Impact Of Human Resource Management Practice On Employee’s Job Satisfaction In The Case Of Debre Berhan Referral Hospital, Ethiopia

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ABSTRACT

The purpose of this study was to determine the impact of Human Resource Management on employee’s job satisfaction in the Debre Berhan Referral Hospital. With the objective of examine and analyze the impact of HRM practice on job satisfaction, in order to accomplish this objective a quantitative methodology was chosen. So that impact could be documented quantitatively through questionnaire data. Quantitative data was collected by means of 68 questionnaires. The questionnaires were sent to the Debre Berhan referral hospital HR manager and various department workers. Respondents rated the degree of impact of employee’s job satisfaction based on Likert rating scale. Findings of the study showed that the Debre Berhan referral hospital HRM practice has a positive relation with employee job satisfaction. CAB, TAD and RAS had positively significant on the employee’s job satisfaction, all had positive relation to EJS with 39.2% observed variability.

Key words: HRM, HR Practices, job satisfaction, Training and Development, Recruitment and Selection, Performance Appraisal, Compensation and Selection.

Introduction

This research was investigated the practice of Human Resource Management and its impact on employee’s job satisfaction in the case of Debre Berhan referral hospital. Human Resource Management practice and employee’s job satisfaction are strongly related. Unless the manager is not implementing the science and art of HRM, an organization may not productive and not achieve the planned goals. The way of applicability of HRM in any organization has an impact on the employee job satisfaction, turn off and performance.

The reason study this problem was before nothing research was conducted in the of Debre Berhan referral hospital, but there are many research have been studied widely in western countries service providing organization. Also a very few studies have been done in Ethiopia’s service providing organization on the impact of HRM practices and its employee’s job satisfaction. Therefore in order to fill this gap and contribute my part to this hospital this course will be studied.

Any health care organizations across the globe should realized the importance of human resources and give a great concern towards their employee’s job satisfaction. But Debre Berhan referral hospital has been exploiting only a part of the potential. Employees are the greatest asset to this hospital and they can be the strategic advantage to the hospital. So there is a direct need of this hospital to take initiatives and to find out the root cause of the problem in HRM practice and its impact on employee job satisfaction.

The study had intend how to increase the satisfaction level of employees in order to improve the hospital performance efficiently and effectively, and enhancing the Brand image of the hospital, the research had organize in five chapters.

As already mentioned in the above, many western scholars conducted different studies on practice of HRM and its impact on employee’s job satisfaction. To understand the HR manager practice it better to identify the major functions of HR manager. Based on the major functions it can understand the applicability. So as stands point the major functions of HR manager those are studied by the Scholar are the following.
Statement of the problem
The practice of HRM and its impact on employee’s job satisfaction had been a widely researched topic across the globe. But no research was conducted in Debre Berhan referral hospital; it means the Debre Berhan referral hospital didn’t know its problem. Therefore, to fill this gap and contribute my part to this Hospital this problem was selected.

Before this study starts the researcher was conducted an observation on the Debere Berhan Referral Hospital, from observation both medical and administration staffs were not satisfied with their Compensation and Benefits, Trainings and Development, Recruitment and selection, Performance Appraisal. Due to these, employees had been turnover from the hospital. And also the researcher observed that the HR management has a limited skill, knowledge, scope and an inverted orientation towards the HRM functions and views labour as a tool just replaced when the employee turnoff. Now a day’s service providing organizations are booming and there is high demand of services, the Debre Berhan referral hospital employees should be managed efficiently and effectively. This can be only when HR manager give more attention for employees’ job satisfaction. But this problem was faced in this hospital. Thus, there is a need of searching out the employee’s job satisfaction factors. Organizations like Debre Berhan referral hospital needs to know the contribution of different HR factors and their intensity on employee’s job satisfaction those are related to the practice of HR in the time of Recruitment and Selection, Training and Development, Performance Appraisal and Compensation and Benefit systems lead the employees either satisfy or dissatisfy, in the same thing on their productivity.

Research Hypothesis
The study was designed the following hypotheses based on the extensive literature review.
H1: HR practices have great link with employee’s job satisfaction.
H2: HR practices have great impact on employee’s job satisfaction.
H3: Recruitment and Selection process positively influence on employee’s job satisfaction.
H4: compensation and benefit techniques positively influence on employee’s job satisfaction.
H5: Training and development positively influence on employee’s job satisfaction.
H6: performance appraisal influence on employee’s job satisfaction.

Objectives
✔ To address the relation between HR practices and employee’s job satisfaction.
✔ To review the effect of HR practices on its employee’s job satisfactions
✔ To suggest some measures in order to enhance the employee’s job satisfactions
✔ To suggest the high weight of HRM practices those they can strength employee’s job satisfaction.
✔ To discover the training and development significance and toward introducing HR practice contributing in the employee’s job satisfaction.
✔ To identify the most neglected HR practices which employee’s believe that could help to motivate more.

Delimitation of the study
Even though there are many referral hospitals and other service providing organizations in different part of Ethiopia, the concern of this study was not focusing in all hospitals and other organization. This study focused only in the Debre Berhan referral hospital in order to use the time and resources efficiently.
The research focusing area was only HRM practices (PA, CAB, TAD and RAS) impact on employee’s job satisfaction. However, the rest HRM practices were not studied in this study.

Research Design
This study had been a quantitative research method, which means the quantitative research methodology by using surveys and questionnaires. This method is about asking people for their opinions in a structured way so that the research can produce hard facts and statistics those can guide. The study has utilized a rational research design to examine the relationship between HRM and employee’s job satisfaction. Correlation research method was used to determine relationship among variables in a single group of subjects and to state a hypothesis an expected relationship.
Population and sampling technique
The total population of the study is 225, the study selected 30% of the population as sample size. The sample size of the study is 68. Generally, the Debre Berhan Referral Hospital employee are categorized as Specialist doctors, Medical doctors, Emergency surges, Pharmacist, Clinical pharmacist, Pharmacy technician, Nurse, Midwifery, Environmental health profession, Lab technician, Lab technologist, Radiologist, Dentist, HR manager, and Administration workers.

The sampling technique of the study; in order to assess the Satisfaction Level of employees from each department, the population was grouped in to 7 (seven) Strata according to their department relatedness. To select the sample size from the stratum, random samples had been applied by using lottery system. The HR Manager had been selected purposively to get require primary data from him/her. The strata and the selected samples are presented in the Table 1.1.

Types of data collected
The study has collected primary data from the selected samples, it has the necessary and adequate amount of data from the hospital manager and employees to understand the real practice of Recruitment and selection, Job Assignment, Training, Performance Appraisal and Motivational Mechanisms and its impact on employee’s job satisfaction by adopting the proper method.

Method of Data collection
Data has collected by means of interview questions for the HR manager of the hospital to get the required data. 26 Open-ended interview questions had adopted. For the selected samples 26 questionnaires were developed, both open and closed ended had consisted in two sections. The first section pertained to introduction of the interview, personal data; age, sex, level of education, and work experience. The second section, which were focused on the core of the study dealt with the Debre Berhan referral hospital HR practice and its effect on employee’s job satisfaction.

Likert format of data collection method had applied to collect data from selected employee those were worked in different departments of the hospital. A Likert Scale was a proper method which aided the respondents would reflect their degree of agreement. In this type of questionnaire, the respondents were give one of the five response choices. These options were served to identify the participants’ agreement or disagreement on each question item.

The design of questionnaire had formulated based on dependent and independent variable. Independent variables those were Recruitment, Induction and Job assignment, Training, Performance Appraisal and Motivational Mechanisms sequentially.

Data Analysis Method
The study had used SPSS 16.0 package software for data analysis and to perform the needed calculation. This software able takes any type of data and by using this data it can generate tabulated report and charts of distribution and complex statistics analysis for accurate relationship the validity of constructed variables measured is essential.

The profile of the sample frequency distribution was depicted in graphical form. In statistics these graphs was convey the data to the viewers in graphic form. Everybody can understand easily the meaning of data presented graphically than presented data in numerically in frequency distribution tables.

Regression analysis was used to assess the degree of different HRM practices those can predict the perceived employee’s job satisfaction. Regression identifies how much each independent variable has an impact on dependent variable. After the data are organized in to frequency distribution, it’s presented in graphical form. The Purpose of graphs in statistics is to convey the data to the viewer in graphic form. Finally regression analysis was performed. R² value was computed to examine the goodness predictive validity so that it can be used to predict a future behavior.

Correlation analysis was performed to find out the pair wise relationship between two or more variables; RAS, TAD, AND, EJS, and CAB

Limitation of the study
The present study has been carried out very carefully and systematically though it suffered the following limitations:
Because of time and resource limitation only 68 samples had selected from the total employee of the hospital, which were very less number as compared to the total population and it is very less number compared to total employees.

The study might not direct serve for the other hospitals to reshape its HR function by benchmarking against the recommended HR practices.

The major difficulties faced were getting the appointment from HR Manager.

Literature review
In order to present different literature and methodological rationale for this study, this study had look at different literature related to the impact of HRM practices on its employee’s job satisfaction had been explored through extensive review of literatures.

Measurement
HRM practice
Based on the study of Youndet, et al. (1996) developed HRM practices items for their questionnaire survey research. For this study 26 HRM practices item were adopted. Those were included under employee recruitment and selection, training and development, performance appraisal and compensation.

Employee recruitment and selection questionnaire
Recruitment and selections are considered as acquiring of employee’s job satisfaction, this inventory has five items. These are ‘vacant positions of the hospital giving first preference to existing employees’, ‘appointment is done by systematic recruitment plan’, ‘structured questions helps to express worker strength, weakness and ability’, ‘conducting formal induction programs’, ‘While employees are joining with their manager, the manager clearly defines their job responsibilities’. These items have been developed and used earlier by the researchers Youndet, et al. (1996).

Employee performance appraisal questionnaire
Performance appraisal is the other retaining employee’s job satisfaction. This questionnaire has seven items. They are ‘complete information about the hospital vision, mission, objectives, and organization Culture’, ‘employees right job profile’, ‘employee received accurate job description’ and. ‘supervisor clearly communicates with employee’s before appraisal period’, ‘employees received their performance feedback’, ‘employee satisfaction with current performance appraisal process’, ‘employee’s manager guides them to improve their performance’. These items also have been developed and used earlier by the researchers Youndet, et al. (1996).

Employee Training and Development questionnaire
Training and Developments have an impact on employee’s job satisfaction. Related to this questionnaire there are five items. These are ‘employees tools and resources to do their job well’, ‘employees getting opportunity to work on interesting projects’, ‘employees training Calendar’, ‘employees supervisor makes sure that they have sufficient training’, ‘employees access to company-sponsored training and seminars’. These items have been developed and used earlier by the researchers Youndet, et al. (1996), Dechawatanapaisal(2005).

Employee compensation questionnaire
Compensation also have own contribution on employee’s job satisfaction. This questionnaire has nine items. These are ‘employees aware of Connection between pay and performance’, ‘employee satisfied with the hospital promotion system’, ‘employees satisfied with the hospital salary structure’, ‘employees satisfied with the hospital duty payment’, ‘employees different benefits from the hospital’, ‘employees feel the hospital is taking Health care of their family and children’, ‘Rules and regulation would be implement in employer/employee job dispute’, ‘employees would like to remain with this hospital till their tenure is complete’, ‘employee have good opportunity to develop their advancement’. These items have been developed and used earlier by the researchers Ngo,et al.(1998), Collin (2003), Huselid, (1995).

Employee’s job satisfaction questionnaire
In this study employees job satisfaction is measured by the ‘Hospital’s productivity’, ‘HRM practice’, ‘customer satisfaction’, ‘grievances of different stakeholders’,
Data analysis and interpretation

Questionnaire response rate

From 68 respondents, 65 respondents filled and returned the questionnaires making a response rate of 95.5%. This response rate is excellent and was confirmed to Mugenda, O.M and Mugenda, A.G (1999) stipulation that a response rate of 50% is adequate for analysis reporting; a rate of 60% is good and a response rate of 70% and above is excellent.

Reliability and validity

Reliability is the consistency of a measure. Measure is said to have a high reliability if it produces similar results under consistent condition. In order to use statistical tools, if measurements were made repeatedly, reliability testing of the scale is more useful as it shows the extent to which a scale produces consistent result. It is done by determining the association in between scores obtained from different administrations of the scales. If the association is high, the scale yields consistent result, it is reliable.

Cronbach, (1951) has mentioned that its value varies from 0 to 1 but satisfactory value is required to be more than 0.6 for the scale to be reliable. For this study Cronbach’s alpha scale used as a measure of reliability. Data was analyzed to measure reliability. Cronbach value beyond (\( \alpha =.7 \)) signify acceptable reliability. As the coefficient get closer to (\( \alpha =1.0 \)) reliability and coefficients are better, and less than (\( \alpha =.60 \)) are considered poor. Calculated Cronbach’s alpha has presented in the Table 1.2.

Recruitment and selection was measured by 5 items and a Cronbach’s alpha of (\( \alpha =.724 \)), training & development scale contained 5 items with (\( \alpha = .756 \)) Cronbach’s alpha value, employee performance appraisal was measure through 7 items with Cronbach’s alpha (\( \alpha = .834 \)), compensation and benefit measured by 9 items scale with Cronbach’s alpha (\( \alpha =.778 \)), and dependent variable employee job satisfaction was also measured by 26 items scale with Cronbach’s alpha value of (\( \alpha =.962 \))

4.4 Data analysis

Data was analyzed through multiple regression and correlation analysis. Correlation analysis was performed to find out the pair wise relationship between two or more variables; RAS, TAD, AND, EJS, and CAB. It shows in Table 1.3.

Correlation analysis between different variable was made based on following five classical rules introduced by Franzblau (1985).

- (r = 0 - .20) indicate negligible or no correlation.
- (r = .20 - .40) indicate positive but low degree of correlation
- (r = .40 - .60) indicate positive moderate degree of correlation
- (r =.60 - .80) indicate marked degree of correlation
- (r = .80 - 1.00) indicate positive and high degree of correlation

If both the variables tend to increase or decrease together, the correlation is said to be positive. To the reverse when one variable tend to increase and the other decreases, the correlation said to be negative. Based on these, RAS, TAD, PA and CAB are positively correlated with EJS. The highest correlation (r=.897) was existed CAB and EJS it indicate positive and high degree of correlation, then by TAD and EJS correlation (r=.447) indicate positive moderate degree of correlation, RAS and EJS correlation (r =.411) indicate positive moderate degree of correlation, PA and EJS correlation (r=.274) indicate positive but low degree of correlation. Therefore, it should be give high attention for CAB to solve the problem of EJS. TAD is the next crucial for best EJS followed by RAS, but PA and EJS correlation positive but low degree of correlation. Therefore, hypothesis 1 of the study has accepted.

Table 1.4 shows Model summery of regression analysis. R-Square is a universally used statistic to evaluate model fit. R-Square is 1 minus the ratio of remaining variability. The adjusted \( R^2 \) is the percent of the variance in the dependent explained exclusively by the independent variables. Based on this model discovered RAS, TAD, PA and CAB had the capability to predict EJS (R\(^2 =.392\)), which means 39.2% of the observed variability in EJS can be explained by RAS, TAD, PA and CAB. The remaining 60.8% of the disparity of EJS is related to other variables those are not depicted in this model and therefore, hypothesis 2 is supported.
To evaluate the level of different HRM practices those can predict the employee’s job satisfaction, multiple regression analysis was performed. Regression identifies how much each independent variable has an impact on dependent variable. Multiple regression analysis calculates multiple correlation coefficients. The contribution of independent variables towards dependent variables can be explained on the basis of t value.

The Table 1.5 shows the combination of independent variables that could be contributed to the dependent variable. The regression equation established that taking all factors in to account (recruitment & selection, training & development, performance appraisal and compensation and benefit) constant at zero employee’s job satisfaction in Debere Berhan referral hospital will be 1.658. The taking all other independent variables at zero, a unit increases in compensation and benefit would lead to .485 increase in employee’s job satisfaction, a unit increase in the training & development would lead to .247 increase in the employee’s job satisfaction, a unit increase in the recruitment & selection would lead to .245 increase in employee’s job satisfaction, a unit increases in the performance appraisal would lead to .065 increase employee’s job satisfaction in Debre Berhan Referral hospital.

In addition to this the above model shows that CAB, RAS, PA and TAD were positively influencing on EJS. CAB the value of t is 4.081, TAD the value of t is 3.571, the RAS value of t is 3.514 and PA value of t is .722. Therefore, it can be concluded that CAB, TAD and RAS have significant impact on EJS, but the PA has no significant impact on EJS. Thus hypothesis 3, 4 and 5 was accepted but hypothesis 6 is not supported.

**Finding of the study**

The study correlation analysis shows that HRM practice had a positive relation with employee job satisfaction. The maximum correlation (r= 0.897) is existed between CAB and EJS. Then TAD and EJS correlation (r=.447), RAS and EJS correlation (r= .411) and PA and EJS (r=0.274). Therefore, objective one to address the relation between HR practices and employee’s job satisfaction approved and hypothesis 1 is supported.

The value of $R^2$ denotes that 39.2% of observed variability in EJS can be explained by the HR practices namely RAS, TAD, PA, and CAB. The remaining 60.8% is not explained, which means the rest 60.8% of the variation of EJS is related to other variables which are not depicted in the model. Therefore, Objective two is review the effect of HR practices on its employee’s job satisfactions done well and hypothesis 2 is supported.

The regression analysis of RAS the value of t is 3.514 and this shows RAS has positive moderate degree of correlation and has an impact on Debre Berhan Referral Hospital employee’s job satisfaction. Therefore, objective three is to suggest some measures in order to enhance the employee’s job satisfaction approved well and hypothesis 3 is supported.

CAB the value of t is 4.081 and this shows the impact has positive and high degree of correlation on employee’s job satisfaction. Therefore, objective four is to suggest the high weight of HRM practices those they can strength employee’s job satisfaction done well and hypothesis 4 is supported.

TAD the value of t is 3.571 and this shows TAD had a significant positive impact on employee’s job satisfaction. Therefore, objective five is to discover the training and development significance and toward introducing HR practice contributing in the employee’s job satisfaction done well and hypothesis 5 is supported.

PA the value of t is .722 and even though there was a relationship between PA and EJS but the relationship was not major. Therefore, Hypothesis 6 is not supported. Even though, this human resource practices was neglected but employees believe that PA could contribute own part for their motivation in related to providing rewards.

In general, from the total of six hypothesis and objectives, five were supported; it means except PA the rests (CAB, TAD and RAS) had positively significant on the employee’s job satisfaction, all had positive relation to EJS with 39.2% observed variability.
5.2 Conclusion
The above findings lead to conclude that HRM practices; compensation and benefits, recruitment and selection, training and development and performance appraisal are definitely related to employee job satisfaction. This result is related with Omama, K. (2006), Bohlander, G. (2007), Delery et al. (1996), Premarajan, M. (2003), and Alina, I. (2008). This means that effective HRM practices enhance employee job satisfaction.

Base on the finding, the researcher concluded the effectiveness of implementing HR practice of the Debre Berhan Referral Hospital had a major impact on EJS; it had almost 39.2 percent on its employee’s job satisfaction. This is more related with the research done by Alina, I., (2008), Bracker, M. (1998), Capowski, W. (1997) and Eisenberger, G. (1990), Thus, this helps the hospital to be more alert on the importance of human resource practices and integrate HR in to the hospital’s strategic plan.

The above analysis shows that two major HR practices seem to have the highest impact on employee’s job satisfaction.

A. Compensation and Benefit
B. Recruitment and selection

Compensation and Benefit package of the hospital and also benefit provision mechanism covering those are both financial and non financial are positively correlated with employee’s job satisfaction. This result was similar to the finding of Premarajan, M. (2003) and Gerhart, D. (1996).

Recruitment and selection system developed through managerial expert using standardized test to examine the needed attitude, skills and knowledge of potential candidates show positively correlated with employee’s job satisfaction and their productivity. This was similar to the finding of Singh, N.R. (2016), and Shefali, G. (2008).

5.3 Recommendation
The Debre Birhan referral hospital CAB package like over time payment should treat every worker uniformly according to the level of the employee and it needs more attention and critical to enhancing the hospital employee’s job satisfaction, Since HRM practices have a significant impact on employee’s job satisfaction, the HRM should adjust the CAB guidelines of the Hospital in order to enhance their motivation.

HRM is the sources of employee’s job satisfaction, it helps the employees willing to achieve the goal of the organizations effectively and efficiently and it is fact that the goals of the hospital will be achieved if and only if when employees are motivated with their job. Therefore, this Hospital should do more to motivate its employee.

The Human Resource should give RAS as first chance for internal employee those have the needed knowledge and skills in order to motivate its employees and able to fill with hope through create a trust and believe that they have a chance to get the vacant position if they work hard.

Employee’s job satisfaction is not only associated with financial payment but also it is linked with TAD. Therefore, appropriate short term and long term training program should be organized continuously according to the needs of employee’s to increase their motivation, knowledge and skills.

References


Table 1.1 Stratum and its components Total Population and Sample Size

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<td>7.</td>
<td>Administration workers</td>
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Table 1.2 Reliability Value of the Scale

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<td>1 Recruitment and selection</td>
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<td>2 Training and development</td>
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<td>3 Performance appraisal</td>
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<td>4 Compensation and benefit</td>
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<td>5 Employee job satisfaction</td>
<td>26</td>
<td>.962</td>
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Source: survey data

Table 1.3 Correlations among the Dependent and Independent Variables

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<th>RAS</th>
<th>TAD</th>
<th>PA</th>
<th>CAB</th>
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**. Correlation is significance at the 0.01 level (2-tailed).

Source: Survey data

Table 1.4 Model summary

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<td>1</td>
<td>.579</td>
<td>.392</td>
<td>.314</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), RAS, TAD, PA and COM
b. Dependent variables: EJS

Source: Survey data
Table 1.5 Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Un standardized coefficients</th>
<th>standardized coefficients</th>
<th>T</th>
<th>Sig</th>
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<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(constant)</td>
<td>1.658</td>
<td>.254</td>
<td>6.324</td>
<td>.000</td>
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<tr>
<td>RAS</td>
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<td>.060</td>
<td>.295</td>
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<tr>
<td>TAD</td>
<td>.247</td>
<td>.063</td>
<td>.055</td>
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<td>PA</td>
<td>.065</td>
<td>.076</td>
<td>.433</td>
<td>.722</td>
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<tr>
<td>CAB</td>
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<td>.141</td>
<td>.495</td>
<td>4.081</td>
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</table>

Source: Survey data