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The Impact of Incentives on Employee and Organizational Performance in Selected Industries in Lebanon

By

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I dedicate this work to my grandfather who would have been proud of me.

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ABSTRACT

Title: The Impact of Incentives on Employee and Organizational Performance in Selected Industries in Lebanon

Introduction: My personal experience in a job where I had no appraise, recognition, or a simple thank you for my efforts made my performance deteriorate. I resigned from my job to get rid of demotivation and picked my MBA thesis topic according to what I found essential in a work place.

Effective incentives that satisfy different levels of needs, and are compatible with employee position and educational level, will trigger motivation for better employee and organizational performance.

I chose a sample of 100 organizations, classified as high rated and low rated, from the banking, hospital, pharmaceutical and general trade sectors; I administered a survey questionnaire where statements explored the different dimensions of effective incentives and dimensions of employee and organizational performance.

Statistical Analysis: Multiple regressions were done to prove the positive relation between the dimensions of effective incentives and the dimensions of employee and organizational performance.

Independent Sample T Test was done to prove a significant difference in dimensions of effective incentives and dimensions of employee and organizational performance in different business categories (high rated and low rated).

One-Way ANOVA was done to prove a significant difference in dimensions of effective incentives and dimensions of employee and organizational performance in the selected industries.

Conclusion: The study showed that there is a positive relation between dimensions of effective incentives and dimensions of employee and organizational performance.

There is a significant difference in dimensions of incentives and dimensions of performance in different business categories and in the selected industries.

TABLE OF CONTENTS

CHAPTER ONE

1.1 PURPOSE OF THE STUDY

I have chosen the study of incentives' impact on employee performance, due to a personal experience with the job I have acquired since I graduated. As a fresh graduate I had all the potential and ambition to excel in my position, however there was always a wall which I ran into every time I tried to do my best in my work. The organization I have worked in is a philanthropic hospital; therefore there has been always a shortage in resources and a financial limitation in the salary base. This was an obstacle to me, but I disregarded it due to my interest in gaining experience despite the limitations.

However despite the fact that the work environment was a demotivator, I tried my best. In four years of work, I haven't received any appraise, recognition or a simple thank you for my efforts. This made my performance to deteriorate and my attitude to change. I started to come late to work and to ignore the fixed office hours, and spend time counting the minutes for the end of the day. Also I had to experience another type of torture while interacting with Human Resources. The Human Resource manager contacted me several times for being late, and when I met him to explain how I'm demotivated, his response was, "well you aren't working at Google". All this ended up making me resign from my job. However I became very much interested to explore the impact of incentives on employee performance, and made me wonder how positive incentives would have affected my attitude and performance.

Therefore making a decision about an MBA thesis topic was already done. I did a lot of research and found that this issue is indeed a major one in all organizations, because motivation to work is

so essential for organizational success, and motivation depended on a successfully designed and implemented incentives system.

Due to the lack of research in Lebanon regarding the impact of well defined and implemented incentives on employee and organizational performance, I thought that this research would contribute to this sector.

1.2 LITERATURE REVIEW

Motivation

We will begin discussing the concept of employees' motivation in organizations to facilitate the analysis of incentives that aim to produce motivated employees.

Motivation has been discussed in many theories and by different researchers, definitions of motivation have been proposed and the factors that trigger motivation positively or have negative impact have been identified. Also two major perspectives of motivation have been developed, those of content and process.

Le t us review briefly the historical perspectives on motivation which will facilitate our understanding. These perspectives have been discussed in different studies on motivation. Frederick Taylor focused in the "traditional" approach, i.e. on the monetary compensation as a motivational factor in any job. While "Human Relations" approach, on the other hand, emphasized the importance of social network in the workplace that makes employees feel better about their working environment and this leads to better performance. As to the" Human Resource" approach it explains the importance of employee motivation through employee encouragement, participation in setting goals and making decisions and positive working environment (Griffin, 2008).

The content perspectives of motivation deal with the needs of human beings and the ways to satisfy them, in order to motivate people. Here we will discuss the following approaches: Maslow's hierarchy of needs, the ERG theory of motivation by Aldefer, the two factor theory by Herzberg, the individual human needs by Mc Clelland.

Maslow's hierarchy of needs and their satisfaction is one approach to explain motivation. Maslow believes that the lowest level needs, the physiological needs (including hunger, thirst,

sleep) and the safety needs (security and protection from danger) must be satisfied first then the other needs should be satisfied afterwards. And the highest level of motivation is reached when the highest level needs are satisfied which are, social needs (belonging, acceptance, social life, friendship and love), self-esteem (self-respect, achievement, status, recognition) and self-actualization (growth, accomplishment, personal development).

The ERG theory of motivation introduced by Clayton Aldefer is a rework for Maslow's Hierarchy of needs, it groups the needs into three categories that are, existence, relatedness and growth. Existence refers to the physiological and safety needs of Maslow's, the second category is relatedness which refers to the desire of maintaining important interpersonal relationships. Both relatedness and existence are considered extrinsic desires and align with Maslow's social needs and self esteem classification. As for growth it is considered the intrinsic desire for self development and is linked with Maslow's self actualization needs. Therefore when these needs are satisfied then motivation occurs (Adair on Leadership Pocket Book, 2004).

Another theory is the Two Factor theory of motivation, where Herzberg suggests that satisfaction and dissatisfaction are affected by separate factors, where satisfaction is related to motivation factors and dissatisfaction is linked to the "Hygiene" factors. Herzberg attempted to identify the factors that made employees satisfied or dissatisfied. The employees are dissatisfied when they perceive the Hygiene factors in a workplace as being inadequate such as working conditions, supervision, salary, job security and status. Herzberg mentions clearly the fact that recognition is an important driver that triggers motivation in addition to other drivers such as, achievement, possibility of growth, responsibility and advancement (Adair on Leadership Pocket Book, 2004).

Individual Human Needs theory as explained by David C. Mc Clelland, suggests that the three essential human needs are, the need of goals' achievement, the need for affiliation (acceptance),

and the need of power (being influential). And again when these factors are satisfied, then the individual will be motivated to perform better.

Therefore as mentioned earlier, motivation is linked with satisfying the inner human needs. As to how those needs are satisfied we need to look at Process Perspectives that describe these ways. These perspectives are Expectancy, Equity and Goal setting theories (Griffin, 2008).

Expectancy theory talks about how motivation is linked to how much an individual wants something, and how likely he is to get it. The theory suggests the importance of understanding what employees want, and motivate them by satisfying their wants. The main aspect of expectancy theory is not only to understand the individual's wants and the goals he aims for, but also to link his effort with his performance, and then link his performance with the rewards he will get.

As for Equity Theory, it presents the importance of satisfying the need for social equity in the rewards received for performance and which motivate people. Equity emphasizes the fact of satisfaction of the employee who believes that he is being treated and rewarded fairly with respect to others.

The Goal Setting Theory by Edwin Locke, emphasizes how essential it is to set goals that are attainable, challenging, specific, acceptable, and committed to, for an employee to be motivated, perform better, and be satisfied.

The implications of the Process Perspectives are that if rewards are to motivate, they must be perceived as being valued, attainable, fair and equitable.

There are also Reinforcement Perspectives on motivation where we learn that consistently applied reinforcement helps maintain motivation and the role of rewards or punishment is important in encouraging positive behavior or discouraging negative behaviors.

We also find other popular motivational strategies. For example Empowerment, which enables workers to set their own goals, make decisions, solve problems within their sphere of influence. Other examples are participation where employees are given a voice in making decisions about their work. Also using work teams, decentralization (flat organization) and performance-based reward systems (individual/group based) are other strategies that help create a motivated workforce (Griffin, 2008).

Recognition, Rewards and Motivation

To be motivated isn't something easily attained. Motivation is of two types intrinsic, which is self generated motivation, and extrinsic, which is motivation due to external factors such as rewards (Salie & Schlechter, 2012). There are a set of obligations that the employee has in mind towards the firm he belongs to, and a set of expectations from the firm that needs to fulfill them. These expectations characterize the needs and wants of the employee, and when they are satisfied, his feeling of insecurity will diminish, thus enhancing his motivation and performance. Therefore the organization has to address an employee's sense of motivation through policies and practices of creating empowerment, opportunity, provision of performance feedback, and most importantly through recognition which we are going to discuss in the rest of this research.

A mix of four Rs summarizes how an organization approaches the employees and creates motivation. The mix constitutes responsibilities, relationships, rewards and reasons. It is clear that rewards are a major part of that mix in which appreciation and recognition are the drivers that trigger motivation for good performance (Maccoby, 2010).

A strong relation has been mentioned between motivation and rewards. Employees who are rewarded tend to be motivated, and motivation produces better performance. As explained by Vroom's expectancy theory, when employees are rewarded valuably they tend to perform better.

In addition to the Motivation-Hygiene theory proposed by Fred Herzberg, highlighted the relation between satisfaction, compensation and recognition; in which compensation and recognition have the power of creating employee satisfaction in the working environment, and motivating the employee accordingly.

Since the vital drivers in motivating employees are recognition and reward, in the next section of this research we will be discussing different types of incentive plans that manage recognition and reward and the criteria that characterize an effective incentive plan.

Different Types of Incentive Plans:

Incentive plans are divided into two forms, pay for performance plans, in which the pay is linked to employee performance as the expectancy theory suggests, and the second type is the variable pay, that relates the employee's pay to the firm's profitability.

Incentive plans occur differently according to the employees, managers, and teams.

Incentive and recognition programs for individuals are, for example the piece work plans, which are the paying for each piece produced per day or per hour. Another type is the Merit pay, which is the raise in the basic salary according to employee's performance, and this raise becomes part of the salary base afterwards.

Incentive plans for professional employees are different; nonfinancial recognition plans are found to be the best to apply to professionals. In this case the recognition program can be formal according to previously conducted policies and procedures that control the process of nonfinancial recognition plan, or informal, such as appraise, appreciation and performance feedback that are usually applied spontaneously.

In the sector of sales, sales people receive incentives in the form of commissions, where the sales person is paid according to the results he has accomplished at work. Another type of pay is the straight pay that consists of a fixed salary that includes a raise. Base salary will change in the future as the potential of the employee increases in terms of skills, experience and competence. Sometimes commission and straight pay are combined in sales' sector.

As for managers and executives, they are known to receive short term, long term incentives, or a combination of both. Short term incentives and long term incentives can be either organization outcome based or focused on intended results (Jensen, 2006). However it is known that the long term incentives are goal based and are found to guarantee reward value while short term incentives are considered the spontaneous ones that aren't planned ahead (Ericson, 2011).

Short term incentives are supported by a fund size that the firm has, which is considered a proportion of the organization's profit. Short term incentives are the annual bonuses given to the employees according to their eligibility, position, performance and fixed salary, while long term incentives are the stock options, performance shares, indexed options and premium priced options. The stock options give the executives the right to purchase company shares at a certain period of time for a specific price, while performance shares restrict the executives from purchasing shares, unless they meet certain goals.

The team incentive plans are of many types, the most important mentioned types are the profit sharing plans, which provide employees with a proportion of profit share, another type is the Scanlon plan that encourages an employee to be cooperative and involved, in addition to his/her right in benefits sharing. Another form of team incentive plan is gain sharing plan that encourages employees to achieve productive results and have a part of sharing gains. Finally at

risk variable pay plan, which applies the concept of keeping a portion of employee pay at risk, until the latter attains the goals intended by the firm.

Other types to be mentioned are the benefits or compensations that are monetary investments aligned with performance, except for retirement benefits that are aligned with profit sharing.

Different types of incentives continued (rewards and recognition)

Rewards and recognitions are the incentive plans that are present in a firm. They differ overall according to the firm's structure, values and culture.

Rewards are considered to be the tangible form of recognition such as raise, bonus, promotion, vacation and others (Pritchard, 2007), while other types of recognitions are considered to be intangible incentives that are either conducted verbally or through a certain behavior or gesture (Dzuranin & Stuart, 2012).

Recognition programs can be either formal, as ruled by mechanisms and processes with a controlling committee or they can be informal, with less documentation and rules such as spontaneous approaches. To be most effective, recognition programs typically include a combination of formal and informal aspects (Jensen, 2006).

When we compare recognition and reward, recognition is what is applied for an employee after performing a certain job, and this usually does not improve the outcome, it rather reinforces a comparable performance for the employee afterwards; therefore recognition should be considered a part of the reward strategy.

Recognizing good performers can be on the spot or according to regular periods, however in both cases the clarity and certainty of the performance that has led to achieving the reward should be

explained to the employee and highlighted to point a meaning for the reward rather than rendering it a part of a routine schedule, and making it a bad habit.

Behaviors that should be recognized are those that are compatible with the organization's mission, vision, core values and goals. An important aspect is to clarify the designation of the recognition, and specify its direction either to an individual or to a team. When directing the rewards to individuals, eligible employees should be chosen; those who act and behave out of a core belief of commitment to the organization rather than being competitive or holding contesting manners should be favored (Aral, Brynjolfisson, & Wu, 2012).

Recognition and nonmonetary rewards can be very effective motivators and can help improve business performance. Encouraging employees to put their discretionary effort into their work and to deliver superior performance with the chance to make a difference and be recognized is a very powerful management tool that is often not utilized enough.

Employee recognition is a symbolic type of reward; it may have a financial value or be a social reinforcement.

Monetary recognition is perceived important for employees since it is considered to have instrumental value or to be the empowerment tool to satisfy human needs. It is also perceived to have symbolic value, which is meant by the employee being simply valued, which usually creates the feeling of self worth. And finally it has informational value, for the employee, who is told about the reason behind the incentive that has been earned; and this brings out a feeling of self efficacy. Instrumental and symbolic values motivate extrinsically while the informational value, helps with intrinsic type of motivation (Long & Shields, 2010).

Recognition programs can also reinforce desired employee behavior and enhance the employer's brand and promote the organization as a successful one (Jensen, 2006).

For an incentive plan to be reliable there are certain criteria to be considered, the next section will specify those criteria.

Other Specific Factors Characterizing Reliable and Effective Incentives:

The most important intention of rewards is motivation. But to assure the presence of a motivational effect, building up a reliable incentive plan is a must, and the selection of good performers for the job is a first step (Schottner & Thiele, 2010).

Candidate selection for rewards: Selecting a good candidate to reward is to identify an employee who identifies himself with the organization's culture, values, goals and strategy. And since the reward system is a part of the organizational strategy, the candidate is able to accept it and is satisfied with what it offers and this will render the system to be effective (Heinle, Hofmann & Kunz, 2012).

The employee's efforts are valuable, but the major focus is on the results of the efforts, in which the employee accomplishes the goals and obtains the intended outcomes, so when it comes to rewards the main focus should be on the outcomes and goals achieved , in other words on employee performance (Gordon, 2011).

Therefore selecting the employee who is capable of accomplishing the intended organizational goals and ending up with good results is a key part of the plan. However, building up the motivational process for this employee to excel is the other function of the plan that will be addressed in the next section.

In order for the incentives to be considered reliable there are many considerations that should be assembled in an effective way, to pursue the utility that the incentive plan will provide.

A reliable incentive plan is considered to be the backbone of an organization. It is considered of a good value if it is aligned with the whole organizational structure. It should be also contingent with the individual and organizational goals, and characterized by transparency, effectiveness and considered to be fair for all employees. As long as the reward system is seen to be salient and perceived having no intent of discrimination, it is considered to be an effective one. Another determinant is controllability, which is the link between rewards and outcome. Finally reward value is explained by aligning rewards with the strategies, culture, goals and objectives of the organization (Zakaria, Nooridin, Sawal, Noor & Maras, 2011).

Studies argued about the different means of building up and executing an incentive plan. Incentives are based upon performance measurement systems. These systems should apply the rule of alignment, in which the performance of the employee in accomplishing a certain goal should be considered the achievement of the organizational goal at the same time. To relate the measurement of employee performance to narrowly defined departmental task, is much more important to the individual himself, than relating his performance to higher level tasks such as producing the firm's profits. However, it is important for the employee to be evaluated on a corporate level, because it is essential for the employee to understand the relevance of linking his performance to corporate level. Without this understanding of linking his performance to criteria, hesitation will occur that will lead eventually to failure. Therefore uncertainty should be avoided in all the steps of incentive plan building.

Incentive measures should align culture, values, business model, and strategy with individual performance (Jensen, 2006).

Moreover supervisors should be supportive, understanding and trained on performance measures. Good communication about the expectations and the vision of the organization, should be applied continuously to avoid mislead.

Furthermore gathering information on what satisfies employees is essential to have an effective reward system. The employee should appreciate the specific rewards; these rewards should be valuable for the employee.

At the same time an incentive plan should also take into consideration the employees' base pay. Moreover a periodic review of the plan and a study of costs and revenues resulting from the plan should be done (Gordon & Kaswin, 2010).

Incentive Plan Execution

The execution of the plan can be conducted in several ways. Integration is one way of implementing an incentive plan by combining cash and non-cash strategies. However when both cash and non cash incentives are substitutes for one another in a firm, then only one of the two should be applied. If they are considered complementary to each other then it is better to combine them.

One of the crucial factors that might affect the decision of which plan to engage through is the firm's size. Larger firms have the capability of dealing with the costs of incentive plans, and can spread their fixed costs easily on the large number of employees, therefore they have the ability of adopting different mechanisms of performance pay, and they can make use of both cash and non-cash incentive plans.

As for smaller firms, costs present burdening pressure and adopting informal plans can be much easier in execution to avoid complexity.

Another affecting factor is the type of industry itself, which requires different incentive plans. Industrial sectors vary in structures, technologies, employees' skills, market conditions, the nature of products and resources and accordingly require variable reward systems (Long & Shields, 2010).

Sales business is not very different from other business sectors thus what affects an incentive pay is the firm's selling process and the role of the sales force, the level of sales force, prominence, the measurability of company and customer results, industry norms and company history, culture, and management philosophy.

Productivity and employee retention are widely affected by satisfaction and gratitude. These attitudes originate from the beliefs of commitment, loyalty and engagement to the job, which are precipitated by a good reward system.

Rewards either monetary or nonmonetary bring the feeling of security and diminish recession and fear. In order to build up employee trust, employee's needs and wants must be administered, and their skills, efforts and qualifications should be valued in an incentive plan. On the other hand, the sense of security needs to be created and enhanced by an applicable reward system (Bardwick, 2010).

Matching rewards with the desired level of commitment triggers long term employment, and creates attachment to the organization, which will result in better performance and better outcomes and at the same time increase retention and lower turnover (Gardner & Quigley, 2010).

Different Perspectives of Employees on Incentives

Some studies suggest that the cash incentives have an option value which is considered better than non-cash incentives. This stems from the concept of utility, in which some discuss that when provided with cash, the individual will bring what he prefers and what he considers satisfactory to his needs. Preferring cash might be more rational for people, since they have time and the option to choose what is better for them. As a result the firms that target the concerns of employees by noncash incentives might be wrong, by targeting the employees' concerns of long term benefits. It's important to know about the employees' preferences, and addressing them may make employees produce more, and hence makes the organization's productivity increase (Jeffrey, 2009).

Considering the preferences of an employee and linking them to the incentive plan isn't an easy task. There are different assumptions that have been raised concerning this issue (Stansfeild, 2010).

One of these perspectives suggests that promotional opportunities aren't a motivator for employees of higher education and the "knowledge workers" who are much more satisfied with recognitions, periodic salary increase as a part of an incentive policy, in addition to the chances that they are given to enhance their skills, and widen their knowledge. Good relationships with bosses as well as job security are essential satisfactory factors for them. As for upper level managers they are perceived to be widely interested in stock options as a part of the incentive plan since they aim for advanced financial outcomes and will work hard in favor of the corporation by increasing its shareholders' value to attain their goal (Salacuse, 2005).

Another assumption is that the response to incentives might also differ according to different age groups, in which newly admitted employees who are in their early twenties are more responsive to incentives than employees in their late twenties and thirties (Raj, Walia, & Gill, 2011).

Some assumptions relate to certain incentive plans separately from other plans, such as the social incentives that are created by the situation of the employee. When working with friends who are capable in a workplace, outcomes are shown to be much better than working alone with non-friends. However building up the ability to work alone and accomplish the task without any interference of friends, could produce non-productive results similar to the situation when the individual is obliged to work in a team of non friends. Therefore in either situation employees should be distributed in a way that guarantees effective and positive outcomes for the organization (Bandiera, 2010).

Another assumption relates to the subjective performance measures based on subjective evaluations, this type is considered to be more applicable than performance pay especially for organizations with complex tasks; however this depends on the position of the employee; managers seem to be more interested in promotional incentives, while employees are shown to be interested more in overtime and bonus incentives (Engellandt, 2011).

Human Resource and Incentive Plans

It is tremendously important to develop the right incentive plan taking into consideration the employee being rewarded and the plan reliability, however it is also equally important to delegate the plan application to an excellent HR department that can execute this plan in a way that grants satisfaction and good performance (Raj, Walia, & Gill, 2011).

It is of a vital importance to stress on the role of HR in making any of the adopted incentive plans works properly. The human resource management department should be aligned with the strategy, culture, values and goals of the organization and as a result of the plan adopted. The HR department should be fit with the organization; this means that it should be environmentally fit with the external environment that is characterized by the social, cultural and structural criteria, and internally fit with the business strategy and with the organizational policies, structures, culture, technologies and procedures in order to administer employees' capabilities and create motivation that serves the organization in terms of the mission, vision and goals (Chenevert, 2009).

Effective incentives that affect performance:

When incentives are shown to be reliable according to the criteria mentioned before then there are certain effects that are noticed on employee performance, and accordingly on the organizational productivity.

The main effects that will be considered are, increase in employee performance, commitment, and engagement of the employee who will participate in serving the corporation loyally, satisfied with the working environment and feeling secure. Another fact is the reduction in turnover especially among good performers.

Different incentive plans have different effects; benefits could be collected or failure and losses would occur. This depends not only on the type of the plan implemented, but also on the environment where it is being implemented and executed.

Cash recognition is of a motivational value and indeed has shown to affect employee's performance, and accordingly organizational outcomes. Pay for performance is another type to be taken into consideration in which it can be effective in many working sectors as in health

domains, in which pay for performance has been shown to prove to motivate medical teams (Unutzer, Chan, Hafer, Knaster, Shields, Powers & Veith, 2012).

However, opposing perspectives suggest that monetary incentives can lead to the neglect of the behaviors that are difficult to measure and reward. They also add that the aspect of manipulating financial results might occur in order to attain bonuses and other monetary incentives. Finally Herzberg and Derci have had their arguments regarding this issue and stated that monetary incentives might serve in abolishing the intrinsic motivation which is self generated and focus only on extrinsic motivation, which in general sounds unhealthy.

Similarly there are perspectives that suggest that monetary rewards attract people who are dedicated to the final pay; however it is doubtful that their job results would be any better. Moreover when applying monetary incentives to an extreme extent it will affect employees negatively, since it will apply a certain pressure and fear of punishment and will create a feeling of demotivation afterwards (Maccoby, 2010).

The facts mentioned above were related to monetary rewards directed to individuals, as for monetary rewards given to teams, the following arguments are revealed.

It is widely known that team work and cooperation are the basic guidelines for successful results, however monetary incentives can increase conflict within the team; in addition to the urge for gaining rewards without any partnership, some employees might take advantage of good performers in a team in order to get their bonuses.

At this point let us examine the non cash incentives, which have been favored by many to be the most preferable in building an incentive plan.

When considering non-cash recognition in an incentive plan, there's a clear abolishment of the instrumental value of the monetary type. Other important aspects that non cash incentives exhibit are the sense of justice, social reinforcement, separation from materialistic measures, and favorable evaluation which will provide emotional support and appreciation to the employees. Appraise or words of encouragement when applied to employees are a good conditioning of employees to provide a good customer service, instead of creating the routine of cash rewards and creating bad habits in employees (Evenson, 2007).

An important consideration that employers aim for when adopting non-cash incentive plan, is taking into account that they are less costly than cash bonuses.

However non-cash incentives are not perfect, they also have problematic aspects, in which employers might be accused of favoritism, or the reward might be characterized as being tokenistic and patronizing, and the supervisory committee could be accused of being biased. Moreover noncash incentives could create competitive attitudes among employees rather than a competency behavior culture (Long & Shields, 2010).

Some studies studied the effect of each incentive plan on the other and argued that when extrinsic motivation is addressed by monetary rewards then competency is boosted and also intrinsic motivation is triggered, which will improve the pattern of performance.

Other perspectives have been raised and talked about the issue of integrating both types of incentive plans. According to them it might be better to integrate both types of incentive plans, which when combined and applied together in an organization, they would be more effective. Some studies emphasized the fact that addressing extrinsic and intrinsic motivation differs according to the type of employees that the incentive plan is directed to. Intrinsic motivation is

considered to be important for upper level employees clearly, while extrinsic motivation is shown to be valuable for lower level employees.

Another study argues that when introducing both cash and noncash incentives there's a negative impact on performance, however when introducing noncash incentives in the previously applied cash incentive plans this will result in a positive impact and better performance (Dzuranin & Stuart, 2012).

In order to measure the benefits of incentives on organizations and individuals, two aspects should be taken into consideration, the impact of incentive plan on the employee and the impact on the organization.

If the incentive's impact on individual and organization is low, then there's inappropriate organizational and individual benefits.

If the impact on individual is low, while the impact on organization is high, then there's a good measure of organizational benefit not individual.

If the impact on the individual is high and the impact on organization is low then there's individual benefit with no organizational benefit (Zoltners & Sinha, 2006).

When the impact on both organization and individual is high, then there's alignment where both organizational and individual needs are being met (Jensen, 2006).

Alignment is characterized by the employees' private benefits and organizational benefits being aligned to maximize the total value of the organization. Alignment is measured by value creation and value appropriatness. Value creation is the benefit that will occur due to an

incentive plan. Value appropriateness occurs when the employees' actions are related to the organizational value intended.

Employees and employers will face a bargain in which each side seeks to optimize the incentive plan with what serves his needs. Therefore organizational structure of incentives is optimized according to the bargaining power, switching and replacement costs, labor market conditions, and access to information.

When new incentive plans are implemented, employee ability to learn is increased due to the strictness of the new regimen's control systems and the fear of being deprived of rewards. But since adverse behaviors which are considered to be costly may occur. Productive learning will be encouraged by organizations and there will be support for improving learning skills through training (Obloj & Sengul, 2012).

When incentive plans are effective, positive motivation is triggered and commitment is enhanced, therefore as a result, turnover is proven to decrease and maintaining and retrieving good performers and employees with high potentials is necessary on the long term (Salie & Schlechter, 2012).

SUMMARY OF THE LITERATURE REVIEW

In this literature review we explained the purpose of choosing to study the Impact of Incentive Plans on Employee and Organizational Performance in selected industries in Lebanon.

We defined and discussed motivation of employees in organizations through different "Theoretical Perspectives", such as the Traditional Approach, Human Relations Approach, and Human Resource Approach. These approaches defined several factors that motivate individuals to perform better.

Another set of perspectives are the "Content Perspectives" that are Maslow's' Hierarchy of Needs, ERG theory, Two Factor Theory, and Human Needs Theory. All have studied thoroughly the different levels of human needs and the motivation resulting from the satisfaction of these needs.

Finally the third set of perspectives is the "Process Perspectives" that emphasized the way the human needs are satisfied and motivation obtained. These are the Expectancy Theory, Equity Theory, Goal Setting Theory, Reinforcement Theory, Empowerment Theory and Participation Theory.

Discussing the concept of employees' motivation facilitated our analysis of incentives.

Then we mentioned the different types of incentives found in organizations such as pay for performance and the variable pay, formal and informal types, financial and nonfinancial rewards and long term and short term incentives.

We focused on the incentives that should be practiced in organizations to reward employees and motivate them for better performance. These incentives are as follows:

1. Monetary compensation that satisfies physiological, security, existence and safety needs as mentioned by Maslow's Hierarchy of Needs and then by the ERG theory and the Two Factor theory that reflect similar ideas of Maslow's Theory.
2. Providing opportunity for social networking in a workplace that satisfies the needs of relatedness, affiliation, social and interpersonal relations which are related to the individual's self esteem.
3. Encouragement and participation in setting goals and making decisions in the organization that satisfy the needs of self actualization, growth, self development, responsibility, advancement and goal achievement.
4. Rewarding valuably and in accordance to the employee's performance, the performance produced by the effort of the employee.
5. Perceiving rewards as being fair with respect to others, therefore satisfying equity needs. According to the Equity Theory this is a major quality of an incentive, since the need of receiving an equitable reward with respect to others who are of the same position and qualifications, brings satisfaction and gratitude.
6. Setting specific, challenging but attainable and acceptable goals that the employee feels committed to, and that are aligned with the organizational goals is essential, since the concept of aligning employee's goals and objectives with the organizational ones yields better employee performance and increases productivity in the organization.

7. Nonfinancial recognitions, formal or informal, such as appraise, appreciation and performance feedback. They don't have an instrumental value but a symbolic one that reinforces the emotional support and the sense of justice.
8. Incentives that are suitable to the employee's position level.
9. Incentives that are suitable to the employee's educational level.
10. Recognizing behaviors of employees who are committed to the organization and are aligned with the organization's mission, vision, goals, strategies and values of the organization. This enhances the feelings of gratitude toward the employee who feels loyal to the organization and thus this yields better performance toward the firm which results in better productivity and decrease in employee turnover.
11. Clearly explaining the meaning of and the reasons behind the rewards provided to employees by trained and skilled supervisors who convey the message to the employees that they are being simply valued, and thus avoid uncertainty and create the feeling of self worth in the employee.

These incentives that have instrumental and symbolic values and constitute extrinsic motivational factors will also have informational value which triggers and boosts the intrinsic motivation of the employees.

The incentives practiced and that were described above will ultimately result in:

1. Employees performing increasingly better.
2. Employees feeling committed to and engaged in their job.
3. Employees having a reduced need to change job; and this will create employee retention.
4. An increase in the organization's overall success.

CHAPTER TWO

RESEARCH FRAMEWORK AND METHODOLOGY

2.1 RESEARCH QUESTION:

Based on the literature review the reflected research question is the following:

Whether each of the 11 dimensions of the incentives (as described in the 11 statements representing the independent variables), produces the 4 dimensions of good performance, (as described in the 4 statements representing the dependent variables).

2.2 HYPOTHESES:

First Set of Hypotheses:

1. The incentive of monetary compensation is positively related to the production of increasingly better performing employee.
2. The incentive of social network in the workplace is positively related to the production of increasingly better performing employee.
3. The incentive of participating in setting goals and making decisions is positively related to the production of increasingly better performing employee.
4. The incentive of valuable rewards provided according to effort is positively related to the production of increasingly better performing employee.
5. The incentive of fair rewards with respect to others is positively related to the production of increasingly better performing employee.
6. The incentive of challenging but attainable, specific and acceptable goals that the employee is committed to is positively related to the production of increasingly better performing employee.
7. The incentive of nonfinancial, formal or informal recognition practices provided by supervisors is positively related to the production of increasingly better performing employee.
8. The incentives given in an organization that are suitable to employee position are positively related to the production of increasingly better performing employee.

9. The incentives given in an organization that are suitable to employee educational level are positively related to the production of increasingly better performing employee.
10. The incentive of clearly explaining the reason behind and the meaning of the reward given by trained supervisors is positively related to the production of increasingly better performing employee.
11. The incentive of recognizing behaviors of employees who are committed to the organization is positively related to the production of increasingly better performing employee.

Second Set of Hypotheses:

1. The incentive of monetary compensation is positively related to the production of committed, loyal, engaged employee.
2. The incentive of social network in the workplace is positively related to the production of committed, loyal, engaged employee.
3. The incentive of participating in setting goals and making decisions is positively related to the production of committed, loyal, engaged employee.
4. The incentive of valuable rewards provided according to effort is positively related to the production of committed, loyal, engaged employee.
5. The incentive of fair rewards with respect to others is positively related to the production of committed, loyal, engaged employee.
6. The incentive of challenging but attainable, specific and acceptable goals that the employee is committed to is positively related to the production of committed, loyal, engaged employee.
7. The incentive of nonfinancial, formal or informal recognition practices provided by supervisors is positively related to the production of committed, loyal, engaged employee.
8. The incentives given in an organization that are suitable to employee position are positively related to the production of committed, loyal, engaged employee.
9. The incentives given in an organization that are suitable to employee educational level are positively related to the production of committed, loyal, engaged employee.
10. The incentive of clearly explaining the reason behind and the meaning of the reward given by trained supervisors is positively related to the production of committed, loyal, engaged employee.

11. The incentive of recognizing behaviors of employees who are committed to the organization is positively related to the production of committed, loyal, engaged employee.

Third Set of Hypotheses:

1. The incentive of monetary compensation is positively related to employee retention.
2. The incentive of social network in the workplace is positively related to employee retention.
3. The incentive of participating in setting goals and making decisions is positively related to employee retention.
4. The incentive of valuable rewards provided according to effort is positively related to employee retention.
5. The incentive of fair rewards with respect to others is positively related to employee retention.
6. The incentive of challenging but attainable, specific and acceptable goals that the employee is committed to is positively related to employee retention.
7. The incentive of nonfinancial, formal or informal recognition practices provided by supervisors is positively related to employee retention.
8. The incentives given in an organization that are suitable to employee position are positively related to employee retention.
9. The incentives given in an organization that are suitable to employee educational level are positively related to employee retention.
10. The incentive of clearly explaining the reason behind and the meaning of the reward given by trained supervisors is positively related to employee retention.
11. The incentive of recognizing behaviors of employees who are committed to the organization is positively related to employee retention.

The Fourth Set of Hypothesis:

1. The incentive of monetary compensation is positively related to the overall success of the organization.
2. The incentive of social network in the workplace is positively related to the overall success of the organization.

3. The incentive of participating in setting goals and making decisions is positively related to the overall success of the organization.
4. The incentive of valuable rewards provided according to effort is positively related to the overall success of the organization.
5. The incentive of fair rewards with respect to others is positively related to the overall success of the organization.
6. The incentive of challenging but attainable, specific and acceptable goals that the employee is committed to is positively related to the overall success of the organization.
7. The incentive of nonfinancial, formal or informal recognition practices provided by supervisors is positively related to the overall success of the organization.
8. The incentives given in an organization that are suitable to employee position are positively related to the overall success of the organization.
9. The incentives given in an organization that are suitable to employee educational level are positively related to the overall success of the organization.
10. The incentive of clearly explaining the reason behind and the meaning of the reward given by trained supervisors is positively related to the overall success of the organization.
11. The incentive of recognizing behaviors of employees who are committed to the organization is positively related to the overall success of the organization.

Fifth Set of Hypotheses:

1. Incentives and employee and organizational performance vary in different industries.

Sixth Set of Hypotheses:

1. Incentives and employee and organizational performance vary in different categories of business (i.e. high rating, low rating).

2.3 METHODOLOGY:

Instrument:

The instrument for data collection used in this research is the survey questionnaire. It contains 15 statements which aim to study the impact of different incentives on employee and organizational performance: better employee performance, commitment / loyalty and engagement of employees to the job, reduction of turnover in organization and overall success of the organization.

The questionnaire is structured using a five-point Likert Scale as follows: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree; participants are asked to indicate their level of agreement with respect to each type of incentive mentioned.

The questionnaire has undergone a pilot test of 10 participants.

Sample Size:

Since 11 statements were used to represent the independent variables, the number of observations on the basis of 5:1 ratio is 55, which means that the number of observations should not be below 55, especially that Multiple Regression Analysis is to be applied. Moreover to study the correlations between the variables the number of observations is increased to 100 (Hair et al., 2006).

Industry Selection:

In a summary of the Lebanese Economic Profile, done by the Lebanese Embassy in Washington D.C., it has been cited that the Lebanese Economy is based mainly on service sector, and it accounts for more than 70% of Lebanon's GDP. Some of the important contributors for this sector are the Financial Services and the Healthcare services.

All banks in Lebanon are members of the Association of Banks in Lebanon (ABL).

Hospitals in Lebanon promote healthcare services and are considered a primary referral in the Middle Eastern Region.

This leads to the main interest in having these sectors (Financial and Healthcare) through Banks and Hospitals participate in this research, which handles the Impact of Incentives on the Employee and Organizational Performance in Selected Industries in Lebanon.
A number of Pharmaceutical Companies in the Pharmaceutical Sector in Lebanon have been listed to be a beneficiary from the Investment Development Authority of Lebanon (IDAL) in 2011, to facilitate the setup processes of these companies. It isn't bizarre for this sector to collect investments especially that it follows the governmental regulations, standards and norms of the Ministry of Health, and formulates its own GMP (Good Manufacturing Practices) based on WHO Guidelines (IDAL, 2011). This is a main reason for this sector to be chosen also for observation in this research to explore the nature of incentives found in it and their effect on the sector's performance.

Lebanon has been considered a historical icon for trade. Lebanon is also a partner of Euro-Mediterranean Partnership (Euromed) that pursuits the economic integration in the Mediterranean region. In addition to the EU-Lebanon Association Agreement of Trade, a bilateral Free Trade Area is created which is valid until 2014. This information has been cited by the European Commission, Trade. All these factors are essential for studying the incentives in General Trade Sector.

Survey Participants:

This research is interested in studying the impact of incentives on employees, who don't hold a managerial level.

Survey Administration:

The survey has been administered through the organizations' Human Resource Department, General Administration or directly to the Employee. A signed envelope with a seal containing a signed questionnaire was handed to be filled out by the employee who after filling out the questionnaire would depose the sealed envelope containing the questionnaire to the above mentioned office from where it was picked up. Administering of the survey has been applied through phone or personal contact. In case of delay in responding, the follow up was administered by phone and by personal contact.

Ethical Considerations:

The organization and the employee have been assured that any information they will reveal will stay confidential, and the anonymity of the research was indicated.

CHAPTER THREE

STATISTICAL ANALYSIS

3.1 DESCRIPTIVE STATISTICS:

I have obtained observations from four different industries that are Banks, Pharmaceuticals, Hospitals and General Trade. The mentioned industries are classified as high rated and low rated organizations according to different categorization standards.

Banks were conducted from the list of Association of Banks in Lebanon, and they were rated according to the latest 2011 ranking that was announced by The New York Times and International Herald Tribune, according to the total Assets in USD.

Pharmaceutical companies and General trade industries rated according to the Lebanese Chamber of Commerce which classified Excellent and First categories as high rated and Second and Third categories as low rated.

The list of hospitals was obtained from the Ministry of Health and according to the 2005 Accreditation which is valid till present, the hospitals were classified A and B groups for high rated hospitals and C and D groups for low rated.

The total number of organizations in the 4 sectors obtained is 340 constituting of 62 high rated organizations representing 18%, and 278 low rated organizations representing 82%.

And since 100 observations from 100 organizations were obtained, 18 low rated organizations and 82 high rated organizations were observed.

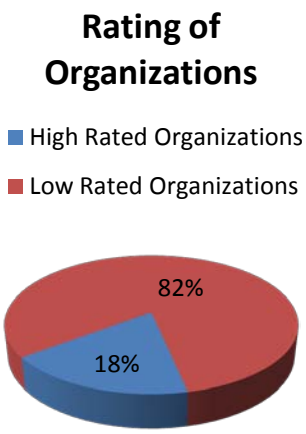
Statistics

Rating of Organizations

N	Valid	100
	Missing	0

Rating of Organizations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High Rating	18	18.0	18.0	18.0
	Low Rating	82	82.0	82.0	100.0
	Total	100	100.0	100.0	



The following chart and table shows the observations' distribution of high and low rated organizations

.

Statistics

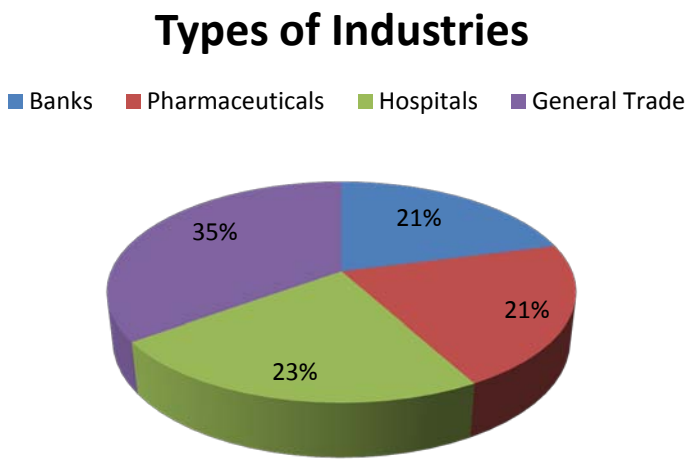
Type of Industry

N	Valid	100
	Missing	0

And by calculating the total number of organizations in each sector and obtaining the proportions that should be conducted from each sector we ended up with the following:

Type of Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Banks	21	21.0	21.0	21.0
	Pharmaceuticals	21	21.0	21.0	42.0
	Hospitals	23	23.0	23.0	65.0
	General Trade	35	35.0	35.0	100.0
	Total	100	100.0	100.0	



3.2 RELIABILITY TESTS:

Reliability Test measures the consistency of the scale as a whole and the extent to which the independent and the dependent variables are related.

Cronbach's alpha is used as a measure of reliability that measures the internal consistency of the multiple Likert questions in the survey. An alpha of 0.5 and above according to Bowling is considered as a good indicator of internal consistency.

A reliability analysis was performed on all the variables and on the independent and dependent variables separately.

Scale: testing reliability for all the variables.

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	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
.865	.866	15

The Cronbach's alpha is equal to 0.865, which is an indicator of a high level of internal consistency for our scale with this specific sample including all the variables about incentives and the variables measuring the impact on employee and organizational performance.

Scale: testing reliability for all the independent variables.

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	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
.841	.841	11

The Cronbach's alpha is equal to 0.841, which is an indicator of a high level of internal consistency for our scale with this specific sample.

Scale: testing reliability for all the dependent variables.

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	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
.646	.660	4

The Cronbach's alpha is equal to 0.646, which is an indicator of internal consistency for our scale with this specific sample.

3.3 FACTOR ANALYSIS:

Factor Analysis is the multivariate technique used for data reduction, it searches for the latent variables (not observed variables) that are reflected by the manifested data (observed variables). It analyzes the structure of the correlations between the variables.

Kaiser-Mayer-Olkin (KMO): it is a measure of sampling adequacy, this measure varies in the range of 0 to 1, as long as it is closer to 1 this is considered better, and a minimum of 0.5 is suggested for proceeding with the analysis.

Bartlet's Test of Sphericity: tests the null hypothesis that the correlation matrix is an identity matrix. Which means that the variables are uncorrelated in the population, and each variable correlates perfectly with itself and at the same time doesn't correlate with other variables. If the Bartlett's Test of Sphericity is less than alpha of (0.05), then it is considered significant to reject the null hypothesis.

Factor analysis is done on the independent variables and the results obtained are the following:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.832
Bartlett's Test of Sphericity	Approx. Chi-Square	328.632
	df	55
	Sig.	.000

The KMO is 0.832 which is greater than 0.5, and it is satisfactory to proceed with the factor analysis.

The Bartlett's Test of Sphericity is 0.000, which is considered significant since it is less than 0.05. In this case the correlation matrix is not an identity matrix, which means that there is at least 1 statistically significant correlation within the correlation matrix.

Proceeding by the factor analysis we examine the factor extraction. Extraction represents the proportion of each variable's variance that can be explained by the retained factors. Variables having high extraction values indicate that they are well represented, while variables with low values indicate that they aren't well represented.

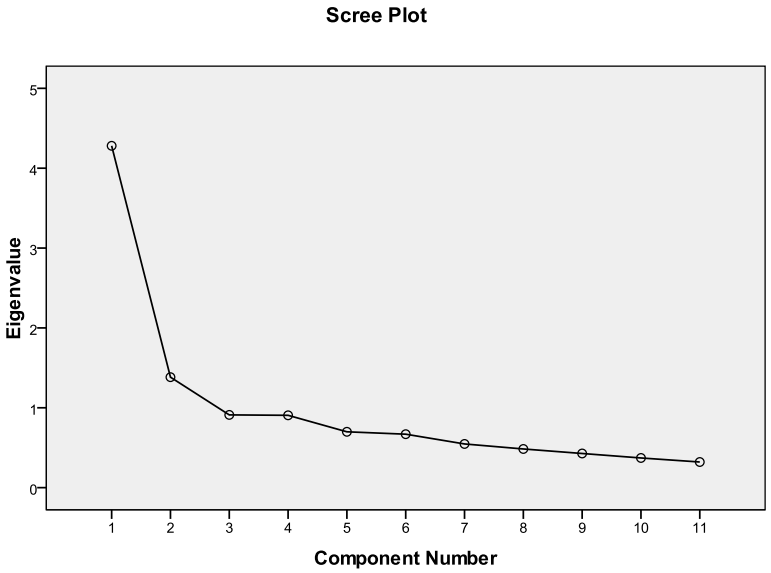
Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.280	38.911	38.911	4.280	38.911	38.911	2.936	26.693	26.693
2	1.383	12.575	51.486	1.383	12.575	51.486	2.727	24.793	51.486
3	.911	8.281	59.767						
4	.906	8.233	68.000						
5	.699	6.356	74.357						
6	.669	6.084	80.441						
7	.547	4.973	85.414						
8	.484	4.402	89.816						
9	.428	3.888	93.704						
10	.372	3.378	97.082						
11	.321	2.918	100.000						

Extraction Method: Principal Component Analysis.

In the table of total variance explained we examine the column of Initial Eigen Values, and we follow the Eigen Value Rule, which states the following, the factors that are considered significant, and should be retained, are the ones having a variance greater than 1. In this case we can retain 2 factors, which are the first two components that explain a total of 51.486% of the variance.

The Scree Plot graphs the Eigen Value against the factor number. And in the following Scree Plot we clearly examine how the graph is almost flattening after factor 2, which means that each successive factor is accounting for smaller and smaller amount of the total variance.



Rotated Factor: Represents the correlation between the variables and the factor, and indicates how each variable is weighted for each factor, which is the rotated factor loading. In the following table represents the variance after Varimax Rotation that minimizes the number of variables that have high loading on each factor.

Rotated Component Matrix[a]

	Component	
	1	2
IEOPIV1 = Satisfaction of safety and security needs.	.125	.807
IEOPIV2 = Satisfaction of interpersonal needs.	.049	.807
IEOPIV3 = Satisfaction of personal development.	.192	.731
IEOPIV4 = Being rewarded valuably.	.514	.419
IEOPIV5 = Being rewarded fairly.	.392	.411
IEOPIV6 = Having goals you are committed to.	.440	.374
IEOPIV7 = Being recognized.	.446	.534
IEOPIV8 = Incentives suitable to position.	.774	-.024
IEOPIV9 = Incentives suitable to educational level.	.717	.268
IEOPIV10 = Rewards explained.	.613	.159
IEOPIV11 = Most desirable employee behaviors rewarded.	.763	.148

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

In the Rotated Component Matrix table we can find the variables that should be included under each of the 2 components that we found from the Total Variance Explained table.

We choose the highest figure among the component column for each variable and we obtain the following results:

Factors	Components					
Factor 1	IEOPIV4	IEOPIV6	IEOPIV8	IEOPIV9	IEOPIV10	IEOPIV11
Factor 2	IEOPIV1	IEOPIV2	IEOPIV3	IEOPIV5	IEOPIV7	

Factor 1 is “Valuable and appropriate rewards” and it includes the following Independent Variables:

IEOPIV4 = Being rewarded valuably.

IEOPIV6 = Having goals you are committed to.

IEOPIV8 = Incentives suitable to position.

IEOPIV9 = Incentives suitable to educational level.

IEOPIV10 = Rewards explained.

IEOPIV11 = Most desirable employee behaviors rewarded.

Factor 2 is “Being recognized and satisfaction of needs” and it includes the following Independent Variables:

IEOPIV1 = Satisfaction of safety and security needs.

IEOPIV2 = Satisfaction of interpersonal needs.

IEOPIV3 = Satisfaction of personal development.

IEOPIV5 = Being rewarded fairly.

IEOPIV7 = Being recognized

Factor analysis is done on the set of dependent variables and the results obtained are the following:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.672
Bartlett's Test of Sphericity	Approx. Chi-Square	61.558
	df	6
	Sig.	.000

The KMO is 0.672 which is greater than 0.5, and it is satisfactory to proceed with the factor analysis.

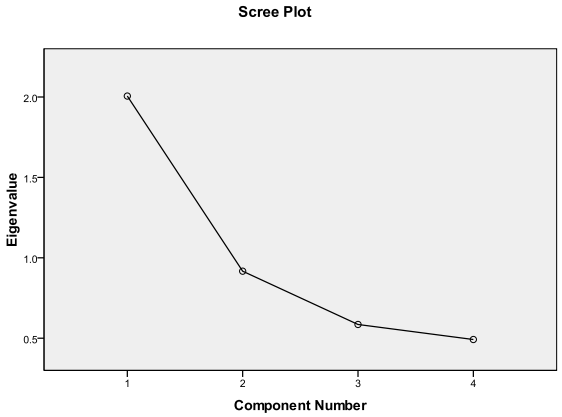
The Bartlett's Test of Sphericity is 0.000, which is considered significant since it is less than 0.05. in this case the correlation matrix is not an identity matrix, which means that there is at least 1 statistically significant correlation within the correlation matrix.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.006	50.147	50.147	2.006	50.147	50.147
2	.917	22.920	73.068			
3	.585	14.635	87.703			
4	.492	12.297	100.000			

Extraction Method: Principal Component Analysis.

In this case we can retain 1 factor, which is the first component that explains a total of 50.147% of the variance.



The Scree Plot graphs the Eigen Value against the factor number. And in the following Scree Plot we clearly examine how the graph is almost flattening after factor 1, which means that each successive factor is accounting for smaller and smaller amount of the total variance.

Since all the dependent variables are in one component there will not be a Rotated Component Matrix.

Component Matrix[a]

	Component
	1
EPDV1 = Being perceived as a productive performer.	.762
EPDV2 = Being perceived committed in your job.	.668
OPDV3 = Lack of significant employee turnover.	.560
OPDV4 = Organization perceived to be successful.	.816

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

The dependent variables all go under the factor of "Employee and Organizational Performance":

EPDV1 = Being perceived as a productive performer.

EPDV2 = Being perceived committed in your job.

OPDV3 = Lack of significant employee turnover.

OPDV4 = Organization perceived to be successful.

3.4 MULTIPLE REGRESSION ANALYSIS:

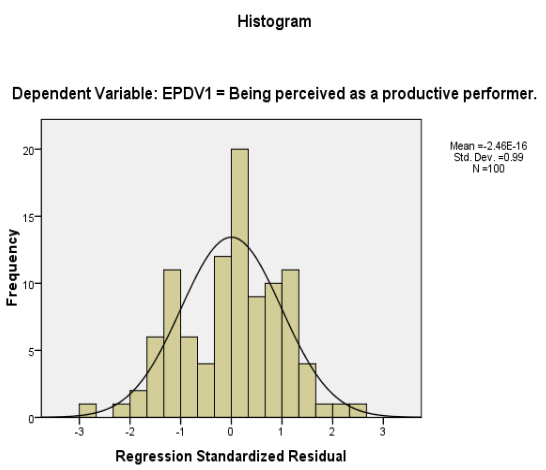
Multiple Regression is used to analyze the relation between independent variables and a dependent variable. There are three types of multiple regression which are, Standard, hierarchal and stepwise.
In this research we are going to apply the stepwise regression to identify the subset of independent variables that has the strongest relation with each dependent variable.
Stepwise will identify the independent variables that will mostly be effective in predicting the each dependent variable.
By maximizing R square the variables will be added one at atime to th regression equation as long as there's a statistically significant increase in the R square.
Multiple regression requires the dependent variable and independent variable to be metric, however independent can be dichotomous.

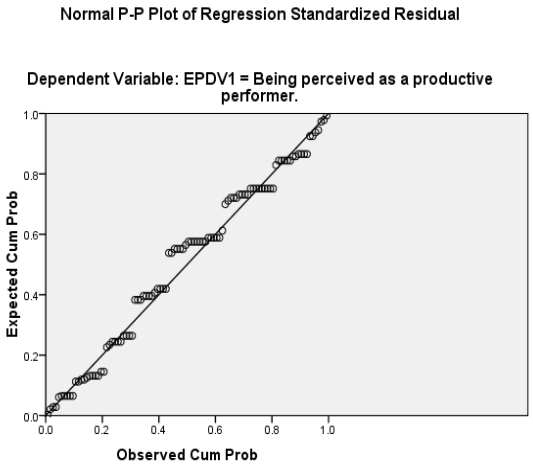
In the results obtained we will examine the table of variables entered/removed in this table the best subset of predictors for the dependent variable, are included.

Then the ANOVA table will show the probability of the F statistic and indicates if there's a significance less than 0.05 to reject the null hypothesis that that there is no relation between the best predictors and the dependent variable (R square = 0).
In the Model Summary Table we will examine the R value that will be evaluated according to the following scale:

Finally for the coefficients table, we examine the b coefficient and accordingly if it is positive then there is a direct relationship between the independent and dependent variable.
Stepwise regression analysis will be conducted for the independent variables with each dependent variable.

Regression analysis is done for all independent variables with dependent variable "EPDV1 = Being perceived as a productive performer".





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.513[a]	.263	.256	.820	.263	34.976	1	98	.000
2	.605[b]	.366	.353	.764	.103	15.825	1	97	.000

a. Predictors: (Constant), IEOPIV9 = Incentives suitable to educational level.

b. Predictors: (Constant), IEOPIV9 = Incentives suitable to educational level., IEOPIV6 = Having goals you are committed to.

c. Dependent Variable: EPDV1 = Being perceived as a productive performer.

The Model Summary table shows that the independent variables "IEOPIV9 = Incentives suitable to educational level" and "IEOPIV6 = Having goals you are committed to" explain the variation in the dependent variable "EPDV1 = Being perceived as a productive performer".

In the regression model an R Square of 0.366 means, 36.6% of the total variance in dependent variable “EPDV1 = Being perceived as a productive performer” is explained by the independent variables “IEOPIV9 = Incentives suitable to educational level” and “IEOPIV6 = Having goals you are committed to”.

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.491	1	23.491	34.976	.000[a]
	Residual	65.819	98	.672		
	Total	89.310	99			
2	Regression	32.722	2	16.361	28.046	.000[b]
	Residual	56.588	97	.583		
	Total	89.310	99			

a. Predictors: (Constant), IEOPIV9 = Incentives suitable to educational level.

b. Predictors: (Constant), IEOPIV9 = Incentives suitable to educational level., IEOPIV6 = Having goals you are committed to.

c. Dependent Variable: EPDV1 = Being perceived as a productive performer.

In the ANOVA table the F statistic (28.046) for the regression model is (0.000) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variables “IEOPIV9 = Incentives suitable to educational level” and “IEOPIV6 = Having goals you are committed to” are statistically significant in predicting the dependent variable “EPDV1 = Being perceived as a productive performer”.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.265	.245		9.247	.000
	IEOPIV9 = Incentives suitable to educational level.	.474	.080	.513	5.914	.000
2	(Constant)	1.430	.310		4.614	.000
	IEOPIV9 = Incentives suitable to educational level.	.373	.079	.403	4.726	.000
	IEOPIV6 = Having goals you are committed to.	.326	.082	.340	3.978	.000

a. Dependent Variable: EPDV1 = Being perceived as a productive performer.

According to the coefficient table the regression equation is identified as the following:

EPDV1 = 1.430 + 0.373(IEOPIV9) + 0.326(IEOPIV6)

Where:

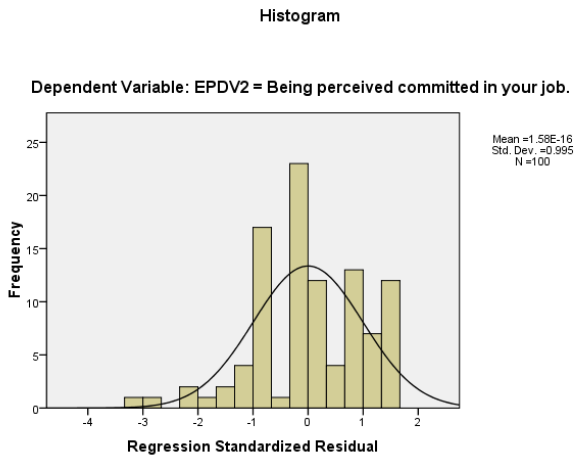
EPDV1 = Being perceived as a productive performer.

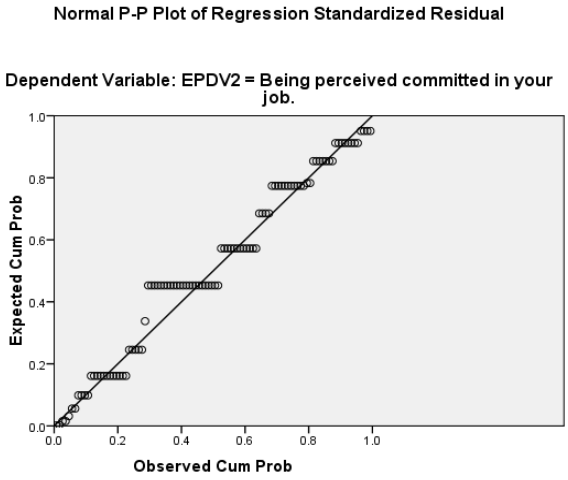
IEOPIV9 = Incentives suitable to educational level.

IEOPIV6 = Having goals you are committed to.

The independent variables “IEOPIV9 = Incentives suitable to educational level” and “IEOPIV6 = Having goals you are committed to” have a significance of t-value (0.000) which is less than 0.05, and they have a positive coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variables “IEOPIV9 = Incentives suitable to educational level”, “IEOPIV6 = Having goals you are committed to” and the dependent variable “EPDV1 = Being perceived as a productive performer”.

Regression analysis is done for all independent variables with dependent variable "EPDV2 = Being perceived committed in your job".





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.286[a]	.082	.072	.854	.082	8.715	1	98	.004

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Dependent Variable: EPDV2 = Being perceived committed in your job.

The Model Summary table shows that the independent variable "IEOPIV6 = Having goals you are committed to" explains the variation in the dependent variable "EPDV2 = Being perceived committed in your job".

In the regression model an R Square of 0.082 means, 8.2% of the total variance in dependent variable "EPDV2 = Being perceived committed in your job" is explained by the independent variable "IEOPIV6 = Having goals you are committed to".

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.357	1	6.357	8.715	.004[a]
	Residual	71.483	98	.729		
	Total	77.840	99			

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Dependent Variable: EPDV2 = Being perceived committed in your job.

In the ANOVA table the F statistic (8.715) for the regression model is (0.004) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable "IEOPIV6 = Having goals you are committed to" is statistically significant in predicting the dependent variable "EPDV2 = Being perceived committed in your job".

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.076	.311		9.874	.000
	IEOPIV6 = Having goals you are committed to.	.256	.087	.286	2.952	.004

a. Dependent Variable: EPDV2 = Being perceived committed in your job.

According to the coefficient table the regression equation is identified as the following:

EPDV2 = 3.076 + 0.256(IEOPIV6)

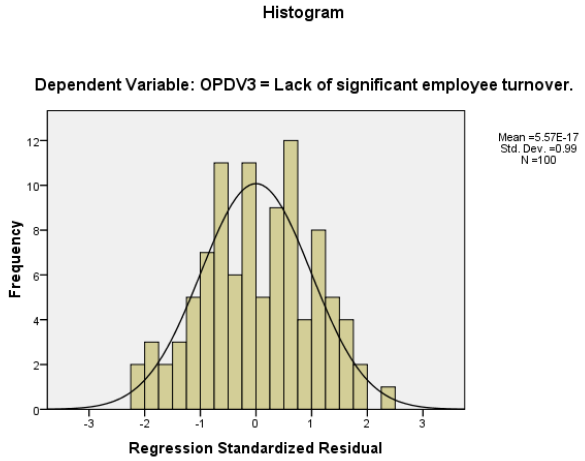
Where:

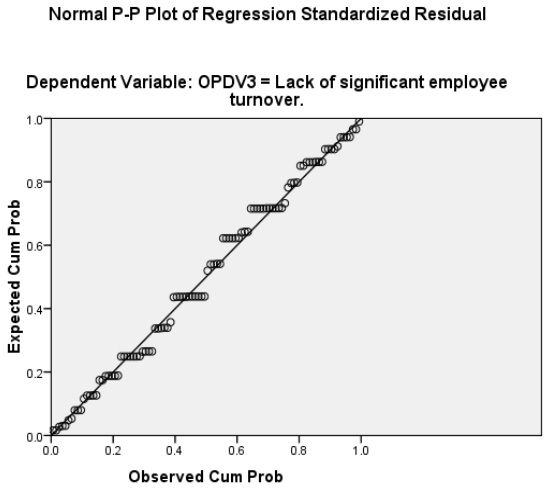
EPDV2 = Being perceived committed in your job

IEOPIV6 = Having goals you are committed to.

The independent variable “IEOPIV6 = Having goals you are committed to” has a significance of t-value (0.004) which is less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variable “IEOPIV6 = Having goals you are committed to” and the dependent variable “EPDV2 = Being perceived committed in your job”.

Regression analysis is done for all independent variables with dependent variable “OPDV3 = Lack of significant employee turnover”.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.301[a]	.091	.081	1.036	.091	9.765	1	98	.002
2	.360[b]	.130	.112	1.019	.039	4.371	1	97	.039
3	.406[c]	.165	.139	1.003	.035	4.017	1	96	.048
4	.377[d]	.142	.125	1.011	-.022	2.576	1	96	.112

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV8 = Incentives suitable to position.

c. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV8 = Incentives suitable to position., IEOPIV1 = Satisfaction of safety and security needs.

d. Predictors: (Constant), IEOPIV8 = Incentives suitable to position., IEOPIV1 = Satisfaction of safety and security needs.

e. Dependent Variable: OPDV3 = Lack of significant employee turnover.

The Model Summary table shows that the independent variables “IEOPIV8 = Incentives suitable to position” and “IEOPIV1 = Satisfaction of safety and security needs” explain the variation in the dependent variable “OPDV3 = Lack of significant employee turnover”.

In the regression model an R Square of 0.142 means, 14.2% of the total variance in dependent variable “OPDV3 = Lack of significant employee turnover” is explained by the independent variables “IEOPIV8 = Incentives suitable to position” and “IEOPIV1 = Satisfaction of safety and security needs”.

ANOVA[e]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.485	1	10.485	9.765	.002[a]
	Residual	105.225	98	1.074		
	Total	115.710	99			
2	Regression	15.022	2	7.511	7.236	.001[b]
	Residual	100.688	97	1.038		
	Total	115.710	99			
3	Regression	19.066	3	6.355	6.313	.001[c]
	Residual	96.644	96	1.007		
	Total	115.710	99			
4	Regression	16.472	2	8.236	8.051	.001[d]
	Residual	99.238	97	1.023		
	Total	115.710	99			

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV8 = Incentives suitable to position.

c. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV8 = Incentives suitable to position., IEOPIV1 = Satisfaction of safety and security needs.

d. Predictors: (Constant), IEOPIV8 = Incentives suitable to position., IEOPIV1 = Satisfaction of safety and security needs.

e. Dependent Variable: OPDV3 = Lack of significant employee turnover.

In the ANOVA table the F statistic (8.051) for the regression model is (0.001) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variables "IEOPIV8 = Incentives suitable to position" and "IEOPIV1 = Satisfaction of safety and security needs" are statistically significant in predicting the dependent variable "OPDV3 = Lack of significant employee turnover".

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.134	.378		5.647	.000
	IEOPIV6 = Having goals you are committed to.	.329	.105	.301	3.125	.002
2	(Constant)	1.726	.420		4.113	.000
	IEOPIV6 = Having goals you are committed to.	.252	.110	.231	2.293	.024
	IEOPIV8 = Incentives suitable to position.	.221	.106	.210	2.091	.039
3	(Constant)	1.283	.469		2.737	.007
	IEOPIV6 = Having goals you are committed to.	.183	.114	.167	1.605	.112
	IEOPIV8 = Incentives suitable to position.	.213	.104	.203	2.045	.044
	IEOPIV1 = Satisfaction of safety and security needs.	.210	.105	.198	2.004	.048
4	(Constant)	1.583	.433		3.652	.000
	IEOPIV8 = Incentives suitable to position.	.264	.100	.252	2.646	.009
	IEOPIV1 = Satisfaction of safety and security needs.	.261	.101	.247	2.599	.011

a. Dependent Variable: OPDV3 = Lack of significant employee turnover.

According to the coefficient table the regression equation is identified as the following:

OPDV3 = 1.583 + 0.264(IEOPIV8) + 0.261(IEOPIV1)

Where:

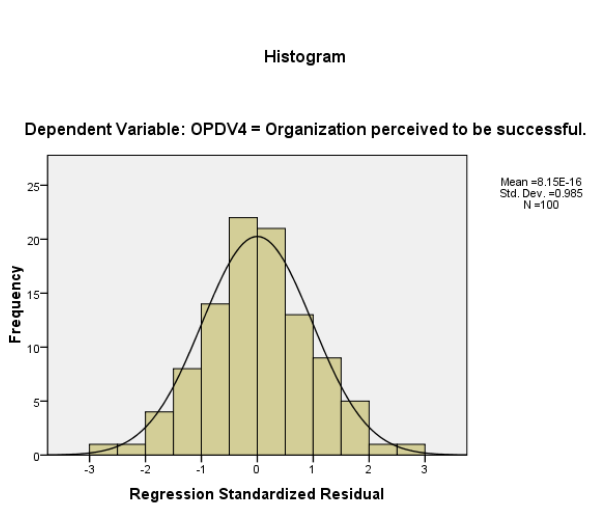
OPDV3 = Lack of significant employee turnover.

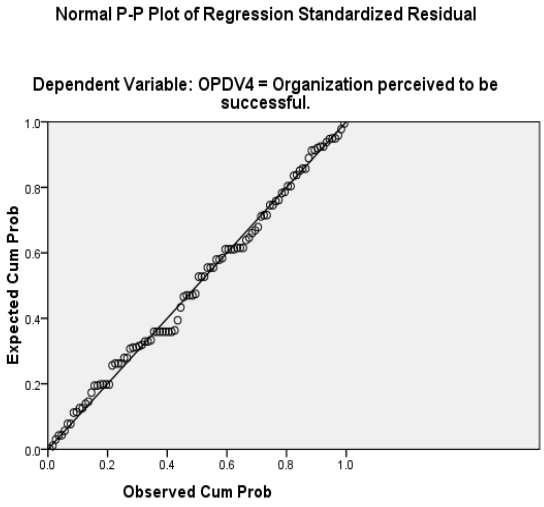
IEOPIV8 = Incentives suitable to position.

IEOPIV1 = Satisfaction of safety and security needs.

The independent variables “IEOPIV8 = Incentives suitable to position” and “IEOPIV1 = Satisfaction of safety and security needs” have a significance of t-value (0.009) and (0.011) respectively which are less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variables “IEOPIV8 = Incentives suitable to position”, “IEOPIV1 = Satisfaction of safety and security needs” and the dependent variable “OPDV3 = Lack of significant employee turnover”.

Regression analysis is done for all independent variables with dependent variable “OPDV4 = Organization perceived to be successful”.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.466[a]	.217	.209	.745	.217	27.192	1	98	.000
2	.525[b]	.276	.261	.720	.059	7.869	1	97	.006
3	.568[c]	.323	.302	.700	.047	6.685	1	96	.011

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV8 = Incentives suitable to position.

c. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV8 = Incentives suitable to position., IEOPIV2 = Satisfaction of interpersonal needs.

d. Dependent Variable: OPDV4 = Organization perceived to be successful.

The Model Summary table shows that the independent variables “IEOPIV6 = Having goals you are committed to”, “IEOPIV8 = Incentives suitable to position” and “IEOPIV2 = Satisfaction of interpersonal needs” explain the variation in the dependent variable “OPDV4 = Organization perceived to be successful”.

In the regression model an R Square of 0.323 means, 32.3% of the total variance in dependent variable “OPDV4 = Organization perceived to be successful” is explained by the independent variables “IEOPIV9 = Incentives suitable to educational level”, “IEOPIV6 = Having goals you are committed to” and “IEOPIV8 = Incentives suitable to position”.

ANOVA[d]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.083	1	15.083	27.192	.000[a]
	Residual	54.357	98	.555		
	Total	69.440	99			
2	Regression	19.162	2	9.581	18.484	.000[b]
	Residual	50.278	97	.518		
	Total	69.440	99			
3	Regression	22.435	3	7.478	15.273	.000[c]
	Residual	47.005	96	.490		
	Total	69.440	99			

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV8 = Incentives suitable to position.

c. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV8 = Incentives suitable to position., IEOPIV2 = Satisfaction of interpersonal needs.

d. Dependent Variable: OPDV4 = Organization perceived to be successful.

In the ANOVA table the F statistic (15.273) for the regression model is (0.000) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variables "IEOPIV6 = Having goals you are committed to", "IEOPIV8 = Incentives suitable to position" and "IEOPIV2 = Satisfaction of interpersonal needs" are statistically significant in predicting the dependent variable "OPDV4 = Organization perceived to be successful".

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.478	.272		9.122	.000
	IEOPIV6 = Having goals you are committed to.	.395	.076	.466	5.215	.000
2	(Constant)	2.091	.297		7.051	.000
	IEOPIV6 = Having goals you are committed to.	.322	.078	.380	4.142	.000
	IEOPIV8 = Incentives suitable to position.	.209	.075	.257	2.805	.006
3	(Constant)	1.651	.335		4.931	.000
	IEOPIV6 = Having goals you are committed to.	.257	.080	.304	3.237	.002
	IEOPIV8 = Incentives suitable to position.	.201	.073	.246	2.761	.007
	IEOPIV2 = Satisfaction of interpersonal needs.	.193	.074	.231	2.586	.011

a. Dependent Variable: OPDV4 = Organization perceived to be successful.

We represent the regression equation as:

OPDV4 = 1.651 + 0.257(IEOPIV6) + 0.201(IEOPIV8) + 0.193(IEOPIV2)

Where:

OPDV4 = Organization perceived to be successful.

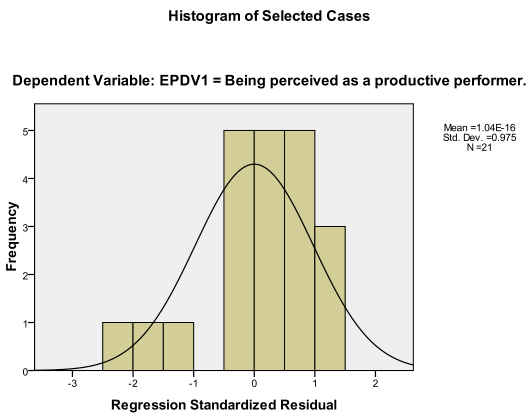
IEOPIV6 = Having goals you are committed to.

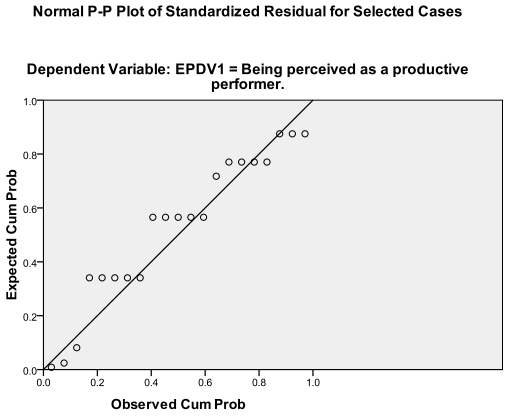
IEOPIV8 = Incentives suitable to position.

IEOPIV2 = Satisfaction of interpersonal needs.

The independent variables “IEOPIV6 = Having goals you are committed to”, “IEOPIV8 = Incentives suitable to position” and “IEOPIV2 = Satisfaction of interpersonal needs” all have a significance of t-value less than 0.05, and have a positive coefficient, therefore this indicates that there is statistically sufficient significant positive linear relationship between the independent variables “IEOPIV6 = Having goals you are committed to”, “IEOPIV8 = Incentives suitable to position”, “IEOPIV2 = Satisfaction of interpersonal needs” and the dependent variable “OPDV3 = Lack of significant employee turnover”.

Regression analysis is done for all independent variables with dependent variable "EPDV1 = Being perceived as a productive performer" in Banks.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Type of Industry = Banks (Selected)	Type of Industry ~= Banks (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.674[a]	.490	.455	.426	.640	.455	15.846	1	19	.001

a. Predictors: (Constant), IEOPIV9 = Incentives suitable to educational level.

b. Unless noted otherwise, statistics are based only on cases for which Type of Industry = Banks.

c. Dependent Variable: EPDV1 = Being perceived as a productive performer.

The Model Summary table shows that the independent variable "IEOPIV9 = Incentives suitable to educational level" explains the variation in the dependent variable "EPDV1 = Being perceived as a productive performer" in Banks.

In the regression model an R Square of 0.455 means, 45.5% of the total variance in dependent variable "EPDV1 = Being perceived as a productive performer" is explained by the independent variable "IEOPIV9 = Incentives suitable to educational level" in Banks.

ANOVA[b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.496	1	6.496	15.846	.001[a]
	Residual	7.789	19	.410		
	Total	14.286	20			

a. Predictors: (Constant), IEOPIV9 = Incentives suitable to educational level.

b. Dependent Variable: EPDV1 = Being perceived as a productive performer.

c. Selecting only cases for which Type of Industry = Banks

In the ANOVA table the F statistic (15.846) for the regression model is (0.001) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable "IEOPIV9 = Incentives suitable to educational level" is statistically significant in predicting the dependent variable "EPDV1 = Being perceived as a productive performer" in Banks.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.000	.453		4.417	.000
	IEOPIV9 = Incentives suitable to educational level.	.632	.159	.674	3.981	.001

a. Dependent Variable: EPDV1 = Being perceived as a productive performer.

b. Selecting only cases for which Type of Industry = Banks

According to the coefficient table the regression equation is identified as the following:

EPDV1 = 2.0 + 0.632(IEOPIV9)

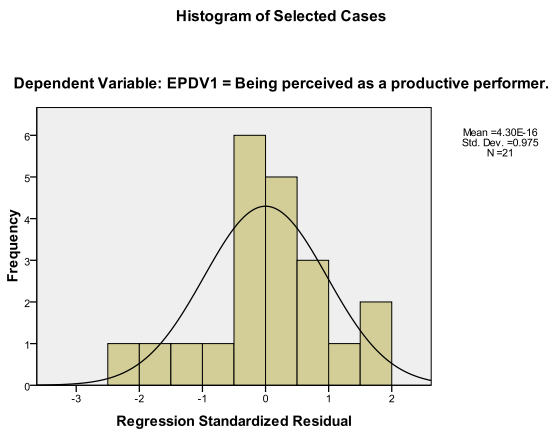
Where:

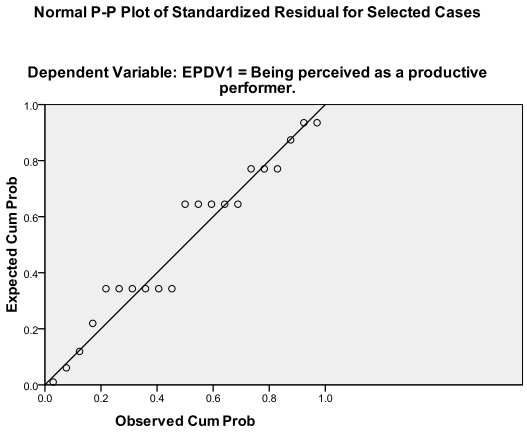
EPDV1 = Being perceived as a productive performer.

IEOPIV9 = Incentives suitable to educational level.

The independent variable have a significance of t-value (0.001) which is less than 0.05, and the independent variable "IEOPIV9 = Incentives suitable to educational level" have a positive coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variable "IEOPIV9 = Incentives suitable to educational level" and dependent variable "EPDV1 = Being perceived as a productive performer" in Banks.

Regression analysis is done for all independent variables with dependent variable "EPDV1 = Being perceived as a productive performer" in Pharmaceuticals.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Type of Industry = Pharmaceuticals (Selected)	Type of Industry ~= Pharmaceuticals (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.583[a]	.438	.340	.305	.521	.340	9.768	1	19	.006

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Unless noted otherwise, statistics are based only on cases for which Type of Industry = Pharmaceuticals.

c. Dependent Variable: EPDV1 = Being perceived as a productive performer.

The Model Summary table shows that the independent variable "IEOPIV6 = Having goals you are committed to" explains the variation in the dependent variable "EPDV1 = Being perceived as a productive performer" in Pharmaceuticals.

In the regression model an R Square of 0.340 means, 34.0% of the total variance in dependent variable "EPDV1 = Being perceived as a productive performer" is explained by the independent variable "IEOPIV6 = Having goals you are committed to" in Pharmaceuticals.

ANOVA[b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.652	1	2.652	9.768	.006[a]
	Residual	5.158	19	.271		
	Total	7.810	20			

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Dependent Variable: EPDV1 = Being perceived as a productive performer.

c. Selecting only cases for which Type of Industry = Pharmaceuticals

In the ANOVA table the F statistic (9.768) for the regression model is (0.006) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable "IEOPIV6 = Having goals you are committed to" is statistically significant in predicting the dependent variable "EPDV1 = Being perceived as a productive performer" in Pharmaceuticals.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.596	.493		5.268	.000
	IEOPIV6 = Having goals you are committed to.	.404	.129	.583	3.125	.006

a. Dependent Variable: EPDV1 = Being perceived as a productive performer.

b. Selecting only cases for which Type of Industry = Pharmaceuticals

According to the coefficient table the regression equation is identified as the following:

EPDV1 = 2.596 + 0.404(IEOPIV6)

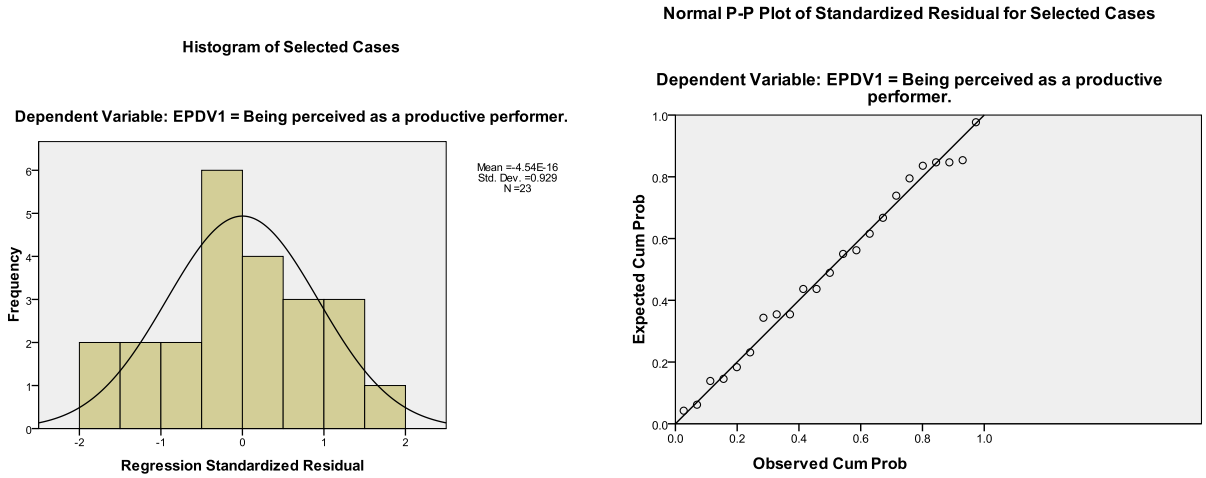
Where:

EPDV1 = Being perceived as a productive performer.

IEOPIV6 = Having goals you are committed to.

The independent variable have a significance of t-value 0.006 which is less than 0.05, and the independent variable “IEOPIV6 = Having goals you are committed to” have a positive coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variable “IEOPIV6 = Having goals you are committed to” and the dependent variable “EPDV1 = Being perceived as a productive performer” in Pharmaceuticals.

Regression analysis is done for all independent variables with dependent variable “EPDV1 = Being perceived as a productive performer” in Hospitals.



The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[d,e]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Type of Industry = Hospitals (Selected)	Type of Industry ~= Hospitals (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.562[a]		.316	.284	.625	.316	9.709	1	21	.005
2	.667[b]		.445	.390	.577	.129	4.650	1	20	.043
3	.743[c]	.448	.552	.481	.532	.107	4.523	1	19	.047

a. Predictors: (Constant), IEOPIV10 = Rewards explained.

b. Predictors: (Constant), IEOPIV10 = Rewards explained., IEOPIV3 = Satisfaction of personal development.

c. Predictors: (Constant), IEOPIV10 = Rewards explained., IEOPIV3 = Satisfaction of personal development., IEOPIV6 = Having goals you are committed to.

d. Unless noted otherwise, statistics are based only on cases for which Type of Industry = Hospitals.

e. Dependent Variable: EPDV1 = Being perceived as a productive performer.

The Model Summary table shows that the independent variables “IEOPIV10 = Rewards explained”, “IEOPIV3 = Satisfaction of personal development” and “IEOPIV6 = Having goals you are committed to” explain the variation in the dependent variable “EPDV1 = Being perceived as a productive performer” in Hospitals.

In the regression model an R Square of 0.552 means, 55.2% of the total variance in dependent variable “EPDV1 = Being perceived as a productive performer” is explained by the independent variables “IEOPIV10 = Rewards explained”, “IEOPIV3 = Satisfaction of personal development” and “IEOPIV6 = Having goals you are committed to” in Hospitals.

ANOVA[d,e]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.794	1	3.794	9.709	.005[a]
	Residual	8.206	21	.391		
	Total	12.000	22			
2	Regression	5.342	2	2.671	8.023	.003[b]
	Residual	6.658	20	.333		
	Total	12.000	22			
3	Regression	6.622	3	2.207	7.798	.001[c]
	Residual	5.378	19	.283		
	Total	12.000	22			

a. Predictors: (Constant), IEOPIV10 = Rewards explained.

b. Predictors: (Constant), IEOPIV10 = Rewards explained., IEOPIV3 = Satisfaction of personal development.

c. Predictors: (Constant), IEOPIV10 = Rewards explained., IEOPIV3 = Satisfaction of personal development., IEOPIV6 = Having goals you are committed to.

d. Dependent Variable: EPDV1 = Being perceived as a productive performer.

e. Selecting only cases for which Type of Industry = Hospitals

In the ANOVA table the F statistic (7.798) for the regression model is (0.001) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variables "IEOPIV10 = Rewards explained", "IEOPIV3 = Satisfaction of personal development" and "IEOPIV6 = Having goals you are committed to" are statistically significant in predicting the dependent variable "EPDV1 = Being perceived as a productive performer" in Hospitals.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.247	.577		3.892	.001
	IEOPIV10 = Rewards explained.	.474	.152	.562	3.116	.005
2	(Constant)	1.371	.670		2.045	.054
	IEOPIV10 = Rewards explained.	.429	.142	.509	3.023	.007
	IEOPIV3 = Satisfaction of personal development.	.273	.126	.363	2.156	.043
3	(Constant)	.135	.848		.159	.876
	IEOPIV10 = Rewards explained.	.355	.136	.421	2.620	.017
	IEOPIV3 = Satisfaction of personal development.	.379	.127	.505	2.989	.008
	IEOPIV6 = Having goals you are committed to.	.282	.132	.362	2.127	.047

a. Dependent Variable: EPDV1 = Being perceived as a productive performer.

b. Selecting only cases for which Type of Industry = Hospitals

According to the coefficient table the regression equation is identified as the following:

EPDV1 = 0.135 + 0.355(IEOPIV10) + 0.379(IEOPIV3) + 0.282(IEOPIV6)

Where:

EPDV1 = Being perceived as a productive performer.

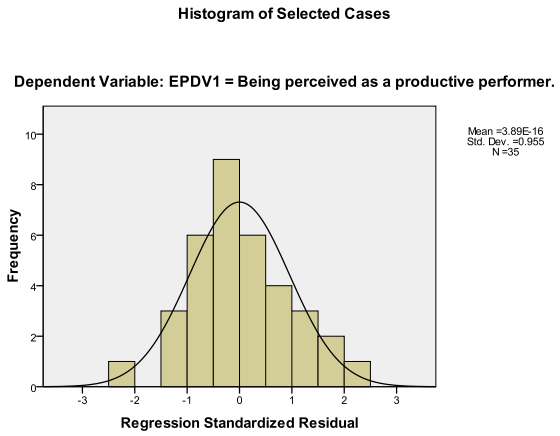
IEOPIV10 = Rewards explained.

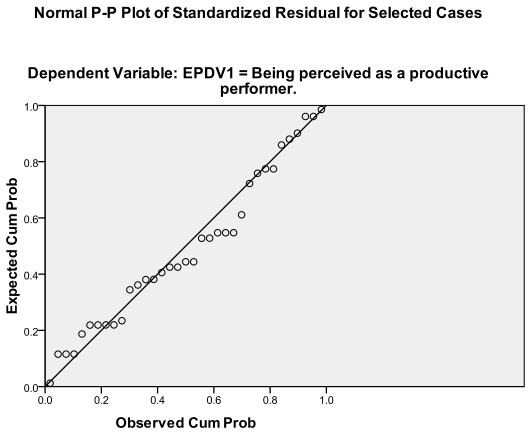
IEOPIV3 = Satisfaction of personal development.

IEOPIV6 = Having goals you are committed to.

All the independent variables have a significance of t-value less than 0.05, and the independent variables “IEOPIV10 = Rewards explained”, “IEOPIV3 = Satisfaction of personal development” and “IEOPIV6 = Having goals you are committed to” have a positive coefficient, therefore this indicates that there is a statistically sufficient significant positive linear relationship between the independent variables “IEOPIV10 = Rewards explained”, “IEOPIV3 = Satisfaction of personal development”, “IEOPIV6 = Having goals you are committed to” and the dependent variable “EPDV1 = Being perceived as a productive performer” in Hospitals.

Regression analysis is done for all independent variables with dependent variable “EPDV1 = Being perceived as a productive performer” in General Trade.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[d,e]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Type of Industry = General Trade (Selected)	Type of Industry ~= General Trade (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.669[a]		.447	.430	.775	.447	26.694	1	33	.000
2	.736[b]		.542	.513	.717	.095	6.600	1	32	.015
3	.778[c]	.425	.605	.567	.676	.063	4.953	1	31	.033

a. Predictors: (Constant), IEOPIV9 = Incentives suitable to educational level.

b. Predictors: (Constant), IEOPIV9 = Incentives suitable to educational level., IEOPIV6 = Having goals you are committed to.

c. Predictors: (Constant), IEOPIV9 = Incentives suitable to educational level., IEOPIV6 = Having goals you are committed to., IEOPIV8 = Incentives suitable to position.

d. Unless noted otherwise, statistics are based only on cases for which Type of Industry = General Trade.

e. Dependent Variable: EPDV1 = Being perceived as a productive performer.

The Model Summary table shows that the independent variables “IEOPIV9 = Incentives suitable to educational level”, “IEOPIV6 = Having goals you are committed to” and “IEOPIV8 = Incentives suitable to position” explain the variation in the dependent variable “EPDV1 = Being perceived as a productive performer” in General Trade.

In the regression model an R Square of 0.605 means, 60.5% of the total variance in dependent variable “EPDV1 = Being perceived as a productive performer” is explained by the independent variables “IEOPIV9 = Incentives suitable to educational level”, “IEOPIV6 = Having goals you are committed to” and “IEOPIV8 = Incentives suitable to position” in General Trade.

ANOVA[d,e]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.047	1	16.047	26.694	.000[a]
	Residual	19.838	33	.601		
	Total	35.886	34			
2	Regression	19.440	2	9.720	18.912	.000[b]
	Residual	16.446	32	.514		
	Total	35.886	34			
3	Regression	21.705	3	7.235	15.817	.000[c]
	Residual	14.180	31	.457		
	Total	35.886	34			

a. Predictors: (Constant), IEOPIV9 = Incentives suitable to educational level.

b. Predictors: (Constant), IEOPIV9 = Incentives suitable to educational level., IEOPIV6 = Having goals you are committed to.

c. Predictors: (Constant), IEOPIV9 = Incentives suitable to educational level., IEOPIV6 = Having goals you are committed to., IEOPIV8 = Incentives suitable to position.

d. Dependent Variable: EPDV1 = Being perceived as a productive performer.

e. Selecting only cases for which Type of Industry = General Trade

In the ANOVA table the F statistic (15.817) for the regression model is (0.000) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variables "IEOPIV9 = Incentives suitable to educational level", "IEOPIV6 = Having goals you are committed to" and "IEOPIV8 = Incentives suitable to position" are statistically significant in predicting the dependent variable "EPDV1 = Being perceived as a productive performer" in General Trade.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.979	.423		2.314	.027
	IEOPIV9 = Incentives suitable to educational level.	.808	.156	.669	5.167	.000
2	(Constant)	-.010	.549		-.018	.986
	IEOPIV9 = Incentives suitable to educational level.	.787	.145	.651	5.430	.000
	IEOPIV6 = Having goals you are committed to.	.369	.144	.308	2.569	.015
3	(Constant)	-.434	.552		-.786	.438
	IEOPIV9 = Incentives suitable to educational level.	.715	.140	.591	5.090	.000
	IEOPIV6 = Having goals you are committed to.	.319	.137	.266	2.318	.027
	IEOPIV8 = Incentives suitable to position.	.286	.128	.262	2.226	.033

a. Dependent Variable: EPDV1 = Being perceived as a productive performer.

b. Selecting only cases for which Type of Industry = General Trade

According to the coefficient table the regression equation is identified as the following:

EPDV1 = -0.434 + 0.715(IEOPIV9) + 0.319(IEOPIV6) + 0.286(IEOPIV8)

Where:

EPDV1 = Being perceived as a productive performer.

IEOPIV9 = Incentives suitable to educational level.

IEOPIV6 = Having goals you are committed to.

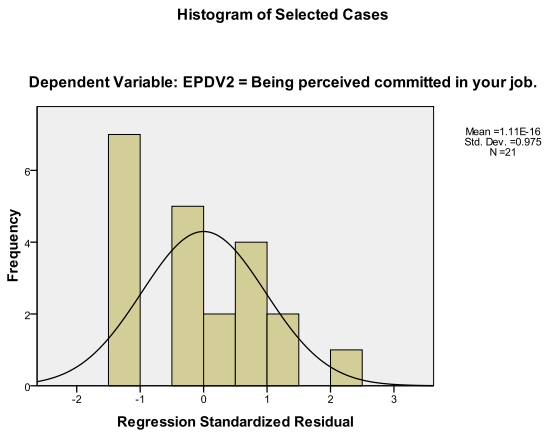
IEOPIV8 = Incentives suitable to position.

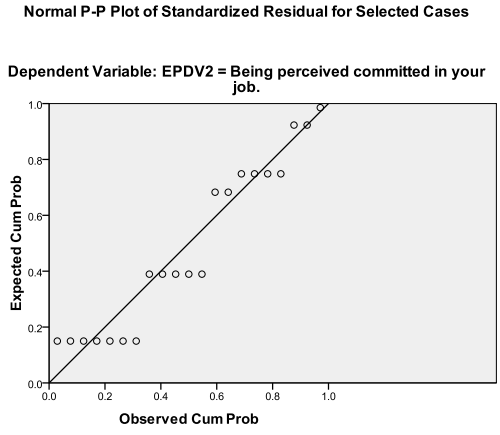
All the independent variables have a significance of t-value less than 0.05, and the independent variables “IEOPIV9 = Incentives suitable to educational level”, “IEOPIV6 = Having goals you are committed to” and “IEOPIV8 = Incentives suitable to position” have a positive coefficient, therefore this indicates that there is a statistically sufficient significant positive linear relationship between the independent variables “IEOPIV9 = Incentives suitable to educational level”, “IEOPIV6 = Having goals you are committed to”, “IEOPIV8 = Incentives suitable to position” and the dependent variable “EPDV1 = Being perceived as a productive performer” in General Trade.

Regression analysis is done for all independent variables with dependent variable “EPDV2 = Being perceived committed in your job” in Banks.

There weren’t any variables entered into the regression equation.

Regression analysis is done for all independent variables with dependent variable “EPDV2 = Being perceived committed in your job” in Pharmaceuticals.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Type of Industry = Pharmaceuticals (Selected)	Type of Industry ~= Pharmaceuticals (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.574[a]	.232	.329	.294	.406	.329	9.314	1	19	.007

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Unless noted otherwise, statistics are based only on cases for which Type of Industry = Pharmaceuticals.

c. Dependent Variable: EPDV2 = Being perceived committed in your job.

The Model Summary table shows that the independent variable "IEOPIV6 = Having goals you are committed to" explains the variation in the dependent variable "EPDV2 = Being perceived committed in your job" in Pharmaceuticals.

In the regression model an R Square of 0.329 means, 32.9% of the total variance in dependent variable "EPDV2 = Being perceived committed in your job" is explained by the independent variable "IEOPIV6 = Having goals you are committed to" in Pharmaceuticals.

ANOVA[b,c]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.535	1	1.535	9.314	.007[a]
	Residual	3.132	19	.165		
	Total	4.667	20			

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Dependent Variable: EPDV2 = Being perceived committed in your job.

c. Selecting only cases for which Type of Industry = Pharmaceuticals

In the ANOVA table the F statistic (9.314) for the regression model is (0.007) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable "IEOPIV6 = Having goals you are committed to" is statistically significant in predicting the dependent variable "EPDV2 = Being perceived committed in your job" in Pharmaceuticals.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.193	.384		8.315	.000
	IEOPIV6 = Having goals you are committed to.	.307	.101	.574	3.052	.007

a. Dependent Variable: EPDV2 = Being perceived committed in your job.

b. Selecting only cases for which Type of Industry = Pharmaceuticals

According to the coefficient table the regression equation is identified as the following:

EPDV2 = 3.193 + 0.307(IEOPIV96)

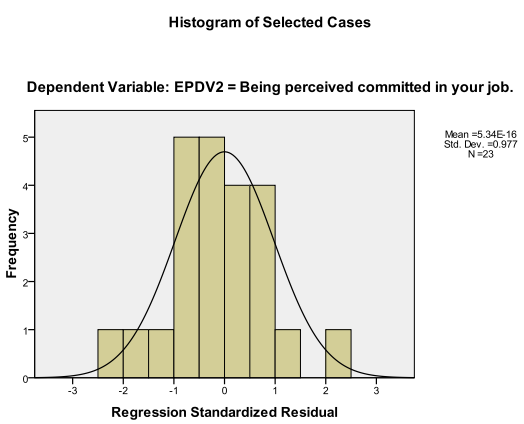
Where:

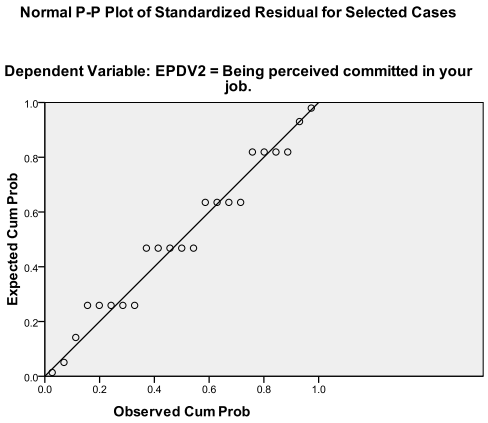
EPDV2 = Being perceived committed in your job.

IEOPIV6 = Having goals you are committed to.

The independent variable has a significance of t-value (0.007) less than 0.05, and the independent variable “IEOPIV6 = Having goals you are committed to” has a positive coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variable “IEOPIV6 = Having goals you are committed to” and the dependent variable “EPDV2 = Being perceived committed in your job” in Pharmaceuticals.

Regression analysis is done for all independent variables with dependent variable "EPDV2 = Being perceived committed in your job" in Hospitals.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Type of Industry = Hospitals (Selected)	Type of Industry ~= Hospitals (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.453[a]	.158	.205	.167	.641	.205	5.414	1	21	.030

a. Predictors: (Constant), IEOPIV10 = Rewards explained.

b. Unless noted otherwise, statistics are based only on cases for which Type of Industry = Hospitals.

c. Dependent Variable: EPDV2 = Being perceived committed in your job.

The Model Summary table shows that the independent variables "IEOPIV10 = Rewards explained" explains the variation in the dependent variable "EPDV2 = Being perceived committed in your job" in Hospitals.

In the regression model an R Square of 0.205 means, 20.5% of the total variance in dependent variable "EPDV2 = Being perceived committed in your job" is explained by the independent variable "IEOPIV10 = Rewards explained" in Hospitals.

ANOVA[b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.228	1	2.228	5.414	.030[a]
	Residual	8.642	21	.412		
	Total	10.870	22			

a. Predictors: (Constant), IEOPIV10 = Rewards explained.

b. Dependent Variable: EPDV2 = Being perceived committed in your job.

c. Selecting only cases for which Type of Industry = Hospitals

In the ANOVA table the F statistic (5.414) for the regression model is (0.03) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable "IEOPIV10 = Rewards explained" is sufficiently significant in predicting the dependent variable "EPDV2 = Being perceived committed in your job" in Hospitals.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.961	.593		4.998	.000
	IEOPIV10 = Rewards explained.	.363	.156	.453	2.327	.030

a. Dependent Variable: EPDV2 = Being perceived committed in your job.

b. Selecting only cases for which Type of Industry = Hospitals

According to the coefficient table the regression equation is identified as the following:

EPDV2 = 2.961 + 0.363(IEOPIV10)

Where:

EPDV2 = Being perceived committed in your job.

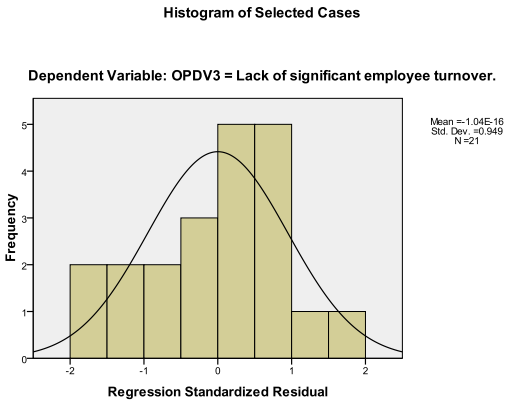
IEOPIV10 = Rewards explained.

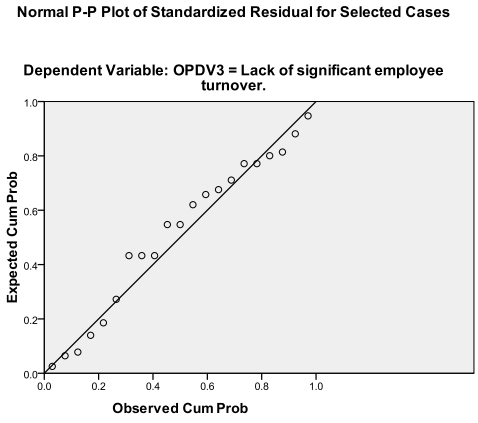
The independent variable has a significance of t-value (2.327) is (0.030) which is less than 0.05, and the independent variable "IEOPIV10 = Rewards explained" have a positive coefficient, therefore this indicates that there is a statistically sufficient significant positive linear relationship between the independent variable "IEOPIV10 = Rewards explained" and the dependent variable "EPDV2 = Being perceived committed in your job" in Hospitals.

Regression analysis is done for all independent variables with dependent variable "EPDV2 = Being perceived committed in your job" in General Trade.

There weren't any variables entered into the regression equation.

Regression analysis is done for all independent variables with dependent variable "OPDV3 = Lack of significant employee turnover" in Banks.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[c,d]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Type of Industry = Banks (Selected)	Type of Industry ~= Banks (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.453[a]		.205	.163	.818	.205	4.894	1	19	.039
2	.619[b]	.030	.383	.314	.741	.178	5.182	1	18	.035

a. Predictors: (Constant), IEOPIV1 = Satisfaction of safety and security needs.

b. Predictors: (Constant), IEOPIV1 = Satisfaction of safety and security needs. , IEOPIV2 = Satisfaction of interpersonal needs.

c. Unless noted otherwise, statistics are based only on cases for which Type of Industry = Banks.

d. Dependent Variable: OPDV3 = Lack of significant employee turnover.

The Model Summary table shows that the independent variables “IEOPIV1 = Satisfaction of safety and security needs” and “IEOPIV2 = Satisfaction of interpersonal needs” explain the variation in the dependent variable “OPDV3 = Lack of significant employee turnover” in Banks.

In the regression model an R Square of 0.383 means, 38.3% of the total variance in dependent variable “OPDV3 = Lack of significant employee turnover” is explained by the independent variables “IEOPIV1 = Satisfaction of safety and security needs” and “IEOPIV2 = Satisfaction of interpersonal needs” in Banks.

ANOVA[c,d]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.277	1	3.277	4.894	.039[a]
	Residual	12.723	19	.670		
	Total	16.000	20			
2	Regression	6.121	2	3.060	5.576	.013[b]
	Residual	9.879	18	.549		
	Total	16.000	20			

a. Predictors: (Constant), IEOPIV1 = Satisfaction of safety and security needs.

b. Predictors: (Constant), IEOPIV1 = Satisfaction of safety and security needs. , IEOPIV2 = Satisfaction of interpersonal needs.

c. Dependent Variable: OPDV3 = Lack of significant employee turnover.

d. Selecting only cases for which Type of Industry = Banks

In the ANOVA table the F statistic (5.576) for the regression model is (0.013) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variables "IEOPIV1 = Satisfaction of safety and security needs" and "IEOPIV2 = Satisfaction of interpersonal needs" are sufficiently significant in predicting the dependent variable "OPDV3 = Lack of significant employee turnover" in Banks.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.306	.786		1.660	.113
	IEOPIV1 = Satisfaction of safety and security needs.	.468	.212	.453	2.212	.039
2	(Constant)	2.273	.829		2.741	.013
	IEOPIV1 = Satisfaction of safety and security needs.	.676	.212	.654	3.185	.005
	IEOPIV2 = Satisfaction of interpersonal needs.	-.463	.203	-.467	-2.276	.035

a. Dependent Variable: OPDV3 = Lack of significant employee turnover.

b. Selecting only cases for which Type of Industry = Banks

According to the coefficient table the regression equation is identified as the following:

OPDV3 = 2.273 + 0.676(IEOPIV1) - 0.463(IEOPIV2)

Where:

OPDV3 = Lack of significant employee turnover.

IEOPIV1 = Satisfaction of safety and security needs.

IEOPIV2 = Satisfaction of interpersonal needs.

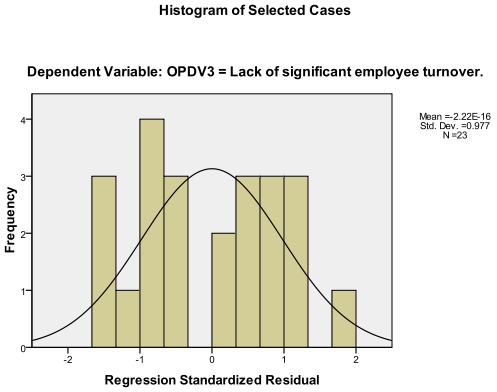
The independent variables “IEOPIV1 = Satisfaction of safety and security needs” and “IEOPIV2 = Satisfaction of interpersonal needs” have a significance of t-value less than 0.05, and “IEOPIV1 = Satisfaction of safety and security needs” have a positive coefficient while “IEOPIV2 = Satisfaction of interpersonal needs” have a negative coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variable “IEOPIV1 = Satisfaction of safety and security needs” and “OPDV3 = Lack of significant employee turnover”, while there is a statistically sufficient significant

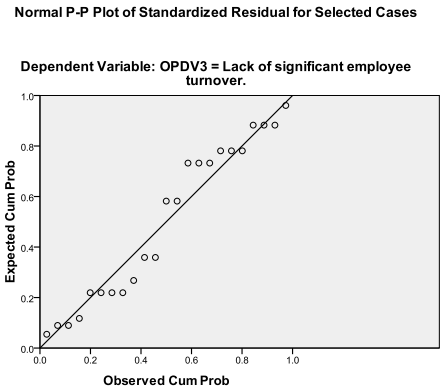
negative linear relationship between “IEOPIV2 = Satisfaction of interpersonal needs” and the dependent variable “OPDV3 = Lack of significant employee turnover” in Banks.

Regression analysis is done for all independent variables with dependent variable “OPDV3 = Lack of significant employee turnover” in Pharmaceuticals.

There weren’t any variables entered into the regression equation.

Regression analysis is done for all independent variables with dependent variable “OPDV3 = Lack of significant employee turnover” in Hospitals.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b,c]

Model	R	Type of Industry = Hospitals (Selected)	Type of Industry ~= Hospitals (Unselected)	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
							R Square Change	F Change	df1	df2	Sig. F Change
1		.483[a]	.184	.234	.197	1.019	.234	6.405	1	21	.019

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Unless noted otherwise, statistics are based only on cases for which Type of Industry = Hospitals.

c. Dependent Variable: OPDV3 = Lack of significant employee turnover.

The Model Summary table shows that the independent variable "IEOPIV6 = Having goals you are committed to" explains the variation in the dependent variable "OPDV3 = Lack of significant employee turnover" in Hospitals.

In the regression model an R Square of 0.234 means, 23.4% of the total variance in dependent variable "OPDV3 = Lack of significant employee turnover" is explained by the independent variable "IEOPIV6 = Having goals you are committed to" in Hospitals.

ANOVA[b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.645	1	6.645	6.405	.019[a]
	Residual	21.789	21	1.038		
	Total	28.435	22			

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Dependent Variable: OPDV3 = Lack of significant employee turnover.

c. Selecting only cases for which Type of Industry = Hospitals

In the ANOVA table the F statistic (6.405) for the regression model is (0.019) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable "IEOPIV6 = Having goals you are committed to" is sufficiently significant in predicting the dependent variable "OPDV3 = Lack of significant employee turnover" in Hospitals.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.474	.920		1.602	.124
	IEOPIV6 = Having goals you are committed to.	.579	.229	.483	2.531	.019

a. Dependent Variable: OPDV3 = Lack of significant employee turnover.

b. Selecting only cases for which Type of Industry = Hospitals

According to the coefficient table the regression equation is identified as the following:

OPDV3 = 1.474 + 0.579(IEOPIV6)

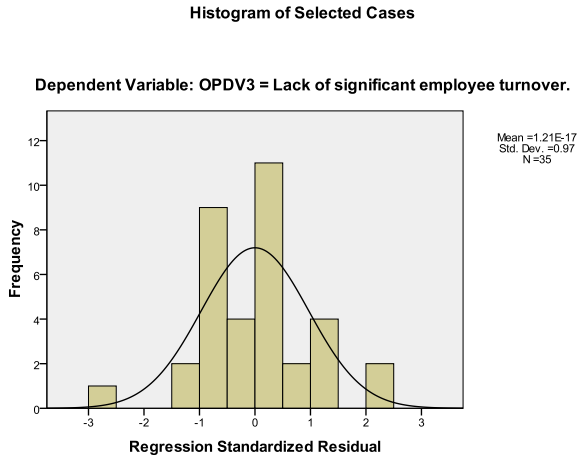
Where:

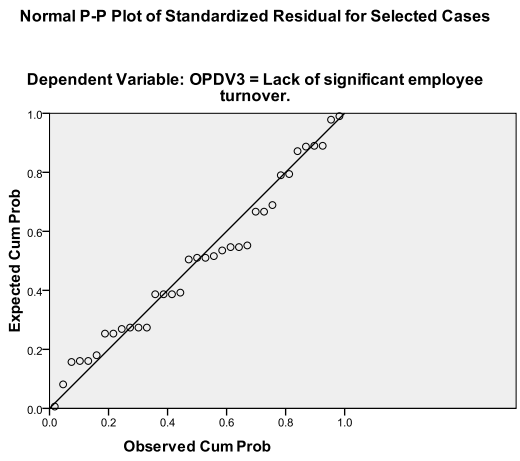
OPDV3 = Lack of significant employee turnover.

IEOPIV6 = Having goals you are committed to.

The independent variable “IEOPIV6 = Having goals you are committed to” has a significance of t-value (2.531) is (0.019) which is less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically sufficient significant positive linear relationship between the independent variable “IEOPIV6 = Having goals you are committed to” and the dependent variable “OPDV3 = Lack of significant employee turnover” in Hospitals.

Regression analysis is done for all independent variables with dependent variable “OPDV3 = Lack of significant employee turnover” in General Trade.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[c,d]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Type of Industry = General Trade (Selected)	Type of Industry ~= General Trade (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.395[a]		.156	.130	.954	.156	6.089	1	33	.019
2	.517[b]	.167	.268	.222	.902	.112	4.888	1	32	.034

a. Predictors: (Constant), IEOPIV1 = Satisfaction of safety and security needs.

b. Predictors: (Constant), IEOPIV1 = Satisfaction of safety and security needs. , IEOPIV11 = Most desirable employee behaviors rewarded.

c. Unless noted otherwise, statistics are based only on cases for which Type of Industry = General Trade.

d. Dependent Variable: OPDV3 = Lack of significant employee turnover.

The Model Summary table shows that the independent variables "IEOPIV1 = Satisfaction of safety and security needs" and "IEOPIV11 = Most desirable employee behaviors rewarded" explain the variation in the dependent variable "OPDV3 = Lack of significant employee turnover" in General Trade.

In the regression model an R Square of 0.268 means, 26.8% of the total variance in dependent variable "OPDV3 = Lack of significant employee turnover" is explained by the independent variables "IEOPIV1 = Satisfaction of safety and security needs" and "IEOPIV11 = Most desirable employee behaviors rewarded" in General Trade.

ANOVA[c,d]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.537	1	5.537	6.089	.019[a]
	Residual	30.006	33	.909		
	Total	35.543	34			
2	Regression	9.513	2	4.757	5.847	.007[b]
	Residual	26.030	32	.813		
	Total	35.543	34			

a. Predictors: (Constant), IEOPIV1 = Satisfaction of safety and security needs.

b. Predictors: (Constant), IEOPIV1 = Satisfaction of safety and security needs. , IEOPIV11 = Most desirable employee behaviors rewarded.

c. Dependent Variable: OPDV3 = Lack of significant employee turnover.

d. Selecting only cases for which Type of Industry = General Trade

In the ANOVA table the F statistic (5.847) for the regression model is (0.007) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variables "IEOPIV1 = Satisfaction of safety and security needs" and "IEOPIV11 = Most desirable employee behaviors rewarded" are statistically significant in predicting the dependent variable "OPDV3 = Lack of significant employee turnover" in General Trade.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.044	.463		4.419	.000
	IEOPIV1 = Satisfaction of safety and security needs.	.364	.147	.395	2.468	.019
2	(Constant)	1.108	.609		1.820	.078
	IEOPIV1 = Satisfaction of safety and security needs.	.352	.139	.382	2.525	.017
	IEOPIV11 = Most desirable employee behaviors rewarded.	.365	.165	.335	2.211	.034

a. Dependent Variable: OPDV3 = Lack of significant employee turnover.

b. Selecting only cases for which Type of Industry = General Trade

According to the coefficient table the regression equation is identified as the following:

OPDV3 = 1.108 + 0.352(IEOPIV1) + 0.365(IEOPIV11)

Where:

OPDV3 = Lack of significant employee turnover.

IEOPIV1 = Satisfaction of safety and security needs.

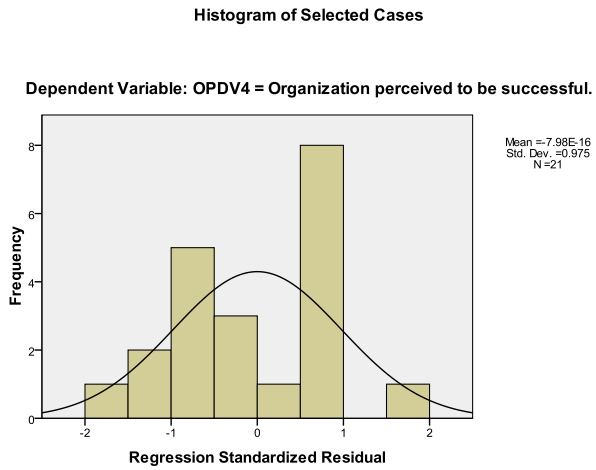
IEOPIV11 = Most desirable employee behaviors rewarded.

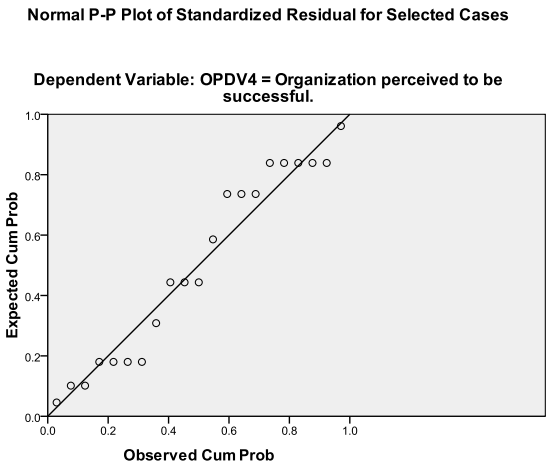
The independent variables “IEOPIV1 = Satisfaction of safety and security needs” and “IEOPIV11 = Most desirable employee behaviors rewarded” have a significance of t-value less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically sufficient significant positive linear relationship between the independent variables “IEOPIV1 = Satisfaction of safety and security needs” and “IEOPIV11 = Most desirable employee behaviors rewarded” and the dependent variable “OPDV3 = Lack of significant employee turnover” in General Trade.

Regression analysis is done for all independent variables with dependent variable "OPDV4 = Lack of significant employee turnover" in Banks.

There weren't any variables entered into the regression equation.

Regression analysis is done for all independent variables with dependent variable "OPDV4 = Organization perceived to be successful" in Pharmaceuticals.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Type of Industry = Pharmaceuticals (Selected)	Type of Industry ~= Pharmaceuticals (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.658[a]	.175	.433	.403	.525	.433	14.514	1	19	.001

a. Predictors: (Constant), IEOPIV4 = Being rewarded valuably.

b. Unless noted otherwise, statistics are based only on cases for which Type of Industry = Pharmaceuticals.

c. Dependent Variable: OPDV4 = Organization perceived to be successful.

The Model Summary table shows that the independent variable "IEOPIV4 = Being rewarded valuably" explains the variation in the dependent variable "OPDV4 = Organization perceived to be successful" in Pharmaceuticals.

In the regression model an R Square of 0.433 means, 43.3% of the total variance in dependent variable "OPDV4 = Organization perceived to be successful" is explained by the independent variable "IEOPIV4 = Being rewarded valuably" in Pharmaceuticals.

ANOVA[b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.001	1	4.001	14.514	.001[a]
	Residual	5.237	19	.276		
	Total	9.238	20			

a. Predictors: (Constant), IEOPIV4 = Being rewarded valuably.

b. Dependent Variable: OPDV4 = Organization perceived to be successful.

c. Selecting only cases for which Type of Industry = Pharmaceuticals

In the ANOVA table the F statistic (14.514) for the regression model is (0.001) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable "IEOPIV4 = Being rewarded valuably" is statistically significant in predicting the dependent variable "OPDV4 = Organization perceived to be successful" in Pharmaceuticals.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.857	.368		7.756	.000
	IEOPIV4 = Being rewarded valuably.	.406	.107	.658	3.810	.001

a. Dependent Variable: OPDV4 = Organization perceived to be successful.

b. Selecting only cases for which Type of Industry = Pharmaceuticals

According to the coefficient table the regression equation is identified as the following:

OPDV4 = 2.857 + 0.406(IEOPIV4)

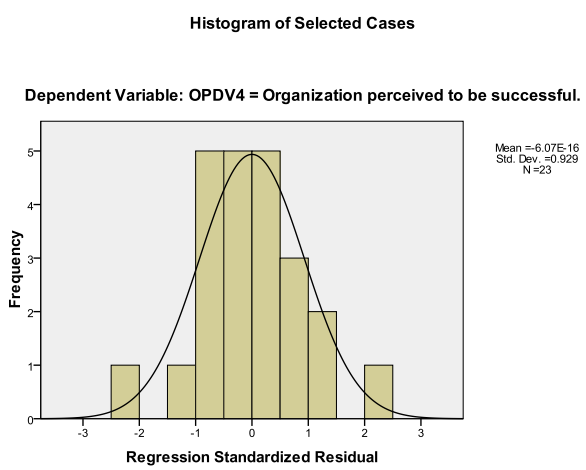
Where:

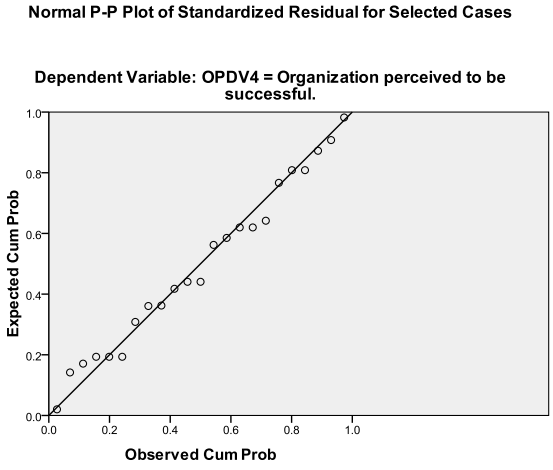
OPDV4 = Organization perceived to be successful.

IEOPIV4 = Being rewarded valuably.

The independent variable “IEOPIV4 = Being rewarded valuably” has a significance of t-value (0.001) which is less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variable “IEOPIV4 = Being rewarded valuably” and the dependent variable “OPDV4 = Organization perceived to be successful” in Pharmaceuticals.

Regression analysis is done for all independent variables with dependent variable “OPDV4 = Organization perceived to be successful” in Hospitals.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[d,e]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Type of Industry = Hospitals (Selected)	Type of Industry ~= Hospitals (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.662[a]		.438	.411	.528	.438	16.383	1	21	.001
2	.736[b]		.542	.496	.489	.104	4.525	1	20	.046
3	.800[c]	.287	.641	.584	.444	.099	5.215	1	19	.034

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV10 = Rewards explained.

c. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV10 = Rewards explained., IEOPIV7 = Being recognized.

d. Unless noted otherwise, statistics are based only on cases for which Type of Industry = Hospitals.

e. Dependent Variable: OPDV4 = Organization perceived to be successful.

The Model Summary table shows that the independent variables “IEOPIV6 = Having goals you are committed to”, “IEOPIV10 = Rewards explained” and “IEOPIV7 = Being recognized” explain the variation in the dependent variable “OPDV4 = Organization perceived to be successful” in Hospitals.

In the regression model an R Square of 0.641 means, 64.1% of the total variance in dependent variable “OPDV4 = Organization perceived to be successful” is explained by the independent variables “IEOPIV6 = Having goals you are committed to”, “IEOPIV10 = Rewards explained” and “IEOPIV7 = Being recognized” in Hospitals.

ANOVA[d,e]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.573	1	4.573	16.383	.001[a]
	Residual	5.862	21	.279		
	Total	10.435	22			
2	Regression	5.654	2	2.827	11.829	.000[b]
	Residual	4.780	20	.239		
	Total	10.435	22			
3	Regression	6.684	3	2.228	11.286	.000[c]
	Residual	3.751	19	.197		
	Total	10.435	22			

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV10 = Rewards explained.

c. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV10 = Rewards explained., IEOPIV7 = Being recognized.

d. Dependent Variable: OPDV4 = Organization perceived to be successful.

e. Selecting only cases for which Type of Industry = Hospitals

In the ANOVA table the F statistic (11.286) for the regression model is (0.000) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variables "IEOPIV6 = Having goals you are committed to", "IEOPIV10 = Rewards explained" and "IEOPIV7 = Being recognized" are statistically significant in predicting the dependent variable "OPDV4 = Organization perceived to be successful" in Hospitals.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.382	.477		4.991	.000
	IEOPIV6 = Having goals you are committed to.	.480	.119	.662	4.048	.001
2	(Constant)	1.602	.574		2.791	.011
	IEOPIV6 = Having goals you are committed to.	.436	.112	.601	3.904	.001
	IEOPIV10 = Rewards explained.	.258	.121	.328	2.127	.046
3	(Constant)	2.464	.644		3.827	.001
	IEOPIV6 = Having goals you are committed to.	.454	.102	.626	4.458	.000
	IEOPIV10 = Rewards explained.	.318	.113	.404	2.809	.011
	IEOPIV7 = Being recognized.	-.292	.128	-.325	-2.284	.034

a. Dependent Variable: OPDV4 = Organization perceived to be successful.

b. Selecting only cases for which Type of Industry = Hospitals

According to the coefficient table the regression equation is identified as the following:

OPDV4 = 2.464 + 0.454(IEOPIV6) + 0.318(IEOPIV10) - 0.292(IEOPIV7)

Where:

OPDV4 = Organization perceived to be successful.

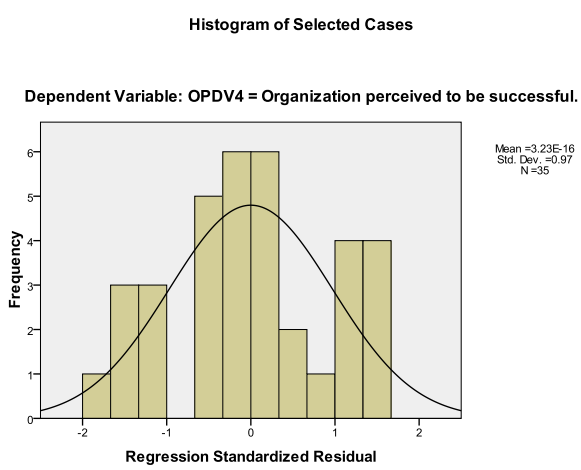
IEOPIV6 = Having goals you are committed to.

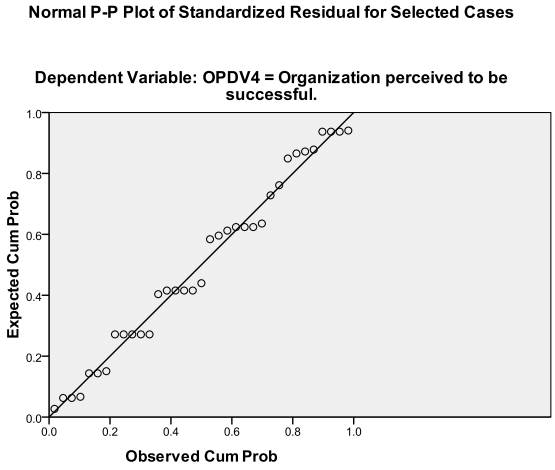
IEOPIV10 = Rewards explained.

IEOPIV7 = Being recognized.

The independent variables “IEOPIV6 = Having goals you are committed to”, “IEOPIV10 = Rewards explained” and “IEOPIV7 = Being recognized” have a significance of t-value less than 0.05, and the independent variables “IEOPIV6 = Having goals you are committed to” and “IEOPIV10 = Rewards explained” have a positive coefficient, while the independent variable “IEOPIV7 = Being recognized” has a negative coefficient, therefore this indicates that there is a statistically sufficient significant positive linear relationship between the independent variables “IEOPIV6 = Having goals you are committed to”, “IEOPIV10 = Rewards explained” and the dependent variable “OPDV4 = Organization perceived to be successful” in Hospitals, while there is a statistically sufficient significant negative linear relationship between the independent variable “IEOPIV7 = Being recognized” and the dependent variable “OPDV4 = Organization perceived to be successful” in Hospitals.

Regression analysis is done for all independent variables with dependent variable “OPDV4 = Organization perceived to be successful” in General Trade.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[c,d]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Type of Industry = General Trade (Selected)	Type of Industry ~= General Trade (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.424[a]		.180	.155	.604	.180	7.230	1	33	.011
2	.533[b]	.249	.284	.239	.573	.104	4.653	1	32	.039

a. Predictors: (Constant), IEOPIV1 = Satisfaction of safety and security needs.

b. Predictors: (Constant), IEOPIV1 = Satisfaction of safety and security needs. , IEOPIV11 = Most desirable employee behaviors rewarded.

c. Unless noted otherwise, statistics are based only on cases for which Type of Industry = General Trade.

d. Dependent Variable: OPDV4 = Organization perceived to be successful.

The Model Summary table shows that the independent variables "IEOPIV1 = Satisfaction of safety and security needs" and "IEOPIV11 = Most desirable employee behaviors rewarded" explain the variation in the dependent variable "OPDV4 = Organization perceived to be successful" in General Trade.

In the regression model an R Square of 0.284 means, 28.4% of the total variance in dependent variable "OPDV4 = Organization perceived to be successful" is explained by the independent variables "IEOPIV1 = Satisfaction of safety and security needs" and "IEOPIV11 = Most desirable employee behaviors rewarded" in General Trade.

ANOVA[c,d]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.639	1	2.639	7.230	.011[a]
	Residual	12.046	33	.365		
	Total	14.686	34			
2	Regression	4.169	2	2.084	6.342	.005[b]
	Residual	10.517	32	.329		
	Total	14.686	34			

a. Predictors: (Constant), IEOPIV1 = Satisfaction of safety and security needs.

b. Predictors: (Constant), IEOPIV1 = Satisfaction of safety and security needs. , IEOPIV11 = Most desirable employee behaviors rewarded.

c. Dependent Variable: OPDV4 = Organization perceived to be successful.

d. Selecting only cases for which Type of Industry = General Trade

In the ANOVA table the F statistic (6.342) for the regression model is (0.005) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variables "IEOPIV1 = Satisfaction of safety and security needs" and "IEOPIV11 = Most desirable employee behaviors rewarded" are statistically significant in predicting the dependent variable "OPDV4 = Organization perceived to be successful" in General Trade.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.518	.293		8.592	.000
	IEOPIV1 = Satisfaction of safety and security needs.	.251	.093	.424	2.689	.011
2	(Constant)	1.938	.387		5.007	.000
	IEOPIV1 = Satisfaction of safety and security needs.	.244	.089	.412	2.752	.010
	IEOPIV11 = Most desirable employee behaviors rewarded.	.226	.105	.323	2.157	.039

a. Dependent Variable: OPDV4 = Organization perceived to be successful.

b. Selecting only cases for which Type of Industry = General Trade

According to the coefficient table the regression equation is identified as the following:

OPDV4 = 1.938 + 0.244(IEOPIV1) + 0.226(IEOPIV11)

Where:

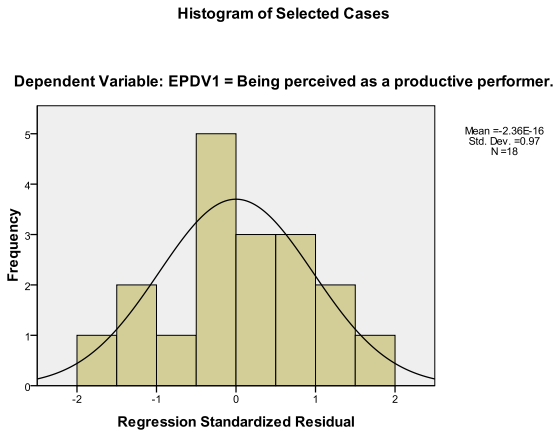
OPDV4 = Organization perceived to be successful.

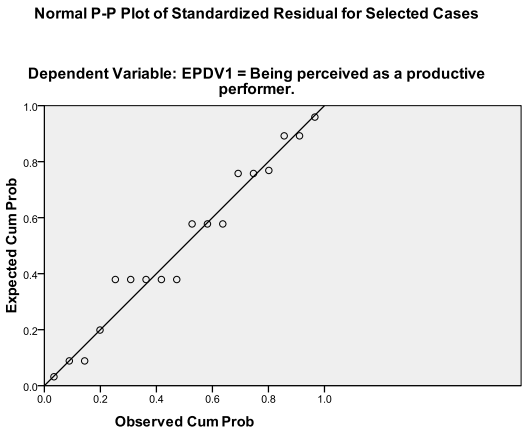
IEOPIV1 = Satisfaction of safety and security needs.

IEOPIV11 = Most desirable employee behaviors rewarded.

The independent variables “IEOPIV1 = Satisfaction of safety and security needs” and “IEOPIV11 = Most desirable employee behaviors rewarded” have a significance of t-value less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically sufficient significant positive linear relationship between the independent variables “IEOPIV1 = Satisfaction of safety and security needs”, “IEOPIV11 = Most desirable employee behaviors rewarded” and the dependent variable “OPDV4 = Organization perceived to be successful” in General Trade.

Regression analysis is done for all independent variables with dependent variable "EPDV1 = Organization perceived to be successful" in High Rated Organizations.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Rating of Organization = High Rating (Selected)	Rating of Organization ~= High Rating (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.674[a]	.292	.455	.420	.647	.455	13.334	1	16	.002

a. Predictors: (Constant), IEOPIV10 = Rewards explained.

b. Unless noted otherwise, statistics are based only on cases for which Rating of Organization = High Rating.

c. Dependent Variable: EPDV1 = Being perceived as a productive performer.

The Model Summary table shows that the independent variable "IEOPIV10 = Rewards explained", explains the variation in the dependent variable "EPDV1 = Being perceived as a productive performer" in High Rated Organizations.

In the regression model an R Square of 0.455 means, 45.5% of the total variance in dependent variable “EPDV1 = Being perceived as a productive performer” is explained by the independent variable “IEOPIV10 = Rewards explained” in High Rated Organizations.

ANOVA[b,c]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.581	1	5.581	13.334	.002[a]
	Residual	6.697	16	.419		
	Total	12.278	17			

a. Predictors: (Constant), IEOPIV10 = Rewards explained.

b. Dependent Variable: EPDV1 = Being perceived as a productive performer.

c. Selecting only cases for which Rating of Organization = High Rating

In the ANOVA table the F statistic (13.334) for the regression model is (0.002) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable “IEOPIV10 = Rewards explained” is statistically significant in predicting the dependent variable “EPDV1 = Being perceived as a productive performer” in High Rated Organizations.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.176	.684		1.720	.105
	IEOPIV10 = Rewards explained.	.674	.185	.674	3.652	.002

a. Dependent Variable: EPDV1 = Being perceived as a productive performer.

b. Selecting only cases for which Rating of Organization = High Rating

According to the coefficient table the regression equation is identified as the following:

EPDV1 = 1.176 + 0.674(IEOPIV10)

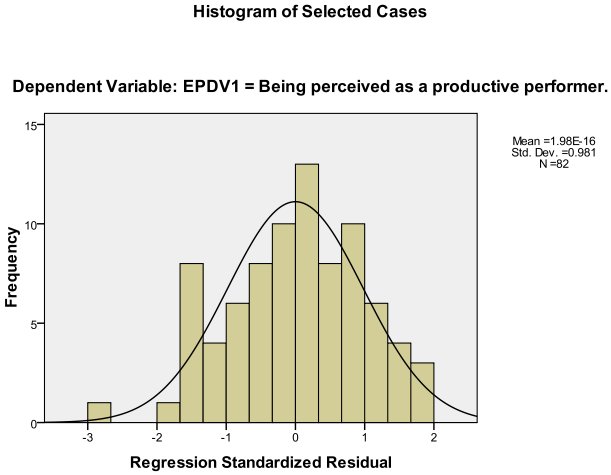
Where:

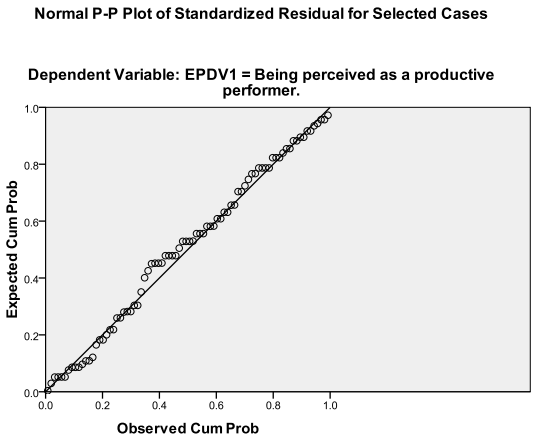
EPDV1 = Being perceived as a productive performer.

IEOPIV10 = Rewards explained.

The independent variable “IEOPIV10 = Rewards explained” has a significance of t-value (3.652) is (0.002) which is less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variable “IEOPIV10 = Rewards explained” and the dependent variable “EPDV1 = Being perceived as a productive performer” in High Rated Organizations.

Regression analysis is done for all independent variables with dependent variable “EPDV1 = Organization perceived to be successful” in Low Rated Organizations.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[d,e]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Rating of Organization = Low Rating (Selected)	Rating of Organization ~= Low Rating (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.511[a]		.261	.252	.843	.261	28.319	1	80	.000
2	.613[b]		.376	.361	.780	.115	14.558	1	79	.000
3	.640[c]	.446	.409	.387	.764	.033	4.354	1	78	.040

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV9 = Incentives suitable to educational level.

c. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV9 = Incentives suitable to educational level., IEOPIV8 = Incentives suitable to position.

d. Unless noted otherwise, statistics are based only on cases for which Rating of Organization = Low Rating.

e. Dependent Variable: EPDV1 = Being perceived as a productive performer.

The Model Summary table shows that the independent variables “IEOPIV6 = Having goals you are committed to”, “IEOPIV9 = Incentives suitable to educational level” and “IEOPIV8 = Incentives suitable to position” explain the variation in the dependent variable “EPDV1 = Being perceived as a productive performer” in Low Rated Organizations.

In the regression model an R Square of 0.409 means, 40.9% of the total variance in dependent variable “EPDV1 = Being perceived as a productive performer” is explained by the independent variables “IEOPIV6 = Having goals you are committed to”, “IEOPIV9 = Incentives suitable to educational level” and “IEOPIV8 = Incentives suitable to position” in Low Rated Organizations.

ANOVA[d,e]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.137	1	20.137	28.319	.000[a]
	Residual	56.887	80	.711		
	Total	77.024	81			
2	Regression	28.989	2	14.495	23.838	.000[b]
	Residual	48.035	79	.608		
	Total	77.024	81			
3	Regression	31.529	3	10.510	18.018	.000[c]
	Residual	45.495	78	.583		
	Total	77.024	81			

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV9 = Incentives suitable to educational level.

c. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV9 = Incentives suitable to educational level., IEOPIV8 = Incentives suitable to position.

d. Dependent Variable: EPDV1 = Being perceived as a productive performer.

e. Selecting only cases for which Rating of Organization = Low Rating

In the ANOVA table the F statistic (18.018) for the regression model is (0.000) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variables "IEOPIV6 = Having goals you are committed to", "IEOPIV9 = Incentives suitable to educational level" and "IEOPIV8 = Incentives suitable to position" are statistically significant in predicting the dependent variable "EPDV1 = Being perceived as a productive performer" in Low Rated Organizations.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.866	.345		5.409	.000
	IEOPIV6 = Having goals you are committed to.	.514	.097	.511	5.322	.000
2	(Constant)	1.329	.349		3.813	.000
	IEOPIV6 = Having goals you are committed to.	.382	.096	.380	3.983	.000
	IEOPIV9 = Incentives suitable to educational level.	.342	.090	.364	3.816	.000
3	(Constant)	1.095	.360		3.044	.003
	IEOPIV6 = Having goals you are committed to.	.349	.095	.348	3.673	.000
	IEOPIV9 = Incentives suitable to educational level.	.251	.098	.267	2.568	.012
	IEOPIV8 = Incentives suitable to position.	.199	.095	.213	2.087	.040

a. Dependent Variable: EPDV1 = Being perceived as a productive performer.

b. Selecting only cases for which Rating of Organization = Low Rating

According to the coefficient table the regression equation is identified as the following:

EPDV1 = 1.095 + 0.349(IEOPIV6) + 0.251(IEOPIV9) + 0.199(IEOPIV8)

Where:

EPDV1 = Being perceived as a productive performer.

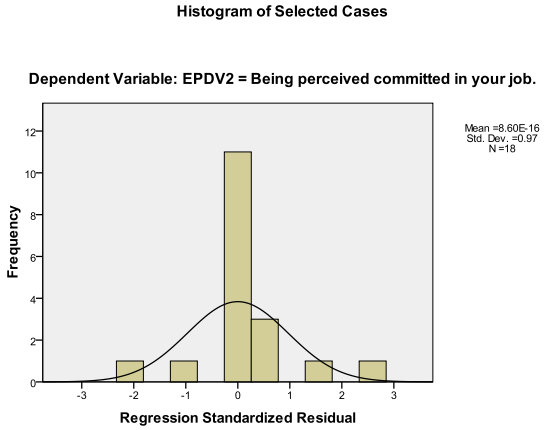
IEOPIV6 = Having goals you are committed to.

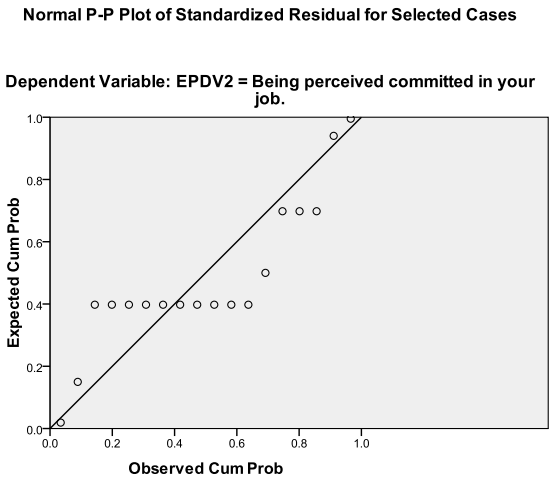
IEOPIV9 = Incentives suitable to educational level.

IEOPIV8 = Incentives suitable to position.

The independent variables “IEOPIV6 = Having goals you are committed to”, “IEOPIV9 = Incentives suitable to educational level” and “IEOPIV8 = Incentives suitable to position” have a significance of t-value less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically sufficient significant positive linear relationship between the independent variables “IEOPIV6 = Having goals you are committed to”, “IEOPIV9 = Incentives suitable to educational level”, “IEOPIV8 = Incentives suitable to position” and the dependent variable “EPDV1 = Being perceived as a productive performer” in Low Rated Organizations.

Regression analysis is done for all independent variables with dependent variable “EPDV2 = Being perceived committed in your job” in High Rated Organizations.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Rating of Organization = High Rating (Selected)	Rating of Organization ~= High Rating (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.613[a]	.190	.376	.336	.551	.376	9.621	1	16	.007

a. Predictors: (Constant), IEOPIV7 = Being recognized.

b. Unless noted otherwise, statistics are based only on cases for which Rating of Organization = High Rating.

c. Dependent Variable: EPDV2 = Being perceived committed in your job.

The Model Summary table shows that the independent variable "IEOPIV7 = Being recognized" explains the variation in the dependent variable "EPDV2 = Being perceived committed in your job" in High Rated Organizations.

In the regression model an R Square of 0.376 means, 37.6% of the total variance in dependent variable "EPDV2 = Being perceived committed in your job" is explained by the independent variable "IEOPIV7 = Being recognized" in High Rated Organizations.

ANOVA[b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.921	1	2.921	9.621	.007[a]
	Residual	4.857	16	.304		
	Total	7.778	17			

a. Predictors: (Constant), IEOPIV7 = Being recognized.

b. Dependent Variable: EPDV2 = Being perceived committed in your job.

c. Selecting only cases for which Rating of Organization = High Rating

In the ANOVA table the F statistic (9.621) for the regression model is (0.007) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable "IEOPIV7 = Being recognized" is statistically significant in predicting the dependent variable "EPDV2 = Being perceived committed in your job" in High Rated Organizations.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.857	.738		2.516	.023
	IEOPIV7 = Being recognized.	.571	.184	.613	3.102	.007

a. Dependent Variable: EPDV2 = Being perceived committed in your job.

b. Selecting only cases for which Rating of Organization = High Rating

According to the coefficient table the regression equation is identified as the following:

EPDV2= 1.857+ 0.571(IEOPIV7)

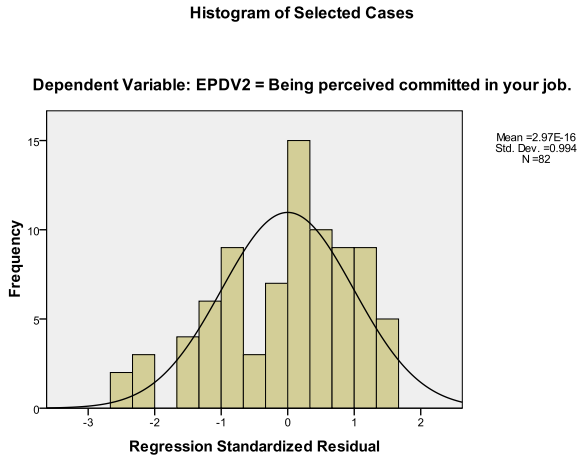
Where:

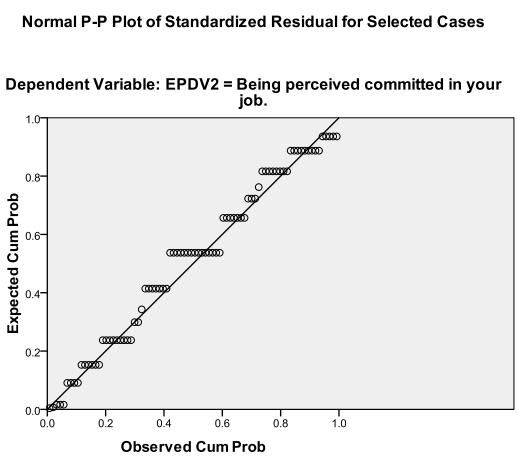
EPDV2 = Being perceived committed in your job.

IEOPIV7 = Being recognized.

The independent variable “IEOPIV7 = Being recognized” has a significance of t-value which is less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variable “IEOPIV7 = Being recognized” and the dependent variable “EPDV2 = Being perceived committed in your job” in High Rated Organizations.

Regression analysis is done for all independent variables with dependent variable "EPDV2 = Being perceived committed in your job" in Low Rated Organizations.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Rating of Organization = Low Rating (Selected)	Rating of Organization ~= Low Rating (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.284[a]	.060	.081	.069	.894	.081	7.016	1	80	.010

a. Predictors: (Constant), IEOPIV11 = Most desirable employee behaviors rewarded.

b. Unless noted otherwise, statistics are based only on cases for which Rating of Organization = Low Rating.

c. Dependent Variable: EPDV2 = Being perceived committed in your job.

The Model Summary table shows that the independent variable "IEOPIV11 = Most desirable employee behaviors rewarded" explains the variation in the dependent variable "EPDV2 = Being perceived committed in your job" in Low Rated Organizations.

In the regression model an R Square of 0.081 means, 8.1% of the total variance in dependent variable “EPDV2 = Being perceived committed in your job” is explained by the independent variables “IEOPIV11 = Most desirable employee behaviors rewarded” in Low Rated Organizations.

ANOVA[b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.609	1	5.609	7.016	.010[a]
	Residual	63.952	80	.799		
	Total	69.561	81			

a. Predictors: (Constant), IEOPIV11 = Most desirable employee behaviors rewarded.

b. Dependent Variable: EPDV2 = Being perceived committed in your job.

c. Selecting only cases for which Rating of Organization = Low Rating

In the ANOVA table the F statistic (7.016) for the regression model is (0.010) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable “IEOPIV11 = Most desirable employee behaviors rewarded” is sufficiently significant in predicting the dependent variable “EPDV2 = Being perceived committed in your job” in Low Rated Organizations.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.084	.333		9.263	.000
	IEOPIV11 = Most desirable employee behaviors rewarded.	.277	.105	.284	2.649	.010

a. Dependent Variable: EPDV2 = Being perceived committed in your job.

b. Selecting only cases for which Rating of Organization = Low Rating

According to the coefficient table the regression equation is identified as the following:

EPDV2 = 3.084 + 0.277(IEOPIV11)

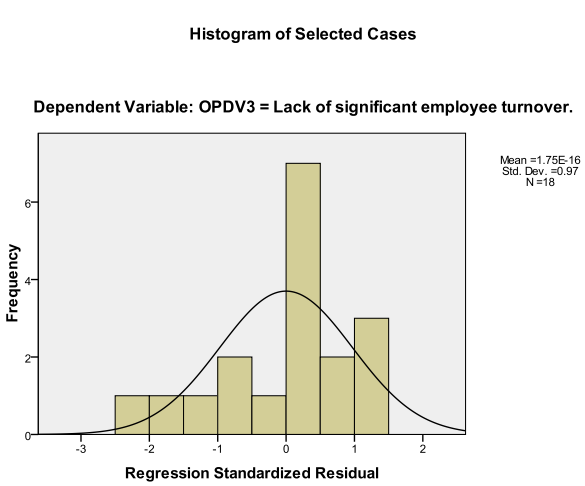
Where:

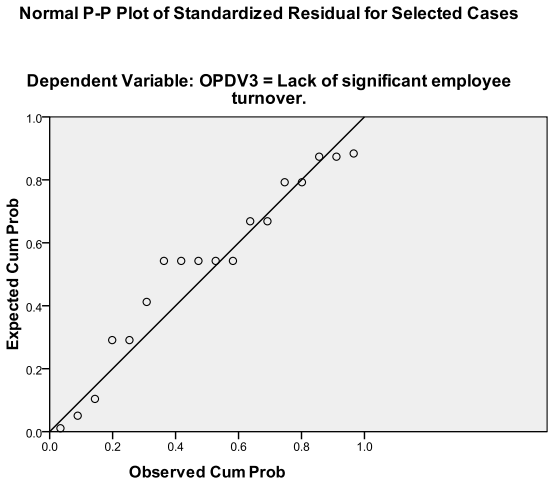
EPDV2 = Being perceived committed in your job.

IEOPIV11 = Most desirable employee behaviors rewarded.

The independent variable “IEOPIV11 = Most desirable employee behaviors rewarded” have a significance of t-value (0.01) which is less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically sufficient significant positive linear relationship between the independent variable “IEOPIV11 = Most desirable employee behaviors rewarded” and the dependent variable “EPDV2 = Being perceived committed in your job” in Low Rated Organizations.

Regression analysis is done for all independent variables with dependent variable “OPDV3 = Lack of significant employee turnover” in High Rated Organizations.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Rating of Organization = High Rating (Selected)	Rating of Organization ~= High Rating (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.625[a]	.212	.391	.353	.964	.391	10.278	1	16	.006

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Unless noted otherwise, statistics are based only on cases for which Rating of Organization = High Rating.

c. Dependent Variable: OPDV3 = Lack of significant employee turnover.

The Model Summary table shows that the independent variable "IEOPIV6 = Having goals you are committed to" explains the variation in the dependent variable "OPDV3 = Lack of significant employee turnover" in High Rated Organizations.

In the regression model an R Square of 0.391 means, 39.1% of the total variance in dependent variable "OPDV3 = Lack of significant employee turnover" is explained by the independent variable "IEOPIV6 = Having goals you are committed to" in High Rated Organizations.

ANOVA[b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.561	1	9.561	10.278	.006[a]
	Residual	14.883	16	.930		
	Total	24.444	17			

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Dependent Variable: OPDV3 = Lack of significant employee turnover.

c. Selecting only cases for which Rating of Organization = High Rating

In the ANOVA table the F statistic (10.278) for the regression model is (0.006) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable "IEOPIV6 = Having goals you are committed to" is statistically significant in predicting the dependent variable "OPDV3 = Lack of significant employee turnover" in High Rated Organizations.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.165	.779		1.495	.154
	IEOPIV6 = Having goals you are committed to.	.683	.213	.625	3.206	.006

a. Dependent Variable: OPDV3 = Lack of significant employee turnover.

b. Selecting only cases for which Rating of Organization = High Rating

According to the coefficient table the regression equation is identified as the following:

OPDV3 = 1.165 + 0.683(IEOPIV6)

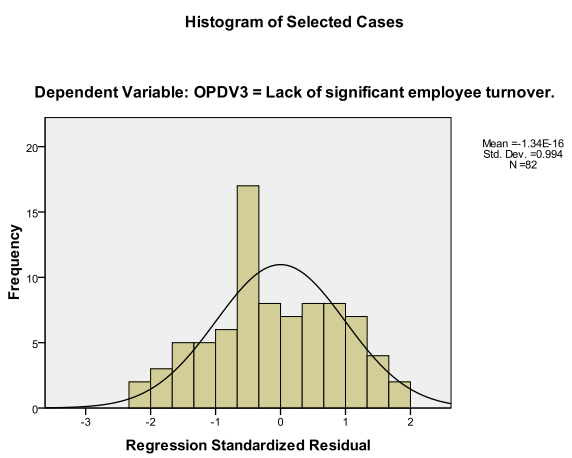
Where:

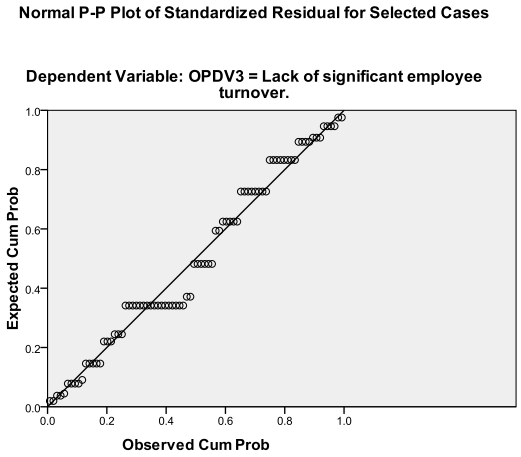
OPDV3 = Lack of significant employee turnover.

IEOPIV6 = Having goals you are committed to.

The independent variable “IEOPIV6 = Having goals you are committed to” have a significance of t-value (0.006) which is less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variable “IEOPIV6 = Having goals you are committed to” and the dependent variable “OPDV3 = Lack of significant employee turnover” in High Rated Organizations.

Regression analysis is done for all independent variables with dependent variable "OPDV3 = Lack of significant employee turnover" in Low Rated Organizations.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Rating of Organization = Low Rating (Selected)	Rating of Organization ~= Low Rating (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.349[a]	.	.122	.111	.991	.122	11.111	1	80	.001

a. Predictors: (Constant), IEOPIV2 = Satisfaction of interpersonal needs.

b. Unless noted otherwise, statistics are based only on cases for which Rating of Organization = Low Rating.

c. Dependent Variable: OPDV3 = Lack of significant employee turnover.

The Model Summary table shows that the independent variable "IEOPIV2 = Satisfaction of interpersonal needs" explains the variation in the dependent variable "OPDV3 = Lack of significant employee turnover" in Low Rated Organizations.

In the regression model an R Square of 0.122 means, 12.2% of the total variance in dependent variable “OPDV3 = Lack of significant employee turnover” is explained by the independent variables “IEOPIV2 = Satisfaction of interpersonal needs” in Low Rated Organizations.

ANOVA[b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.911	1	10.911	11.111	.001[a]
	Residual	78.564	80	.982		
	Total	89.476	81			

a. Predictors: (Constant), IEOPIV2 = Satisfaction of interpersonal needs.

b. Dependent Variable: OPDV3 = Lack of significant employee turnover.

c. Selecting only cases for which Rating of Organization = Low Rating

In the ANOVA table the F statistic (11.111) for the regression model is (0.001) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable “IEOPIV2 = Satisfaction of interpersonal needs” is statistically significant in predicting the dependent variable “OPDV3 = Lack of significant employee turnover” in Low Rated Organizations.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.966	.388		5.063	.000
	IEOPIV2 = Satisfaction of interpersonal needs.	.360	.108	.349	3.333	.001

a. Dependent Variable: OPDV3 = Lack of significant employee turnover.

b. Selecting only cases for which Rating of Organization = Low Rating

According to the coefficient table the regression equation is identified as the following:

OPDV3 = 1.966 + 0.360(IEOPIV2)

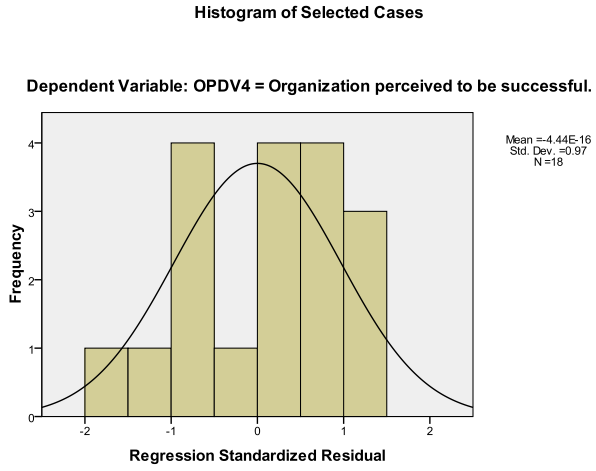
Where:

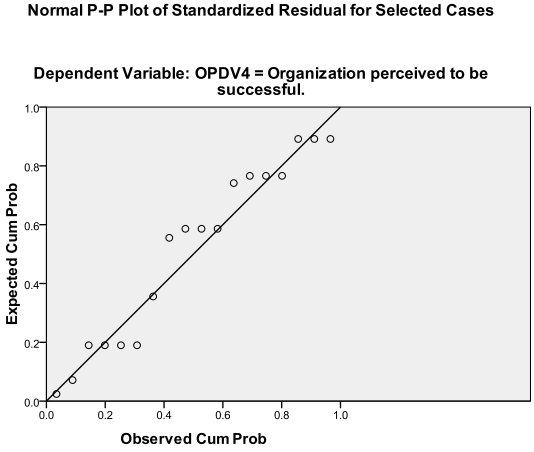
OPDV3 = Lack of significant employee turnover.

IEOPIV2 = Satisfaction of interpersonal needs.

The independent variable “IEOPIV2 = Satisfaction of interpersonal needs” have a significance of t-value (0.001) which is less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variable “IEOPIV2 = Satisfaction of interpersonal needs” and the dependent variable “OPDV3 = Lack of significant employee turnover” in Low Rated Organizations.

Regression analysis is done for all independent variables with dependent variable “OPDV4 = Organization perceived to be successful” in High Rated Organizations.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Rating of Organization = High Rating (Selected)	Rating of Organization ~= High Rating (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.499[a]	.482	.249	.202	.623	.249	5.304	1	16	.035

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Unless noted otherwise, statistics are based only on cases for which Rating of Organization = High Rating.

c. Dependent Variable: OPDV4 = Organization perceived to be successful.

The Model Summary table shows that the independent variable "IEOPIV6 = Having goals you are committed to" explains the variation in the dependent variable "OPDV4 = Organization perceived to be successful" in High Rated Organizations.

In the regression model an R Square of 0.249 means, 24.9% of the total variance in dependent variable "OPDV4 = Organization perceived to be successful" is explained by the independent variable "IEOPIV6 = Having goals you are committed to" in High Rated Organizations.

ANOVA[b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.061	1	2.061	5.304	.035[a]
	Residual	6.217	16	.389		
	Total	8.278	17			

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Dependent Variable: OPDV4 = Organization perceived to be successful.

c. Selecting only cases for which Rating of Organization = High Rating

In the ANOVA table the F statistic (5.304) for the regression model is (0.035) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variable "IEOPIV6 = Having goals you are committed to" is sufficiently significant in predicting the

dependent variable “OPDV4 = Organization perceived to be successful” in High Rated Organizations.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.279	.504		6.509	.000
	IEOPIV6 = Having goals you are committed to.	.317	.138	.499	2.303	.035

a. Dependent Variable: OPDV4 = Organization perceived to be successful.

b. Selecting only cases for which Rating of Organization = High Rating

According to the coefficient table the regression equation is identified as the following:

OPDV4 = 3.279 + 0.317(IEOPIV6)

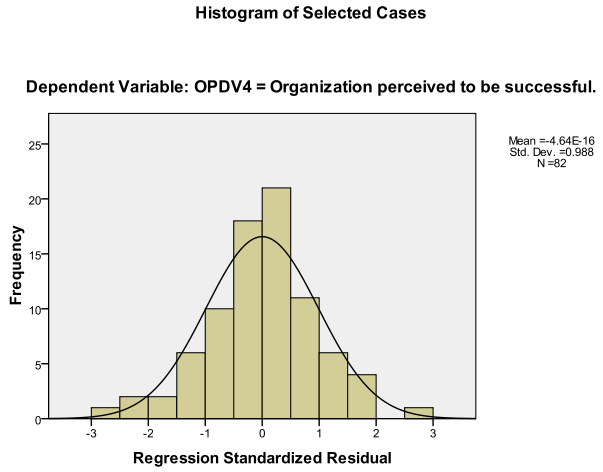
Where:

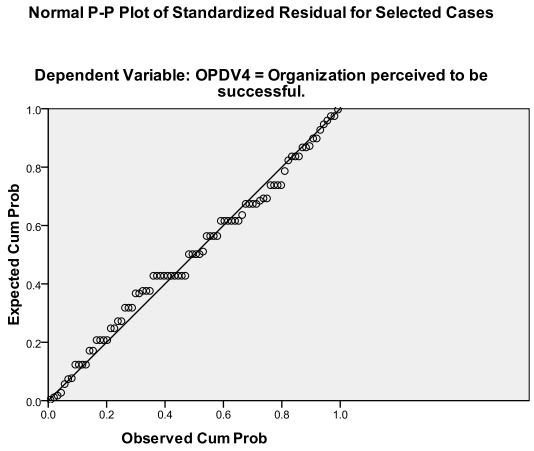
OPDV4 = Organization perceived to be successful.

IEOPIV6 = Having goals you are committed to.

The independent variable “IEOPIV6 = Having goals you are committed to” have a significance of t-value (0.035) which is less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically sufficient significant positive linear relationship between the independent variable “IEOPIV6 = Having goals you are committed to” and the dependent variable “OPDV4 = Organization perceived to be successful” in High Rated Organizations.

Regression analysis is done for all independent variables with dependent variable "OPDV4 = Organization perceived to be successful" in Low Rated Organizations.





The histogram shows a bell-shaped curve and the normal plot shows the points close to the diagonal line.

Model Summary[c,d]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
	Rating of Organization = Low Rating (Selected)	Rating of Organization ~= Low Rating (Unselected)				R Square Change	F Change	df1	df2	Sig. F Change
1	.482[a]		.233	.223	.723	.233	24.258	1	80	.000
2	.561[b]	.513	.314	.297	.688	.082	9.407	1	79	.003

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV8 = Incentives suitable to position.

c. Unless noted otherwise, statistics are based only on cases for which Rating of Organization = Low Rating.

d. Dependent Variable: OPDV4 = Organization perceived to be successful.

The Model Summary table shows that the independent variables "IEOPIV6 = Having goals you are committed to" and "IEOPIV8 = Incentives suitable to position" explain the variation in the

dependent variable “OPDV4 = Organization perceived to be successful” in High Rated Organizations.

In the regression model an R Square of 0.314 means, 31.4% of the total variance in dependent variable “OPDV4 = Organization perceived to be successful” is explained by the independent variables “IEOPIV6 = Having goals you are committed to” and “IEOPIV8 = Incentives suitable to position” in Low Rated Organizations.

ANOVA[c,d]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.692	1	12.692	24.258	.000[a]
	Residual	41.857	80	.523		
	Total	54.549	81			
2	Regression	17.146	2	8.573	18.107	.000[b]
	Residual	37.403	79	.473		
	Total	54.549	81			

a. Predictors: (Constant), IEOPIV6 = Having goals you are committed to.

b. Predictors: (Constant), IEOPIV6 = Having goals you are committed to., IEOPIV8 = Incentives suitable to position.

c. Dependent Variable: OPDV4 = Organization perceived to be successful.

d. Selecting only cases for which Rating of Organization = Low Rating

In the ANOVA table the F statistic (18.107) for the regression model is (0.000) which is less than 0.05, therefore we reject the null hypothesis and conclude that the independent variables “IEOPIV6 = Having goals you are committed to” and “IEOPIV8 = Incentives suitable to position” are statistically significant in predicting the dependent variable “OPDV4 = Organization perceived to be successful” in Low Rated Organizations.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.316	.296		7.825	.000
	IEOPIV6 = Having goals you are committed to.	.408	.083	.482	4.925	.000
2	(Constant)	1.868	.317		5.892	.000
	IEOPIV6 = Having goals you are committed to.	.328	.083	.388	3.953	.000
	IEOPIV8 = Incentives suitable to position.	.236	.077	.301	3.067	.003

a. Dependent Variable: OPDV4 = Organization perceived to be successful.

b. Selecting only cases for which Rating of Organization = Low Rating

According to the coefficient table the regression equation is identified as the following:

OPDV4 = 1.868 + 0.328(IEOPIV6) + 0.236(IEOPIV8)

Where:

OPDV4 = Organization perceived to be successful.

IEOPIV6 = Having goals you are committed to.

IEOPIV8 = Incentives suitable to position.

The independent variables “IEOPIV6 = Having goals you are committed to” and “IEOPIV8 = Incentives suitable to position” have a significance of t-value less than 0.05, and have a positive coefficient, therefore this indicates that there is a statistically significant positive linear relationship between the independent variables “IEOPIV6 = Having goals you are committed to”, “IEOPIV8 = Incentives suitable to position” and the dependent variable “OPDV4 = Organization perceived to be successful” in Low Rated Organizations.

3.5 INDEPENDENT-SAMPLE T TEST

Independent-Samples T Test also called Student's T Test, it is used to compare the means of 2 separate groups of a normally distributed interval dependent variable. This test is performed to identify whether there is statistically significant difference between the group means.

The independent t-test was performed on each independent variable to see whether it differs in high rated and low rated organizations.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
IEOPIV1 = Satisfaction of safety and security needs.	Equal variances assumed	3.985	0.049	1.629	0.107
	Equal variances not assumed			2.022	0.051
IEOPIV2 = Satisfaction of interpersonal needs.	Equal variances assumed	4.877	0.03	2.825	0.006
	Equal variances not assumed			3.556	0.001
IEOPIV3 = Satisfaction of personal development.	Equal variances assumed	0.184	0.669	0.549	0.584
	Equal variances not assumed			0.526	0.604
IEOPIV4 = Being rewarded valuably.	Equal variances assumed	0.287	0.593	-1.113	0.268
	Equal variances not assumed			-1.123	0.272
IEOPIV5 = Being rewarded fairly.	Equal variances assumed	0.054	0.817	1.27	0.207
	Equal variances not assumed			1.329	0.195
IEOPIV6 = Having goals you are committed to.	Equal variances assumed	0.214	0.645	0.236	0.814
	Equal variances not assumed			0.218	0.83
IEOPIV7 = Being recognized.	Equal variances assumed	8.224	0.005	2.612	0.01
	Equal variances not assumed			3.357	0.002
IEOPIV8 = Incentives suitable to position.	Equal variances assumed	0.254	0.616	-0.227	0.821
	Equal variances not assumed			-0.238	0.814
IEOPIV9 = Incentives suitable to educational level.	Equal variances assumed	0.09	0.765	-0.464	0.644
	Equal variances not assumed			-0.474	0.639
IEOPIV10 = Rewards explained.	Equal variances assumed	0.506	0.478	1.268	0.208
	Equal variances not assumed			1.396	0.174
IEOPIV11 = Most desirable employee behaviors rewarded.	Equal variances assumed	1.373	0.244	0.291	0.771
	Equal variances not assumed			0.26	0.797

The independent variable “IEOPIV2 = Satisfaction of interpersonal needs”, is different in high rated and low rated organizations.

The independent variable “IEOPIV7 = Being recognized”, is different in high rated and low rated organizations.

The independent t-test was performed on the first set of dependent variables which is the Employee Performance, to see whether it differs in high rated and low rated organizations.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
EPDV1 = Being perceived as a productive performer.	Equal variances assumed	.266	.607	-.093	.926
	Equal variances not assumed			-.101	.920
EPDV2 = Being perceived committed in your job.	Equal variances assumed	2.180	.143	.797	.427
	Equal variances not assumed			.973	.338

The Independent-Sample T Test for the first set of dependent variables which represents “Employee Performance” doesn’t show difference between high and low rated organizations.

The independent sample t-test was performed on the second set of dependent variables which represents Organizational Performance, to see whether it differs in high rated and low rated organizations and the following results were obtained:

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
OPDV3 = Lack of significant employee turnover.	Equal variances assumed	.793	.375	1.241	.218
	Equal variances not assumed			1.140	.266
OPDV4 = Organization perceived to be successful.	Equal variances assumed	.426	.515	3.212	.002
	Equal variances not assumed			3.565	.001

The dependent variable “OPDV4 = Organization perceived to be successful”, is different in high rated and low rated organizations.

3.6 ONE WAY ANOVA

One-way ANOVA is used when there is a categorical independent variable and a normally distributed interval dependent variable. Therefore it is performed to compare two or more populations of interval data, the sample variance is examined to determine whether differences are present between population means.

In this research One-Way ANOVA was applied to determine if there's statistically significant difference in the dependent variables among the 5 different selected industries.

The independent variables are examined using One-Way ANOVA.

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
IEOPIV1 = Satisfaction of safety and security needs.	.706	3	96	.550
IEOPIV2 = Satisfaction of interpersonal needs.	.181	3	96	.909
IEOPIV3 = Satisfaction of personal development.	.123	3	96	.946
IEOPIV4 = Being rewarded valuably.	2.467	3	96	.067
IEOPIV5 = Being rewarded fairly.	2.246	3	96	.088
IEOPIV6 = Having goals you are committed to.	.217	3	96	.885
IEOPIV7 = Being recognized.	2.543	3	96	.061
IEOPIV8 = Incentives suitable to position.	.266	3	96	.850
IEOPIV9 = Incentives suitable to educational level.	1.748	3	96	.162
IEOPIV10 = Rewards explained.	.994	3	96	.399
IEOPIV11 = Most desirable employee behaviors rewarded.	1.334	3	96	.268

The Levene's statistics are all above 0.05, and this indicates that there isn't any violation of the assumption of homogeneity of variances and hence ANOVA test is going to be used.

One-Way ANOVA was performed for the set of independent variables to test whether there is statistically significant difference among the four industries.

ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
IEOPIV1 = Satisfaction of safety and security needs.	Between Groups	11.01	3	3.67	3.817	0.012
	Within Groups	92.3	96	0.961		
	Total	103.31	99			
IEOPIV2 = Satisfaction of interpersonal needs.	Between Groups	13.696	3	4.565	5.057	0.003
	Within Groups	86.664	96	0.903		
	Total	100.36	99			
IEOPIV3 = Satisfaction of personal development.	Between Groups	14.809	3	4.936	5.255	0.002
	Within Groups	90.181	96	0.939		
	Total	104.99	99			
IEOPIV4 = Being rewarded valuably.	Between Groups	3.866	3	1.289	1.307	0.277
	Within Groups	94.644	96	0.986		
	Total	98.51	99			
IEOPIV5 = Being rewarded fairly.	Between Groups	4.367	3	1.456	1.188	0.319
	Within Groups	117.633	96	1.225		
	Total	122	99			
IEOPIV6 = Having goals you are committed to.	Between Groups	21.381	3	7.127	9.078	0
	Within Groups	75.369	96	0.785		
	Total	96.75	99			
IEOPIV7 = Being recognized.	Between Groups	17.973	3	5.991	6.162	0.001
	Within Groups	93.337	96	0.972		
	Total	111.31	99			
IEOPIV8 = Incentives suitable to position.	Between Groups	16.363	3	5.454	5.924	0.001
	Within Groups	88.387	96	0.921		
	Total	104.75	99			
IEOPIV9 = Incentives suitable to educational level.	Between Groups	8.697	3	2.899	2.903	0.039
	Within Groups	95.863	96	0.999		
	Total	104.56	99			
IEOPIV10 = Rewards explained.	Between Groups	5.099	3	1.7	1.862	0.141
	Within Groups	87.651	96	0.913		
	Total	92.75	99			
IEOPIV11 = Most desirable employee behaviors rewarded.	Between Groups	14.475	3	4.825	5.77	0.001
	Within Groups	80.275	96	0.836		
	Total	94.75	99			

The table indicates the following:

The Independent Variable's, "IEOPIV1 = Satisfaction of safety and security needs", ratio of F statistics (3.817) is 0.012 which is less than 0.05, hence there is sufficient evidence that there is statistically significant difference in the five industries.

The Independent Variable's, "IEOPIV2 = Satisfaction of interpersonal needs", ratio of F statistics (5.057) is 0.003 which is less than 0.05, hence there is sufficient evidence that there is statistically significant difference in the five industries.

The Independent Variable's, "IEOPIV3 = Satisfaction of personal development", ratio of F statistics (5.225) is 0.002 which is less than 0.05, hence there is sufficient evidence that there is statistically significant difference in the five industries.

The Independent Variable's, "IEOPIV6 = Having goals you are committed to", ratio of F statistics (9.078) is 0.000 which is less than 0.05, hence there is sufficient evidence that there is statistically significant difference in the five industries.

The Independent Variable's, "IEOPIV7 = Being recognized", ratio of F statistics (6.162) is 0.001 which is less than 0.05, hence there is sufficient evidence that there is statistically significant difference in the five industries.

The Independent Variable's, "IEOPIV8 = Incentives suitable to position", ratio of F statistics (5.924) is 0.001 which is less than 0.05, hence there is sufficient evidence that there is statistically significant difference in the five industries.

The Independent Variable's, "IEOPIV9 = Incentives suitable to educational level", ratio of F statistics (2.903) is 0.039 which is less than 0.05, hence there is sufficient evidence that there is statistically significant difference in the five industries.

The Independent Variable's, "IEOPIV11 = Most desirable employee behaviors rewarded", ratio of F statistics (5.770) is 0.001 which is less than 0.05, hence there is sufficient evidence that there is statistically significant difference in the five industries.

Each set of dependent variables is examined separately using One-Way ANOVA.

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
EPDV1 = Being perceived as a productive performer.	1.419	3	96	.242
EPDV2 = Being perceived committed in your job.	2.650	3	96	.053

The Levene's statistics are all above 0.05, and this indicates that there isn't any violation of the assumption of homogeneity of variances and hence ANOVA test is going to be used.

One-Way ANOVA was performed for each set of dependent variables to test whether there is statistically significant difference in the dependent variables among the five industries.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
EPDV1 = Being perceived as a productive performer.	Between Groups	19.329	3	6.443	8.839	.000
	Within Groups	69.981	96	.729		
	Total	89.310	99			
EPDV2 = Being perceived committed in your job.	Between Groups	15.923	3	5.308	8.229	.000
	Within Groups	61.917	96	.645		
	Total	77.840	99			

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
OPDV3 = Lack of significant employee turnover.	1.871	3	96	.140
OPDV4 = Organization perceived to be successful.	.425	3	96	.736

The Levene's statistics are all above 0.05, and this indicates that there isn't any violation of the assumption of homogeneity of variances and hence ANOVA test is going to be used.

		Sum of Squares	df	Mean Square	F	Sig.
OPDV3 = Lack of significant employee turnover.	Between Groups	7.447	3	2.482	2.201	.093
	Within Groups	108.263	96	1.128		
	Total	115.710	99			
OPDV4 = Organization perceived to be successful.	Between Groups	19.081	3	6.360	12.125	.000
	Within Groups	50.359	96	.525		
	Total	69.440	99			

The tables indicate the following:

The Dependent Variable's, "EPDV1 = Being perceived as a productive performer", ratio of F statistics (8.839) is 0.000 which is less than 0.05, hence there is sufficient evidence that there is statistically significant difference in the five industries.

The Dependent Variable's, "EPDV2 = Being perceived committed in your job", ratio of F statistics (8.229) is 0.000 which is less than 0.05, hence there is sufficient evidence that there is statistically significant difference in the five industries.

The Dependent Variable's, "OPDV3 = Lack of significant employee turnover", ratio of F statistics (2.201) is 0.093 which is higher than 0.05, hence there is insufficient evidence that there is statistically significant difference in the five industries.

The Dependent Variable's, "OPDV4 = Organization perceived to be successful" ratio of F statistics (12.839) is 0.000 which is less than 0.05, hence there is sufficient evidence that there is statistically significant difference in the five industries.

CHAPTER FOUR

4.1 SUMMARY OF FINDINGS

Multiple Regression Analysis

Multiple Regression Analyses			
Independent Variables	**Dependent Variable**	**R Square**	**B Coefficient**
IEOPIV9 = Incentives suitable to educational level. IEOPIV6 = Having goals you are committed to.	EPDV1 = Being perceived as a productive performer.	36.60%	Positive Positive
IEOPIV6 = Having goals you are committed to.	EPDV2 = Being perceived committed in your job.	8.20%	Positive
IEOPIV8 = Incentives suitable to position. IEOPIV1 = Satisfaction of safety and security needs.	OPDV3 = Lack of significant employee turnover.	14.2%	Positive Positive
IEOPIV6 = Having goals you are committed to. IEOPIV8 = Incentives suitable to position. IEOPIV2 = Satisfaction of interpersonal needs.	OPDV4 = Organization perceived to be successful.	32.30%	Positive Positive Positive

Multiple Regression Analyses (Banks)			
Independent Variables	**Dependent Variable**	**R Square**	**B Coefficient**
IEOPIV9 = Incentives suitable to educational level.	EPDV1 = Being perceived as a productive performer.	45.50%	Positive
IEOPIV1 = Satisfaction of safety and security needs. IEOPIV2 = Satisfaction of interpersonal needs.	OPDV3 = Lack of significant employee turnover.	38.30%	Positive Negative

Multiple Regression Analyses (Pharmaceuticals)			
Independent Variables	**Dependent Variable**	**R Square**	**B Coefficient**
IEOPIV6 = Having goals you are committed to.	EPDV1 = Being perceived as a productive performer.	34%	Positive
IEOPIV6 = Having goals you are committed to.	EPDV2 = Being perceived committed in your job.	32.90%	Positive
IEOPIV4 = Being rewarded valuably.	OPDV4 = Organization perceived to be successful.	43.30%	Positive

Multiple Regression Analyses (Hospitals)			
Independent Variables	**Dependent Variable**	**R Square**	**B Coefficient**
IEOPIV10 = Rewards explained. IEOPIV3 = Satisfaction of personal development. IEOPIV6 = Having goals you are committed to.	EPDV1 = Being perceived as a productive performer.	55.20%	Positive Positive Positive
IEOPIV10 = Rewards explained.	EPDV2 = Being perceived committed in your job.	20.50%	Positive
IEOPIV6 = Having goals you are committed to.	OPDV3 = Lack of significant employee turnover.	23.40%	Positive
IEOPIV6 = Having goals you are committed to. IEOPIV10 = Rewards explained. IEOPIV7 = Being recognized.	OPDV4 = Organization perceived to be successful.	64.10%	Positive Positive Negative

Multiple Regression Analyses (General Trade)			
Independent Variables	**Dependent Variable**	**R Square**	**B Coefficient**
IEOPIV9 = Incentives suitable to educational level. IEOPIV6 = Having goals you are committed to. IEOPIV8 = Incentives suitable to position.	EPDV1 = Being perceived as a productive performer.	60.50%	Positive Positive Positive
IEOPIV1 = Satisfaction of safety and security needs. IEOPIV11 = Most desirable employee behaviors rewarded.	OPDV3 = Lack of significant employee turnover.	26.80%	Positive Positive
IEOPIV1 = Satisfaction of safety and security needs. IEOPIV11 = Most desirable employee behaviors rewarded.	OPDV4 = Organization perceived to be successful.	28.40%	Positive Positive

Multiple Regression Analyses (High Rated)			
Independent Variables	**Dependent Variable**	**R Square**	**B Coefficient**
IEOPIV10 = Rewards explained.	EPDV1 = Being perceived as a productive performer.	45.50%	Positive
IEOPIV7 = Being recognized.	EPDV2 = Being perceived committed in your job.	37.60%	Positive
IEOPIV6 = Having goals you are committed to.	OPDV3 = Lack of significant employee turnover.	39.10%	Positive
IEOPIV6 = Having goals you are committed to.	OPDV4 = Organization perceived to be successful.	24.90%	Positive

Multiple Regression Analyses (Low Rated)			
Independent Variables	**Dependent Variable**	**R Square**	**B Coefficient**
IEOPIV6 = Having goals you are committed to. IEOPIV9 = Incentives suitable to educational level. IEOPIV8 = Incentives suitable to position.	EPDV1 = Being perceived as a productive performer.	40.90%	Positive Positive Positive
IEOPIV11 = Most desirable employee behaviors rewarded.	EPDV2 = Being perceived committed in your job.	8.10%	Positive
IEOPIV2 = Satisfaction of interpersonal needs.	OPDV3 = Lack of significant employee turnover.	12.20%	Positive
IEOPIV6 = Having goals you are committed to. IEOPIV8 = Incentives suitable to position.	OPDV4 = Organization perceived to be successful.	31.40%	Positive Positive

Independent Samples T Test

Independent Samples T Test for the independent variables:

- The independent variable (IEOPIV2 = Satisfaction of interpersonal needs), is different in high rated and low rated organizations.
- The independent variable (IEOPIV7 = Being recognized), is different in high rated and low rated organizations.

Independent Samples T Test for the dependent variables:

The dependent variable (OPDV4 = Organization perceived to be successful), is different in high rated and low rated organizations.

One-Way ANOVA

One-Way ANOVA for the independent variables shows that there is sufficient evidence that the following independent variables vary in the five industries:

- IEOPIV1 = Satisfaction of safety and security needs.
- IEOPIV2 = Satisfaction of interpersonal needs.
- IEOPIV3 = Satisfaction of personal development.
- IEOPIV6 = Having goals you are committed to.
- IEOPIV7 = Being recognized.
- IEOPIV8 = Incentives suitable to position.
- IEOPIV9 = Incentives suitable to educational level.
- IEOPIV11 = Most desirable employee behaviors rewarded.

One-Way ANOVA for the dependent variables shows that there is sufficient evidence that the following dependent variables vary in the four industries:

- EPDV1 = Being perceived as a productive performer.
- EPDV2 = Being perceived committed in your job.
- OPDV4 = Organization perceived to be successful.

4.2 SUMMARY OF FINDINGS AND INTERPRETATION

- **The 1st Finding explaining the Hypothesis "The independent variables are positively related to the production of increasingly better performing employee":**

The regression analysis indicates that "IEOPIV9 = Incentives suitable to education level" and "IEOPIV6 = Having goals you are committed t" are the statistically significant to predict and positively related to "EPDV1 =Being perceived as a productive performer".

These findings are in accordance to those in the literature review where we have seen that employees of higher education and the "knowledge workers" are much more satisfied with recognitions, periodic salary increase as a part of an incentive policy, in addition to the chances that they are given to enhance their skills, and widen their knowledge and maintaining good relationships with bosses as well as job security are essential satisfactory factors for them. (Salacuse, 2005). Therefore this indicates how much it is important for the knowledge worker to have incentives suitable to his educational level in order to achieve a positive work performance As for the Goal Setting Theory by Edwin Locke, the theory emphasizes how essential it is to set goals that are attainable, challenging, specific, acceptable, and committed to, for an employee to be motivated, perform better, and be satisfied.

Evaluating the employee's performance is done by measuring the extent in accomplishing a certain goal that is considered to be the achievement of the organizational goal at the same time. Incentive measures should align culture, values, business model, and strategy with individual performance (Jensen, 2006).

- **The 2nd Finding explaining the Hypothesis "The independent variables are positively related to the production of committed, loyal, engaged employee":**

The regression analysis indicates that "IEOPIV6 = Having goals you are committed to" is statistically significant to predict and positively related to "EPDV2 =Being perceived committed in your job".

Alignment is characterized by the employees' private benefits aligned with organizational benefits to maximize the total value of the organization. Alignment is measured by value creation and value appropriateness. Value creation is the benefit that will occur due to an incentive plan. Value appropriateness occurs when the employees' actions are related to the organizational value intended. And that's why when the employee has a set of goals that he's committed to then he's committed to the organization as well since the goals are representing the employee and the organization at the same time.

- **The 3rd Finding explaining the Hypothesis "The independent variables are positively related to employee retention":**

The regression analysis indicates that "IEOPIV8 = Incentives suitable to position" and "IEOPIV1 = Satisfaction of safety and security needs" are statistically significant to predict and positively related to "OPDV3 =Lack of significant employee turnover".

Maslow's hierarchy of needs, the ERG theory of motivation by Aldefer, the two factor theory by Herzberg, the individual human needs by Mc Clelland, all have mentioned the importance of monetary compensation in satisfying physiological, security, existence and safety needs.

And as mentioned in the literature review the interest of employees (in different positions) in incentives differ, and accordingly each position requires different rewards.

Therefore it is clearly noted that effective incentive plans that satisfy the individual's needs and are based upon his preferences, positive motivation is triggered and commitment is enhanced, therefore as a result, turnover is proven to decrease and maintaining and retrieving good performers and employees with high potentials is necessary on the long term (Salie & Schlechter, 2012). Matching rewards with the desired level of commitment triggers long term employment, and creates attachment to the organization, which will result in better performance and better outcomes and at the same time increase retention and lower turnover (Gardner & Quigley, 2010).

- **The 4th Finding explaining the Hypothesis "The independent variables are positively related to the overall success of the organization":**

The regression analysis indicates that "IEOPIV8 = Incentives suitable to position" and "IEOPIV6 = Having goals you are committed to" and "IEOPIV2= Satisfaction of interpersonal needs" are statistically significant to predict and positively related to "OPDV4 = Organization perceived to be successful".

Human Relations approach which is considered to be a historical perspective, mentions the importance of social network that makes employees feel better about their working environment and this leads to better performance. As well as Providing the opportunity for social networking in a workplace has shown to satisfy the needs of relatedness, affiliation, social and interpersonal relations which are related to the individual's self esteem, that are mentioned by Maslow's hierarchy of needs, the ERG theory of motivation by Aldefer, the two factor theory by Herzberg, the individual human needs by Mc Clelland. This is to assure the importance of interpersonal needs' satisfaction in order to increase the employee's performance and accordingly the organization success.

Another factor which is also essential is the compatibility between the reward system and the position level, as mentioned before in the literature review. Effective reward systems can reinforce desired employee behavior and enhance the employer's brand, promote the organization as a successful one (Jensen, 2006) and can help improve business performance. Finally the employee's efforts are valuable, but the major focus is on the results of the efforts, in which the employee accomplishes the goals and obtains the intended outcomes, so when it comes to rewards the main focus should be on the outcomes and goals achieved , in other words on employee performance (Gordon, 2011).

Therefore when the employee has his interpersonal needs satisfied, the reward system is compatible to his position and the goals that he accomplishes are associated with the organizational goals, then there will be a positive impact on his performance and a positive impact on the overall organizational success, and when the impact on both organization and individual is high, then this could mean that both organizational and individual needs are being met (Jensen, 2006).

- **The 5th Finding explaining the Hypothesis "Incentives and employees' and organizational performance vary in different industries":**

One-Way ANOVA was used on the independent and dependent variables separately to compare the means in different industries, it was shown that the following independent variables vary in the four industries "IEOPIV1 = Satisfaction of safety and security needs", "IEOPIV2 = Satisfaction of interpersonal needs", "IEOPIV3 = Satisfaction of personal development", "IEOPIV6 = Having goals you are committed to", "IEOPIV7 = Being recognized", "IEOPIV8 = Incentives suitable to position", "IEOPIV9 = incentives suitable to education level" and

"IEOPIV11 = Most desirable employee behaviors rewarded". As for the dependent variables the following vary in industries "EPDV1= Being perceived as a productive performer", "EPDV2 = Being perceived committed in your job" and "OPDV4 = Organization perceived to be successful".

According to the One-Way ANOVA, most of the independent variables that represent different types of incentives have varied in industries, and most of dependent variables have varied too. This was expected based on what have been mentioned in the literature review that different types of industries require different incentive plans, since the industrial sectors vary in structures, technologies, employees' skills, market conditions, the nature of products and resources and accordingly require variable reward systems (Long & Shields, 2010).

And since different incentive plans are implemented in each industry, their differential impact on organizational and employee performance isn't questionable.

- **The 6th Finding explaining the Hypothesis "Incentives and employee and organizational performance vary in different categories of business" (i.e. high rating, low rating):**

According to the findings of the Independent Sample T Test the "IEOPIV2 = Satisfaction of interpersonal need" and "IEOPIV7 = Being recognized" independent variables are different in high and low rated organizations and "OPDV4 = Organization perceived to be successful".

Human Relations approach, Maslow's hierarchy of needs, the ERG theory of motivation by Aldefer, the two factor theory by Herzberg and the individual human needs by Mc Clelland all mentioned the importance of relatedness, social network and interpersonal relations in a work place to attain better performance

Recognition and nonmonetary rewards can be very effective motivators and can help improve business performance. Encouraging employees to put their discretionary effort into their work and to deliver superior performance with the chance to make a difference and be recognized is a very powerful management tool, if not utilized it will affect the employee and business performance.

Employee recognition is a symbolic type of reward; it may have a financial value or be a social reinforcement (Long & Shields, 2010).

Productivity is widely affected by satisfaction and gratitude. These attitudes originate from the feeling of commitment, loyalty and engagement to the job, which are precipitated by a good reward system.

The factors mentioned are shown to differ between high and low rated organizations. If the reward system neglects the social relations and nonfinancial recognitions, this will clearly affect the organizations' performance and will create a difference between high and low rated organizations.

CONCLUSION

The objectives that this research aimed for have been attained. The following relationships have been proven to exist:

- A positive relation between types of incentives and employee and organizational performance.
- A difference in the types of incentives and employee and organizational performance in high and low rated organizations.
- A difference in types of incentives and employee and organizational performance in the chosen industries.

These findings should be of help to organization managers who are designing and investing in incentives for improving the performance of their employees and organization.

RECOMMENDATIONS

In all industries and business categories, organization managers should design and invest in the following incentives:

- Monetary compensation that satisfies safety and security needs.
- The social relationships in the workplace that satisfy social and interpersonal needs.
- Having job goals that are specific, challenging but attainable and acceptable to the employee, who feels committed to them.
- Incentives given in the organization that are suitable to employee position.
- Incentives given in the organization that are suitable to employee educational level.

These incentives were found to have positive relation with the following performance dimensions:

- Increasingly better employee performance.
- Increasingly higher level of commitment, loyalty and engagement of the employee.
- Increasingly better retention of good performers.
- Increasingly better overall success of the organization.

FUTURE RESEARCH

As a continuation to this research, future research maybe conducted by:

- Increasing the number of observations either focusing on one type of industry or increasing the number of studied industries; in order to obtain more detailed and precise information and be able to explain why incentives and employee and organizational performance vary in industries and in high and low rated organizations.
- Including qualitative interviews with the employees, in order to have different perspectives in exploring the relationships in depth.

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APPENDICES

TO WHOM IT MAY CONCERN

Dear Human Resources Officer:

I am writing on behalf of Ms. Layla Dimashkieh, who is working on her Master's Thesis at Haigazian University, in the Faculty of Business Administration and Economics.

Layla's thesis work is about "The Impact of Incentives on Employee and Organizational Performance in Selected industries in Lebanon". She is conducting a survey research, and will administer a questionnaire. She wants to include your company in her survey sample; she therefore needs you to ask an employee to fill out her questionnaire.

I am Layla's adviser, and am requesting your valuable help in our endeavor. Both Dr. Fadi Asrawi, the Dean of the Faculty of Business Administration and Economics, and I, would appreciate it greatly if you would accept to participate in this survey. Please also note that your responses will be kept strictly confidential.

Our students need the cooperation of the socially responsible organizations in our community. We wish you the best and look forward to your cooperation. We also hope that this thesis will provide helpful feedback to you. We will make available our survey analysis report to you if you so request.

Sincerely and with gratitude,

Sona Jerejian, Ph.D.

Business and Economics Department

Haigazian University

P.O.Box: 11-1748

Riad el Solh 1107209

Beirut, Lebanon

Questionnaire Exploring

The Impact of Incentives on Employee and Organizational Performance in Selected Industries in Lebanon

Dear Participants,

I am conducting a survey to explore the Impact of Incentives on Employee and Organizational Performance in Selected Industries in Lebanon, as a part of fulfilling the requirements of the MBA degree at Haigazian University.

Your frank responses will be of great value and importance for the accomplishment of this thesis. I would highly appreciate your participation, assuring you complete confidentiality concerning your responses and anonymity regarding the survey data reported.

The questionnaire consists of 15 statements, please read through each of the statements and fill in with only one checkbox that indicates your level of agreement with the practices in your organization.

Thank you for your participation, your support is highly appreciated.

Sincerely,

Layla Dimashkieh

No.	***Please read through each of the following statements and fill in with only one checkbox that indicates your level of agreement with the following practices in your organization:***	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1	The monetary compensation provided to you satisfies your safety and security needs.					
2	The social relationships in the workplace satisfy your social and interpersonal needs.					
3	Your supervisors encouraging you to participate in setting goals and making decisions, satisfies your personal growth, development and accomplishment needs.					
4	You are rewarded valuably according to your performance, and this leads you to perform better.					
5	You are rewarded fairly with respect to colleagues of similar qualifications and position.					
6	Your job goals are specific, challenging but attainable and acceptable to you and you feel committed to them.					
7	Nonfinancial recognition practices, formal or informal, provided by your supervisors, such as appraise, appreciation and performance feedback provide good incentives to you.					
8	The incentives given in your organization are suitable to employee position.					
9	The incentives in your organization are suitable to employee educational level.					
10	The reason and meaning behind the rewards given to you are clearly explained by your trained and skilled supervisors.					
11	Rewards in your organization recognize behaviors of employees who are committed to the organization, its mission, vision, core values, goals and strategies.					
12	Your supervisor sees you as a productive performer, who performs increasingly better.					
13	You are committed, loyal to, and engaged in your job.					
14	There isn't a significant employee turnover in your organization.					
15	Your organization is perceived as being successful.					