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

By

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ABSTRACT

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

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

ABSTRAK (MALAY)

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

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

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Abdussalaam Iyanda Ismail.

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CHAPTER 1: INTRODUCTION

1.0 INTRODUCTION

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

1.1 BACKGROUND OF THE STUDY

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

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

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REFERENCES

APPENDICES

Appendix A

Questionnaire

Universiti Utara Malaysia Sintok 06010, Kedah Malaysia

Questionnaire

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

Section 1: Demographic variables

1. Please indicate your position:

Senior Staff Junior Staff

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

a) Permanent b) Temporary c) Fixed-term

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

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

4. What is the highest educational qualification you hold?

a) Diploma b) Degree c) Postgraduate degree

5. Which of the following describes your current status?

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

Section 2

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

Interpretations of the scales:

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

No	Items	SD	D	N	A	SA
1	My work has a lot of variety					

Performance-based pay

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

Career Incentives

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

Organizational Benefits

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

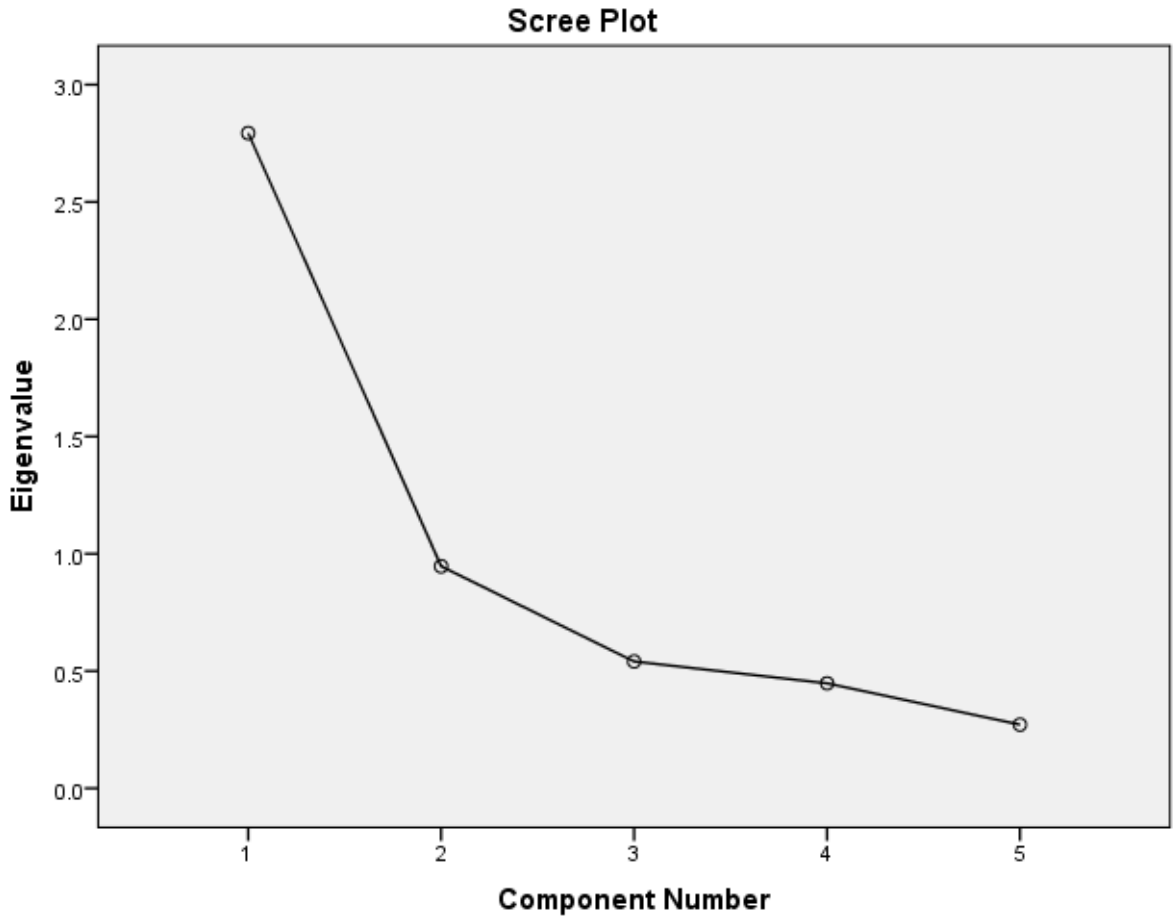
Distributive Fairness

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

Employee Performance

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

Appendix B



Appendix C

Descriptive Analysis

Descriptive Statistics

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

Appendix D

Correlation

Correlations

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

Appendix E

Hierarchical Regression

Regression

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

Correlations

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

Correlations

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

Correlations

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

Variables Entered/Removed[a]

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

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

Model Summary[c]

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

Model Summary[c]

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

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

ANOVA[a]

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

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

Coefficients[a]

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

Coefficients[a]

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

a. Dependent Variable: DF_MEAN

Excluded Variables[a]

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

Excluded Variables[a]

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

a. Dependent Variable: DF_MEAN

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

Residuals Statistics[a]

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

a. Dependent Variable: DF_MEAN

Regression

Descriptive Statistics

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

Correlations

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

Correlations

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

Correlations

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

Variables Entered/Removed[a]

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

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

Model Summary[c]

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

Model Summary[c]

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

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

ANOVA[a]

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

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

Coefficients[a]

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

Coefficients[a]

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

a. Dependent Variable: EP_MEAN

Excluded Variables[a]

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

Excluded Variables[a]

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

a. Dependent Variable: EP_MEAN

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

Residuals Statistics[a]

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

a. Dependent Variable: EP_MEAN

Regression

Descriptive Statistics

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

Correlations

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

Correlations

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

Correlations

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

Variables Entered/Removed[a]

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

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

Model Summary[c]

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

Model Summary[c]

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

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

ANOVA[a]

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

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

Coefficients[a]

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

Coefficients[a]

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

a. Dependent Variable: EP_MEAN

Excluded Variables[a]

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

Excluded Variables[a]

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

a. Dependent Variable: EP_MEAN

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

Residuals Statistics[a]

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

a. Dependent Variable: EP_MEAN

Regression

Descriptive Statistics

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

Correlations

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

Correlations

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

Correlations

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

Variables Entered/Removed[a]

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

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

Model Summary[c]

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

Model Summary[c]

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

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

ANOVA[a]

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

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

Coefficients[a]

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

Coefficients[a]

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

a. Dependent Variable: EP_MEAN

Excluded Variables[a]

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

Excluded Variables[a]

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

a. Dependent Variable: EP_MEAN

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

Residuals Statistics[a]

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

a. Dependent Variable: EP_MEAN