tenure (*Tempoh pekerjaan*)

() Less than 5 years (*Kurang dari 5 tahun*)

() Between 6 – 10 years (*Di antara 6 – 10 tahun*)

() Between 11- 15 years (*Di antara 11 – 15 tahun*)

() Between 16 – 20 years (*Di antara 16 – 20 tahun*)

() Between 21 – 25 years (*Di antara 21 – 25 tahun*)

() More than 26 years (*Lebih dari 26 tahun*)



BAHAGIAN B: GANJARAN DAN PENGIKHTIRAFAN

Bahagian ini menyatakan sejauh mana anda akan menerima pelbagai hasil untuk tugas yang cemerlang. Sila nyatakan maklumbalas anda dengan menggunakan lima point skala dengan (1) paling sedikit kepada (5) paling banyak.

SECTION B: REWARD AND RECOGNITION

This section is indicate the extent to which you receive various outcomes for performing your job well. Please indicate your response on five-point Likert –type scale with anchors (1) to a small extent to (5) a large extent

To small extent Sebahagian kecil	To some extent Sedikit	Neutral Berkecuali	To a moderate extent Tahap yang sederhana	To a large extent Sebahagian Besar
1	2	3	4	5

No	Question	Small extent (Sebahagian kecil)					Large extent (Sebahagian Besar)	
B1	A pay rise <i>Peningkatan gaji</i>	1	2	3	4	5		
B2	Job security <i>Kestabilan kerja</i>	1	2	3	4	5		
B3	A promotion <i>Kenaikan pangkat</i>	1	2	3	4	5		
B4	More freedom and opportunities <i>Kebebasan dan peluang yang lebih</i>	1	2	3	4	5		
B5	Respect from the people you work with. <i>Rasa hormat dari rakan sekerja.</i>	1	2	3	4	5		

B6	Praise from your supervisor <i>Pujian dari penyelia anda</i>	1	2	3	4	5
B7	Training and development opportunities. <i>Peluang latihan & pembangunan</i>	1	2	3	4	5
B8	More challenging work assignments. <i>Tugasan kerja yang lebih mencabar</i>	1	2	3	4	5
B9	Some form of public recognition (e.g. Best employees of the year) <i>Pengiktirafan awam. (Contoh: Anugerah Khidmat Cemerlang)</i>	1	2	3	4	5
B10	A reward or token of appreciation (e.g Bonus, Trip to overseas) <i>Ganjaran atau tanda penghargaan (Contoh : Bonus, lawatan ke luar Negara)</i>	1	2	3	4	5

BAHAGIAN C: SOKONGAN ORGANISASI

Pilih jawapan berdasarkan diri anda. Bulatkan maklumbalas anda di dalam lima point skala dengan (1) Sangat tidak bersetuju hingga (5) Sangat setuju.

SECTION C: PERCEIVED ORGANIZATIONAL SUPPORT

With reference to yourself, please indicate to what extend you agree to the following statements. Please circle your response on five-point Likert –type scale with anchors (1) strongly disagree to (5) strongly agree.

Strongly disagree <i>Sangat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Unsure <i>Tidak pasti</i>	Agree <i>Setuju</i>	Strongly agree <i>Sangat setuju</i>
1	2	3	4	5

No	Question	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
C1	My organization really cares about my well being <i>Syarikat saya amat mengambil berat tentang keadaan saya</i>	1	2	3	4	5
C2	My organization strongly considers my goals and values. <i>Syarikat saya amat mempertimbangkan nilai dan matlamat saya</i>	1	2	3	4	5
C3	My organization cares about my opinions. <i>Syarikat saya peduli tentang pendapat saya</i>	1	2	3	4	5
C4	My organization is willing to help me if I need a special favour. <i>Syarikat saya bersedia membantu saya jika diperlukan</i>	1	2	3	4	5

C5	Help is available from my organization when I have a problem. <i>Bantuan boleh didapati di syarikat saya bila saya mempunyai masalah</i>	1	2	3	4	5
C6	My organization would forgive an honest mistake on my part. <i>Syarikat saya akan maafkan kesilapan saya.</i>	1	2	3	4	5

BAHAGIAN D: KESESUAIAN PEKERJAAN INDIVIDU

Pilih jawapan berdasarkan diri anda. Bulatkan maklumbalas anda di dalam lima point skala dengan (1) Sangat tidak bersetuju hingga (5) Sangat setuju.

SECTION D: INDIVIDUAL/ PERSON-JOB FIT

With reference to yourself, please indicate to what extent you agree to the following statements. Please circle your response on five-point Likert –type scale with anchors (1) strongly disagree to (5) strongly agree.

No	Question	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
D1	I possess the skills and abilities to succeed at this organization. <i>Saya mempunyai kemahiran dan keupayaan untuk Berjaya dalam organisasi ini.</i>	1	2	3	4	5
D2	I believed my skills and abilities “match” those required by this organization in general. <i>Saya percaya kemahiran dan keupayaan saya sepadan dengan yang dikehendaki oleh organisasi ini secara amnya.</i>	1	2	3	4	5

D3	I have knowledge and skills that meet the company's demands. <i>Saya mempunyai pengetahuan dan kemahiran yang memenuhi permintaan organisasi.</i>	1	2	3	4	5
D4	My ability matches the characteristics of the business. <i>Keupayaan saya sepadan ciri-ciri perniagaan.</i>	1	2	3	4	5
D5	My abilities fit the demands of my job. <i>Keupayaan saya sesuai dengan tuntutan kerja saya.</i>	1	2	3	4	5
D6	I have the right skills and abilities to perform in my job. <i>Saya mempunyai kemahiran dan kebolehan untuk melaksanakan tugas saya.</i>	1	2	3	4	5
D7	There is a good match between the requirement of my job and my skills. <i>Tuntutan kerja saya bersepadan dengan kemahiran saya.</i>	1	2	3	4	5
D8	The match is very good match between the demands of my job and my personal skills. <i>Tuntutan kerja saya amat bersepadan dengan kemahiran diri saya.</i>	1	2	3	4	5
D9	My abilities and training are a good fit with the requirements of my job. <i>Keupayaan dan latihan sepadan dengan tuntutan kerja saya.</i>	1	2	3	4	5
D10	My personal abilities and education provide a good match with the demands that my job places on me. <i>Keupayaan diri dan pendidikan saya sepadan dengan bidang kerja saya.</i>	1	2	3	4	5

BAHAGIAN E: KOMITMEN ORGANISASI

Pilih jawapan berdasarkan diri anda. Bulatkan maklumbalas anda di dalam lima point skala dengan (1) Sangat tidak bersetuju hingga (7) Sangat setuju.

SECTION E: ORGANIZATIONAL COMMITMENT

With reference to yourself, please indicate to what extend you agree to the following statements. Please circle your response on five-point Likert –type scale with anchors (1) strongly disagree to (7) strongly agree.

No	Question	Strongly disagree <i>Sangat Tidak setuju</i>	Moderately Disagree <i>Sederhana Tidak setuju</i>	Slightly disagree <i>Agak Tidak bersetuju</i>	Neither agree nor disagree <i>Antara setuju dan tidak setuju</i>	Slightly agree <i>Agak bersetuju</i>	Moderately agree <i>Sederhana setuju</i>	Strongly agree <i>Sangat setuju</i>
E1	I would be happy to work at my organization until I retire. <i>Saya akan gembira untuk bekerja di syarikat saya sehingga pencen.</i>	1	2	3	4	5	6	7
E2	Working at my organization has a great deal of personal meaning to me. <i>Bekerja di syarikat saya memberi makna peribadi kepada saya.</i>	1	2	3	4	5	6	7

E3	I really feel that problems faced by my organization are also my problem. (<i>Saya rasa masalah yang dialami oleh syarikat saya adalah masalah saya</i>)	1	2	3	4	5	6	7
E4	I feel personally attached to my work organization. (<i>Saya rasa saya sebahagian daripada syarikat saya</i>)	1	2	3	4	5	6	7
E5	I am proud to tell others I work at my organization. <i>Saya bangga untuk memberitahu orang lain tentang syarikat saya.</i>	1	2	3	4	5	6	7
E6	I feel strong sense of belonging to my organization. <i>Saya rasa saya mempunyai syarikat saya.</i>	1	2	3	4	5	6	7

=Thank you for taking the time to complete this questionnaire=

RELIABILITY TEST**Case Processing Summary**

		N	%
Cases	Valid	148	100.0
	Excluded ^a	0	.0
	Total	148	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.914	.914	10

Item Statistics

	Mean	Std. Deviation	N
A pay rise	3.68	.841	148
Job security	3.96	.799	148
A promotion	3.43	.874	148
More freedom and opportunity	3.53	.914	148
respect from other people	3.93	.850	148
Praise from supervisor	3.78	.815	148
Training and development opportunities	3.82	.863	148
More challenging work assignment	3.95	.785	148
Some form of public recognition	3.89	.869	148
a reward or token appreciation	4.17	.777	148

Case Processing Summary

		N	%
Cases	Valid	148	100.0
	Excluded ^a	0	.0
	Total	148	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.902	.906	6

Item Statistics

	Mean	Std. Deviation	N
My organization cares about my well being	3.79	.712	148
My organization considers my goals & value	3.66	.696	148
My organization cares about opinion	3.60	.771	148
My organization willing to help	3.86	.765	148
Help is available	3.82	.697	148
Forgive my mistake	3.53	.876	148

Case Processing Summary

	N	%
Cases Valid	148	100.0
Excluded ^a	0	.0
Total	148	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.920	.924	10

Item Statistics

	Mean	Std. Deviation	N
I possess the skills and abilities to succeed at this organization	4.05	.587	148
believed skills and abilities match	3.97	.605	148
I have knowledge and skills meets company demand	3.99	.644	148
my ability matches business	3.89	.748	148
my ability fit the demand	4.06	.652	148
have the right skills and abilities	4.09	.605	148
good match between requirement and skills	4.07	.584	148
good match between demand of the job and personal skills	4.07	.656	148
my abilities and training fit with requirement of my job	4.01	.714	148
my personal abilities and education provide good match with demand at workplace	3.94	.776	148

Case Processing Summary

		N	%
Cases	Valid	148	100.0
	Excluded ^a	0	.0
	Total	148	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.866	.883	6

Item Statistics

	Mean	Std. Deviation	N
Happy to work with	5.82	1.074	148
working in the organization	5.73	1.060	148
has a great deal for me	5.10	1.427	148
feel problem faced by the	5.71	1.005	148
organization also my problem	5.90	.909	148
personally attached to my	5.64	1.017	148
work			
proud to tell others			
feel strong sense of			
belonging			

FREQUENCY TABLE**Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	65	43.9	43.9	43.9
Female	83	56.1	56.1	100.0
Total	148	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Between 20 - 29	26	17.6	17.6	17.6
Between 30 - 39	65	43.9	43.9	61.5
Between 40 - 49	37	25.0	25.0	86.5
50 and above	20	13.5	13.5	100.0
Total	148	100.0	100.0	

Marital status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	24	16.2	16.2	16.2
Married	124	83.8	83.8	100.0
Total	148	100.0	100.0	

Education level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SPM	40	27.0	27.0	27.0
STPM	8	5.4	5.4	32.4
Certificate	7	4.7	4.7	37.2
Diploma	50	33.8	33.8	70.9
Degree	32	21.6	21.6	92.6
Master	11	7.4	7.4	100.0
Total	148	100.0	100.0	

Job position/ level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Executive	30	20.3	20.3	20.3
Non-executive	118	79.7	79.7	100.0
Total	148	100.0	100.0	

Year of tenure

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than 5 years	32	21.6	21.6	21.6
Between 6 - 10 years	40	27.0	27.0	48.6
Between 11- 15 years	43	29.1	29.1	77.7
Between 16 - 20 years	6	4.1	4.1	81.8
Between 21 - 25 years	11	7.4	7.4	89.2
More than 26 years	16	10.8	10.8	100.0
Total	148	100.0	100.0	

PEARSON CORRELATION

Correlations		IV1	IV2	IV3	DV
IV1	Pearson Correlation	1	.587**	.617**	.424**
	Sig. (2-tailed)		.000	.000	.000
	N	148	148	148	148
IV2	Pearson Correlation	.587**	1	.522**	.524**
	Sig. (2-tailed)	.000		.000	.000
	N	148	148	148	148
IV3	Pearson Correlation	.617**	.522**	1	.590**
	Sig. (2-tailed)	.000	.000		.000
	N	148	148	148	148
DV	Pearson Correlation	.424**	.524**	.590**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	148	148	148	148

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

REGRESSION TEST

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	IV3, IV2, IV1 ^b	.	Enter

a. Dependent Variable: DV

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643 ^a	.413	.401	.65543

a. Predictors: (Constant), IV3, IV2, IV1

b. Dependent Variable: DV

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.491	3	14.497	33.747	.000 ^b
	Residual	61.861	144	.430		
	Total	105.352	147			

a. Dependent Variable: DV

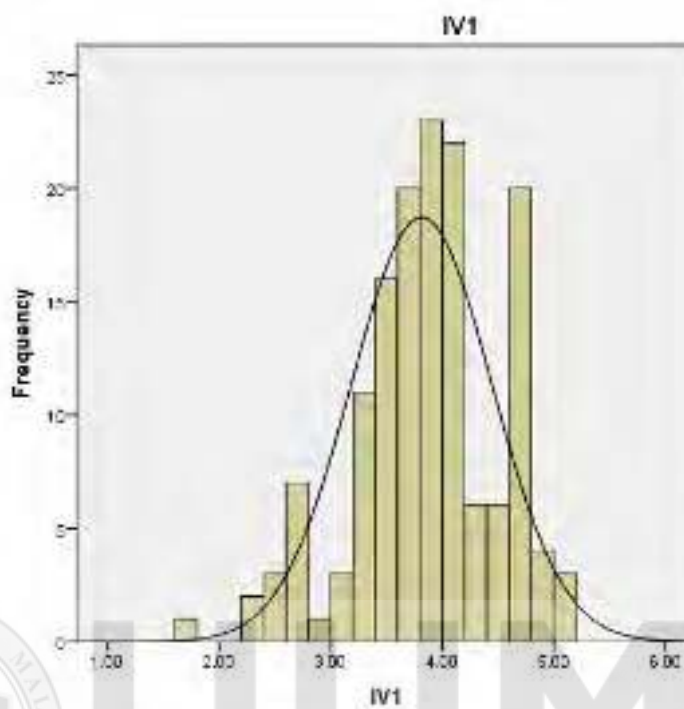
b. Predictors: (Constant), IV3, IV2, IV1

Coefficients^a

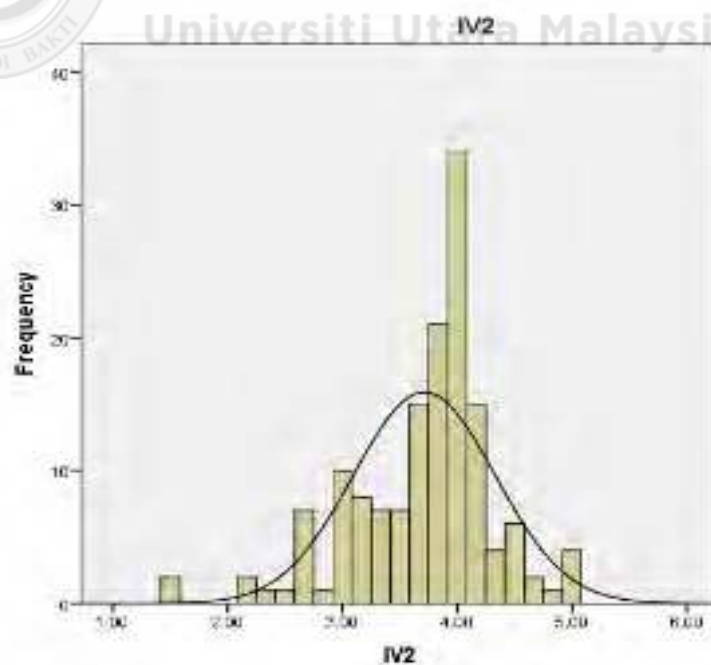
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.224	.451		2.716	.007
	IV1	-.048	.118	-.036	-.408	.684
	IV2	.423	.111	.309	3.796	.000
	IV3	.758	.141	.451	5.376	.000

a. Dependent Variable: DV

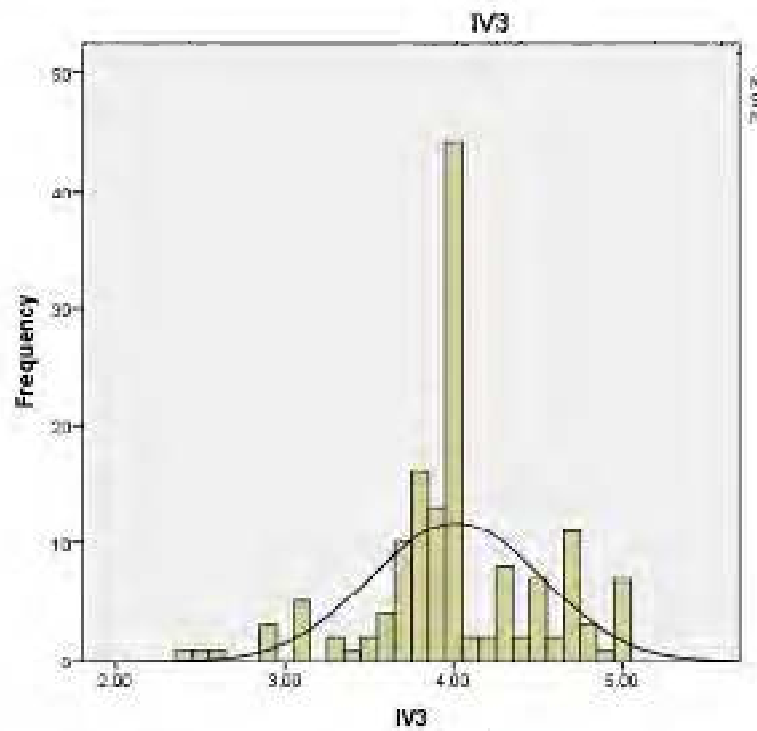
HISTOGRAM



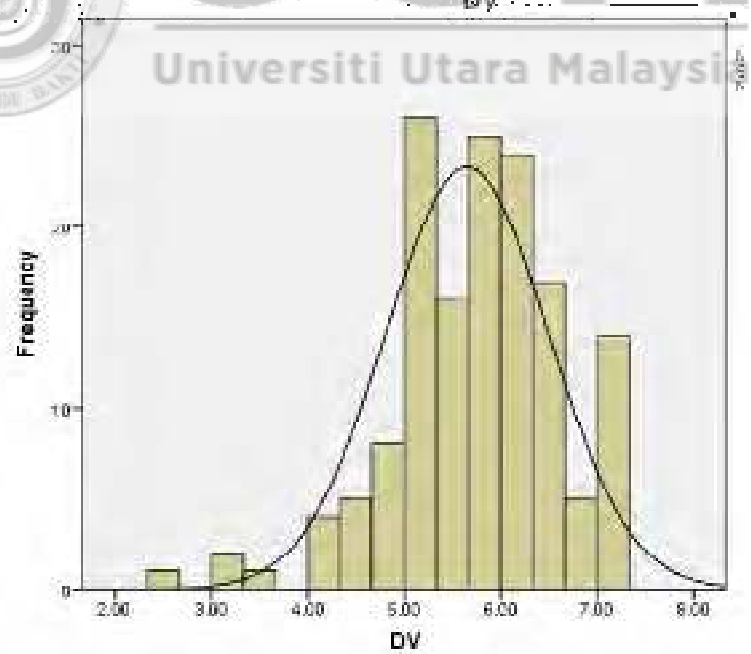
Mean = 3.81
 Std.Dev = 0.631
 N = 148



Mean = 3.71
 Std.Dev = 0.619
 N = 148



Mean = 4.01
Std. Dev = 0.504
N = 148



Mean = 5.63
Std. Dev = 0.847
N = 148

Q-Q PLOT

