

**APPENDIX A: DETAILED REGRESSION RESULT (HYPOTHESIS 1)**

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Performance	<---	Env_Satisfaction	-.705	.144	-4.905	***	par_6
s8	<---	Env_Satisfaction	3.481	.322	10.824	***	par_1
s7	<---	Env_Satisfaction	1.000				
p13	<---	Performance	1.173	.094	12.419	***	par_2
p12	<---	Performance	.887	.088	10.037	***	par_3
p14	<---	Performance	1.119	.090	12.442	***	par_4
p15	<---	Performance	1.027	.091	11.273	***	par_5
p17	<---	Performance	1.000				
s26	<---	Env_Satisfaction	1.649	.179	9.215	***	par_7
s9	<---	Env_Satisfaction	2.423	.229	10.577	***	par_8
p16	<---	Performance	1.150	.086	13.429	***	par_10

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Performance	<---	Env_Satisfaction	-.324
s8	<---	Env_Satisfaction	.826
s7	<---	Env_Satisfaction	.599
p13	<---	Performance	.933
p12	<---	Performance	.597
p14	<---	Performance	.938
p15	<---	Performance	.777
p17	<---	Performance	.567
s26	<---	Env_Satisfaction	.611
s9	<---	Env_Satisfaction	.761
p16	<---	Performance	.532

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
e3 <--> e21	.036	.015	2.438	.015	par_9
e3 <--> e34	.305	.032	9.505	***	par_11

Correlations: (Group number 1 - Default model)

	Estimate
e3 <--> e21	.106
e3 <--> e34	.582

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Env_Satisfaction	.042	.007	5.825	***	par_12
e35	.177	.030	5.809	***	par_13
e3	.416	.031	13.370	***	par_14
e5	.137	.011	12.396	***	par_15
e6	.034	.005	6.544	***	par_16
e13	.074	.006	12.021	***	par_17
e14	.234	.033	7.054	***	par_18
e15	.178	.019	9.226	***	par_19
e20	.041	.006	6.965	***	par_20
e21	.280	.021	13.228	***	par_21
e33	.190	.016	11.904	***	par_22
e34	.663	.050	13.364	***	par_23

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Performance	.105
p16	.283
s26	.374
p12	.357
p13	.870
s9	.579
s8	.683
s7	.359
p14	.879
p15	.603
p17	.322

Matrices (Group number 1 - Default model)

Residual Covariances (Group number 1 - Default model)

	p16	s26	p12	p13	s9	s8	s7	p14	p15	p17
p16	.000									
s26	-.088	.000								
p12	.079	-.042	.000							
p13	-.016	-.025	.007	.000						
s9	.000	-.009	-.031	-.001	.000					
s8	.015	.001	-.002	.020	.009	.000				
s7	-.018	.003	-.036	-.021	-.003	-.003	.000			
p14	.006	-.014	-.015	.001	.016	.038	-.014	.000		
p15	-.003	-.020	.014	-.006	-.012	.004	-.032	.003	.000	
p17	.010	-.031	.037	.000	.018	.070	-.013	-.003	.001	.009

Standardized Residual Covariances (Group number 1 - Default model)

	p16	s26	p12	p13	s9	s8	s7	p14	p15	p17
p16	.000									
s26	-3.203	.000								
p12	2.309	-2.234	.000							
p13	-.503	-1.543	.313	.000						
s9	-.008	-.431	-1.400	-.063	.000					
s8	.343	.026	-.065	.789	.265	.000				
s7	-1.052	.268	-3.059	-2.128	-.252	-.183	.000			
p14	.203	-.946	-.701	.051	.879	1.550	-1.477	.000		
p15	-.089	-1.191	.641	-.273	-.580	.159	-3.042	.161	.000	
p17	.215	-1.393	1.268	-.017	.696	1.979	-.904	-.126	.020	.211

Factor Score Weights (Group number 1 - Default model)

	p16	s26	p12	p13	s9	s8	s7	p14	p15	p17
Env_Satisfaction	.000	.062	-.001	-.009	.098	.107	.097	-.011	-.002	.000
Employees' Performance	.013	-.003	.034	.324	-.004	-.005	-.004	.369	.084	.015

Total Effects (Group number 1 - Default model)

	Env_Satisfaction	Performance
Employees' Performance	-.705	.000
p16	-.811	1.150
s26	1.649	.000
p12	-.625	.887
p13	-.826	1.173
s9	2.423	.000
s8	3.481	.000
s7	1.000	.000
p14	-.788	1.119
p15	-.724	1.027
p17	-.705	1.000

Standardized Total Effects (Group number 1 - Default model)

	Env_Satisfaction	Performance
Employees' Performance	-.324	.000
p16	-.172	.532
s26	.611	.000
p12	-.193	.597
p13	-.302	.933
s9	.761	.000
s8	.826	.000
s7	.599	.000
p14	-.303	.938
p15	-.251	.777
p17	-.184	.567

Direct Effects (Group number 1 - Default model)

	Env_Satisfaction	Performance
Employees' Performance	-.705	.000
p16	.000	1.150
s26	1.649	.000
p12	.000	.887
p13	.000	1.173
s9	2.423	.000
s8	3.481	.000
s7	1.000	.000
p14	.000	1.119
p15	.000	1.027
p17	.000	1.000

Standardized Direct Effects (Group number 1 - Default model)

	Env_Satisfaction	Performance
Employees' Performance	-.324	.000
p16	.000	.532
s26	.611	.000
p12	.000	.597
p13	.000	.933
s9	.761	.000
s8	.826	.000
s7	.599	.000
p14	.000	.938
p15	.000	.777
p17	.000	.567

Indirect Effects (Group number 1 - Default model)

	Env_Satisfaction	Performance
Employees' Performance	.000	.000
p16	-.811	.000
s26	.000	.000
p12	-.625	.000
p13	-.826	.000
s9	.000	.000
s8	.000	.000
s7	.000	.000
p14	-.788	.000
p15	-.724	.000
p17	-.705	.000

Standardized Indirect Effects (Group number 1 - Default model)

	Env_Satisfaction	Performance
Employees' Performance	.000	.000
p16	-.172	.000
s26	.000	.000
p12	-.193	.000
p13	-.302	.000
s9	.000	.000
s8	.000	.000
s7	.000	.000
p14	-.303	.000
p15	-.251	.000
p17	-.184	.000

**APPENDIX B: DETAILED REGRESSION RESULT (HYPOTHESIS 2)**

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Performance	<---	Risk Perception	-.124	.042	-2.992	.003	par_10
r1	<---	Risk Perception	1.000				
p13	<---	Performance	1.164	.093	12.477	***	par_1
p12	<---	Performance	.880	.088	10.046	***	par_2
p14	<---	Performance	1.118	.089	12.529	***	par_3
p15	<---	Performance	1.021	.090	11.312	***	par_4
p17	<---	Performance	1.000				
r4	<---	Risk Perception	.872	.037	23.314	***	par_5
r2	<---	Risk Perception	.938	.032	29.100	***	par_6
p16	<---	Performance	1.150	.085	13.486	***	par_8

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Performance	<---	Risk Perception	-.163
r1	<---	Risk Perception	.991
p13	<---	Performance	.930
p12	<---	Performance	.595
p14	<---	Performance	.941
p15	<---	Performance	.775
p17	<---	Performance	.570
r4	<---	Risk Perception	.810
r2	<---	Risk Perception	.886
p16	<---	Performance	.534

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
e3	<-->	e21	.036	.015	2.438	.015	par_7
e3	<-->	e34	.304	.032	9.485	***	par_9

Correlations: (Group number 1 - Default model)

	Estimate
e3 <--> e21	.106
e3 <--> e34	.580

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Risk Perception	.342	.026	12.960	***	par_11
e35	.194	.033	5.873	***	par_12
e3	.414	.031	13.366	***	par_13
e5	.138	.011	12.414	***	par_14
e6	.032	.005	6.172	***	par_15
e7	.007	.007	.943	.346	par_16
e8	.082	.009	9.574	***	par_17
e9	.136	.011	12.086	***	par_18
e20	.042	.006	7.155	***	par_19
e21	.281	.021	13.235	***	par_20
e34	.661	.049	13.361	***	par_21

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Performance	.027
p16	.285
p12	.354
p13	.864
r4	.656
r2	.786
r1	.981
p14	.886
p15	.600
p17	.325

Matrices (Group number 1 - Default model)

Residual Covariances (Group number 1 - Default model)

	p16	p12	p13	r4	r2	r1	p14	p15	p17
p16	.000								
p12	.079	.000							
p13	-.016	.008	.000						
r4	-.124	-.065	-.016	.000					
r2	-.093	-.050	.002	-.001	.000				
r1	-.111	-.047	.007	.000	.000	.000			
p14	.004	-.015	.001	-.023	.005	.001	.000		
p15	-.003	.015	-.004	.011	.027	.033	.003	.000	
p17	.010	.036	-.001	-.094	-.064	-.087	-.005	.000	.009

Standardized Residual Covariances (Group number 1 - Default model)

	p16	p12	p13	r4	r2	r1	p14	p15	p17
p16	.000								
p12	2.308	.000							
p13	-.509	.378	.000						
r4	-3.972	-2.999	-.897	.000					
r2	-3.026	-2.357	.096	-.038	.000				
r1	-3.779	-2.304	.380	.000	.002	.000			
p14	.135	-.702	.043	-1.308	.273	.036	.000		
p15	-.101	.691	-.211	.590	1.423	1.804	.143	.000	
p17	.214	1.264	-.026	-3.664	-2.554	-3.628	-.199	.005	.209

Factor Score Weights (Group number 1 - Default model)

	p16	p12	p13	r4	r2	r1	p14	p15	p17
Risk Perception	.000	.000	-.001	.037	.067	.887	-.001	.000	.000
Performance	.013	.033	.309	.000	.000	-.006	.392	.083	.015

Total Effects (Group number 1 - Default model)

	Risk Perception	Performance
Performance	-.124	.000
p16	-.143	1.150
p12	-.109	.880
p13	-.145	1.164
r4	.872	.000
r2	.938	.000
r1	1.000	.000
p14	-.139	1.118
p15	-.127	1.021
p17	-.124	1.000

Standardized Total Effects (Group number 1 - Default model)

	Risk Perception	Performance
Performance	-.163	.000
p16	-.087	.534
p12	-.097	.595
p13	-.152	.930
r4	.810	.000
r2	.886	.000
r1	.991	.000
p14	-.153	.941
p15	-.126	.775
p17	-.093	.570

Direct Effects (Group number 1 - Default model)

	Risk Perception	Performance
Performance	-.124	.000
p16	.000	1.150
p12	.000	.880
p13	.000	1.164
r4	.872	.000
r2	.938	.000
r1	1.000	.000
p14	.000	1.118
p15	.000	1.021
p17	.000	1.000

Standardized Direct Effects (Group number 1 - Default model)

	Risk Perception	Performance
Performance	-.163	.000
p16	.000	.534
p12	.000	.595
p13	.000	.930
r4	.810	.000
r2	.886	.000
r1	.991	.000
p14	.000	.941
p15	.000	.775
p17	.000	.570

Indirect Effects (Group number 1 - Default model)

	Risk Perception	Performance
Performance	.000	.000
p16	-.143	.000
p12	-.109	.000
p13	-.145	.000
r4	.000	.000
r2	.000	.000
r1	.000	.000
p14	-.139	.000
p15	-.127	.000
p17	-.124	.000

Standardized Indirect Effects (Group number 1 - Default model)

	Risk Perception	Performance
Performance	.000	.000
p16	-.087	.000
p12	-.097	.000
p13	-.152	.000
r4	.000	.000
r2	.000	.000
r1	.000	.000
p14	-.153	.000
p15	-.126	.000
p17	-.093	.000

### APPENDIX C: DETAILED REGRESSION RESULT (HYPOTHESIS 3)

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Env_Satisfaction	<---	Risk Perception	.043	.020	2.186	.029	par_6
s8	<---	Env_Satisfaction	3.641	.345	10.541	***	par_1
s7	<---	Env_Satisfaction	1.000				
r1	<---	Risk Perception	1.000				
r4	<---	Risk Perception	.872	.037	23.291	***	par_2
r2	<---	Risk Perception	.938	.032	29.055	***	par_3
s26	<---	Env_Satisfaction	1.666	.186	8.953	***	par_4
s9	<---	Env_Satisfaction	2.491	.241	10.341	***	par_5

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Env_Satisfaction	<---	Risk Perception	.126
s8	<---	Env_Satisfaction	.841
s7	<---	Env_Satisfaction	.583
r1	<---	Risk Perception	.991
r4	<---	Risk Perception	.810
r2	<---	Risk Perception	.886
s26	<---	Env_Satisfaction	.601
s9	<---	Env_Satisfaction	.761

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Risk Perception	.342	.026	12.956	***	par_7
e37	.039	.007	5.642	***	par_8
e7	.007	.007	.936	.349	par_9
e8	.082	.009	9.554	***	par_10
e9	.137	.011	12.077	***	par_11
e13	.077	.006	12.171	***	par_12
e14	.216	.034	6.311	***	par_13
e15	.178	.020	9.092	***	par_14
e33	.193	.016	12.011	***	par_15

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Env_Satisfaction	.016
s26	.361
s9	.579
s8	.708
s7	.340
r4	.656
r2	.785
r1	.981

Matrices (Group number 1 - Default model)

Residual Covariances (Group number 1 - Default model)

	s26	s9	s8	s7	r4	r2	r1
s26	.000						
s9	-.006	.000					
s8	.000	.002	.000				
s7	.006	-.001	-.002	.000			
r4	.039	.043	.034	-.001	.000		
r2	.006	.022	-.017	-.008	-.001	.000	
r1	.004	.017	-.013	-.009	.000	.000	.000

Standardized Residual Covariances (Group number 1 - Default model)

	s26	s9	s8	s7	r4	r2	r1
s26	.000						
s9	-.303	.000					
s8	.013	.069	.000				
s7	.554	-.046	-.110	.000			
r4	2.203	2.020	1.198	-.121	.000		
r2	.352	1.054	-.609	-.778	-.037	.000	
r1	.225	.870	-.482	-.892	.000	.002	.000

Factor Score Weights (Group number 1 - Default model)

	s26	s9	s8	s7	r4	r2	r1
Risk Perception	.000	.001	.001	.001	.037	.067	.888
Env_Satisfaction	.058	.094	.113	.087	.000	.000	.007

Total Effects (Group number 1 - Default model)

	Risk Perception	Env_Satisfaction
Env_Satisfaction	.043	.000
s26	.071	1.666
s9	.107	2.491
s8	.156	3.641
s7	.043	1.000
r4	.872	.000
r2	.938	.000
r1	1.000	.000

Standardized Total Effects (Group number 1 - Default model)

	Risk Perception	Env_Satisfaction
Env_Satisfaction	.126	.000
s26	.076	.601
s9	.096	.761
s8	.106	.841
s7	.074	.583
r4	.810	.000
r2	.886	.000
r1	.991	.000

Direct Effects (Group number 1 - Default model)

	Risk Perception	Env_Satisfaction
Env_Satisfaction	.043	.000
s26	.000	1.666
s9	.000	2.491
s8	.000	3.641
s7	.000	1.000
r4	.872	.000
r2	.938	.000
r1	1.000	.000

Standardized Direct Effects (Group number 1 - Default model)

	Risk Perception	Env_Satisfaction
Env_Satisfaction	.126	.000
s26	.000	.601
s9	.000	.761
s8	.000	.841
s7	.000	.583
r4	.810	.000
r2	.886	.000
r1	.991	.000

Indirect Effects (Group number 1 - Default model)

	Risk Perception	Env_Satisfaction
Env_Satisfaction	.000	.000
s26	.071	.000
s9	.107	.000
s8	.156	.000
s7	.043	.000
r4	.000	.000
r2	.000	.000
r1	.000	.000

Standardized Indirect Effects (Group number 1 - Default model)

	Risk Perception	Env_Satisfaction
Env_Satisfaction	.000	.000
s26	.076	.000
s9	.096	.000
s8	.106	.000
s7	.074	.000
r4	.000	.000
r2	.000	.000
r1	.000	.000

**APPENDIX D: DETAILED REGRESSION RESULT (HYPOTHESIS 4)**

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Risk Perception	<---	Env_Satisfaction	.368	.166	2.218	.027	par_8
Performance	<---	Env_Satisfaction	-.674	.143	-4.721	***	par_6
Performance	<---	Risk_Perception	-.094	.040	-2.354	.019	par_7
s8	<---	Env_Satisfaction	3.485	.323	10.801	***	par_1
s7	<---	Env_Satisfaction	1.000				
r1	<---	Risk Perception	1.000				
p13	<---	Performance	1.168	.094	12.468	***	par_2
p12	<---	Performance	.886	.088	10.070	***	par_3
p14	<---	Performance	1.115	.089	12.495	***	par_4
p15	<---	Performance	1.023	.091	11.303	***	par_5
p17	<---	Performance	1.000				
r4	<---	Risk Perception	.874	.037	23.362	***	par_9
r2	<---	Risk Perception	.940	.032	29.159	***	par_10
s26	<---	Env_Satisfaction	1.653	.180	9.199	***	par_11
s9	<---	Env_Satisfaction	2.436	.231	10.567	***	par_12
p16	<---	Performance	1.151	.085	13.478	***	par_14

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Risk Perception	<---	Env_Satisfaction	.128
Performance	<---	Env_Satisfaction	-.308
Performance	<---	Risk Perception	-.124
s8	<---	Env_Satisfaction	.825
s7	<---	Env_Satisfaction	.597
r1	<---	Risk Perception	.990
p13	<---	Performance	.932
p12	<---	Performance	.598
p14	<---	Performance	.938
p15	<---	Performance	.776
p17	<---	Performance	.569
r4	<---	Risk Perception	.811
r2	<---	Risk Perception	.887
s26	<---	Env_Satisfaction	.611
s9	<---	Env_Satisfaction	.763
p16	<---	Performance	.534

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
e3 <--> e21	.036	.015	2.422	.015	par_13
e3 <--> e34	.304	.032	9.489	***	par_15

Correlations: (Group number 1 - Default model)

	Estimate
e3 <--> e21	.105
e3 <--> e34	.581

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Env_Satisfaction	.041	.007	5.809	***	par_16
e36	.336	.026	12.883	***	par_17
e35	.175	.030	5.831	***	par_18
e3	.415	.031	13.365	***	par_19
e5	.138	.011	12.403	***	par_20
e6	.034	.005	6.530	***	par_21
e7	.007	.007	1.038	.299	par_22
e8	.082	.009	9.552	***	par_23
e9	.136	.011	12.080	***	par_24
e13	.075	.006	12.038	***	par_25
e14	.236	.033	7.112	***	par_26
e15	.177	.019	9.176	***	par_27
e20	.041	.006	7.020	***	par_28
e21	.280	.021	13.225	***	par_29
e33	.190	.016	11.907	***	par_30
e34	.661	.049	13.360	***	par_31

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Risk Perception	.016
Performance	.120
p16	.285
s26	.374
p12	.358
p13	.869
s9	.582
s8	.681
s7	.357
r4	.657
r2	.787
r1	.979
p14	.880
p15	.602
p17	.324

Matrices (Group number 1 - Default model)

Residual Covariances (Group number 1 - Default model)

	p16	s26	p12	p13	s9	s8	s7	r4	r2	r1	p14	p15	p17
p16	.000												
s26	-.088	.000											
p12	.078	-.042	.000										
p13	-.016	-.025	.007	.000									
s9	.000	-.009	-.031	-.001	.000								
s8	.015	.001	-.002	.020	.008	.000							
s7	-.018	.003	-.036	-.021	-.003	-.003	.000						
r4	-.124	.039	-.064	-.016	.042	.034	-.002	.000					
r2	-.093	.005	-.050	.002	.021	-.017	-.009	-.001	.000				
r1	-.111	.003	-.046	.007	.017	-.013	-.010	.000	.000	.000			
p14	.005	-.014	-.015	.001	.016	.037	-.014	-.023	.005	.000	.000		
p15	-.003	-.020	.014	-.005	-.012	.004	-.032	.011	.027	.033	.003	.000	
p17	.010	-.031	.036	-.001	.019	.070	-.013	-.094	-.064	-.087	-.004	.000	.009

Standardized Residual Covariances (Group number 1 - Default model)

	p16	s26	p12	p13	s9	s8	s7	r4	r2	r1	p14	p15	p17
p16	.000												
s26	-3.196	.000											
p12	2.277	-2.230	.000										
p13	-.530	-1.546	.303	.000									
s9	.008	-.455	-1.388	-.054	.000								
s8	.349	.038	-.064	.779	.249	.000							
s7	-1.050	.284	-3.061	-2.139	-.255	-.150	.000						
r4	-3.970	2.160	-2.987	-.886	1.989	1.200	-.170	.000					
r2	-3.024	.306	-2.345	.108	1.020	-.606	-.832	-.058	.000				
r1	-3.779	.177	-2.293	.388	.836	-.475	-.949	.000	.003	.000			
p14	.168	-.945	-.719	.055	.892	1.544	-1.485	-1.312	.269	.027	.000		
p15	-.108	-1.195	.636	-.254	-.574	.148	-3.053	.596	1.429	1.807	.170	.000	
p17	.211	-1.386	1.249	-.041	.712	1.984	-.902	-3.662	-2.552	-3.629	-.158	.004	.206

Factor Score Weights (Group number 1 - Default model)

	p16	s26	p12	p13	s9	s8	s7	r4	r2	r1	p14	p15	p17
Env_Satisfaction	.000	.062	-.001	-.009	.099	.106	.096	.000	.000	.005	-.010	-.002	.000
Risk Perception	.000	.000	.000	-.001	.000	.001	.000	.041	.073	.877	-.001	.000	.000
Performance	.013	-.003	.034	.322	-.004	-.005	-.004	.000	.000	-.006	.372	.084	.015

Total Effects (Group number 1 - Default model)

	Env_Satisfaction	Risk Perception	Performance
Risk Perception	.368	.000	.000
Performance	-.709	-.094	.000
p16	-.816	-.109	1.151
s26	1.653	.000	.000
p12	-.628	-.084	.886
p13	-.828	-.110	1.168
s9	2.436	.000	.000
s8	3.485	.000	.000
s7	1.000	.000	.000
r4	.322	.874	.000
r2	.346	.940	.000
r1	.368	1.000	.000
p14	-.790	-.105	1.115
p15	-.725	-.097	1.023
p17	-.709	-.094	1.000

Standardized Total Effects (Group number 1 - Default model)

	Env_Satisfaction	Risk Perception	Performance
Risk Perception	.128	.000	.000
Performance	-.323	-.124	.000
p16	-.173	-.066	.534
s26	.611	.000	.000
p12	-.194	-.074	.598
p13	-.302	-.115	.932
s9	.763	.000	.000
s8	.825	.000	.000
s7	.597	.000	.000
r4	.104	.811	.000
r2	.114	.887	.000
r1	.127	.990	.000
p14	-.303	-.116	.938
p15	-.251	-.096	.776
p17	-.184	-.070	.569

Direct Effects (Group number 1 - Default model)

	Env_Satisfaction	Risk Perception	Performance
Risk Perception	.368	.000	.000
Performance	-.674	-.094	.000
p16	.000	.000	1.151
s26	1.653	.000	.000
p12	.000	.000	.886
p13	.000	.000	1.168
s9	2.436	.000	.000
s8	3.485	.000	.000
s7	1.000	.000	.000
r4	.000	.874	.000
r2	.000	.940	.000
r1	.000	1.000	.000
p14	.000	.000	1.115
p15	.000	.000	1.023
p17	.000	.000	1.000

Standardized Direct Effects (Group number 1 - Default model)

	Env_Satisfaction	Risk Perception	Performance
Risk Perception	.128	.000	.000
Performance	-.308	-.124	.000
p16	.000	.000	.534
s26	.611	.000	.000
p12	.000	.000	.598
p13	.000	.000	.932
s9	.763	.000	.000
s8	.825	.000	.000
s7	.597	.000	.000
r4	.000	.811	.000
r2	.000	.887	.000
r1	.000	.990	.000
p14	.000	.000	.938
p15	.000	.000	.776
p17	.000	.000	.569

Indirect Effects (Group number 1 - Default model)

	Env_Satisfaction	Risk Perception	Performance
Risk Perception	.000	.000	.000
Performance	-.035	.000	.000
p16	-.816	-.109	.000
s26	.000	.000	.000
p12	-.628	-.084	.000
p13	-.828	-.110	.000
s9	.000	.000	.000
s8	.000	.000	.000
s7	.000	.000	.000
r4	.322	.000	.000
r2	.346	.000	.000
r1	.368	.000	.000
p14	-.790	-.105	.000
p15	-.725	-.097	.000
p17	-.709	-.094	.000

Standardized Indirect Effects (Group number 1 - Default model)

	Env_Satisfaction	Risk Perception	Performance
Risk Perception	.000	.000	.000
Performance	-.016	.000	.000
p16	-.173	-.066	.000
s26	.000	.000	.000
p12	-.194	-.074	.000
p13	-.302	-.115	.000
s9	.000	.000	.000
s8	.000	.000	.000
s7	.000	.000	.000
r4	.104	.000	.000
r2	.114	.000	.000
r1	.127	.000	.000
p14	-.303	-.116	.000
p15	-.251	-.096	.000
p17	-.184	-.070	.000

## APPENDIX E: QUESTIONNAIRES



ID				
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### SURVEY QUESTIONNAIRE

Dear respondent,

This questionnaire is purposely designed to help the researcher elicit information from the employees of in your organization. The purpose of this survey is to elicit information about employee work environment satisfaction, risk perception and perceived level of performance in Skikda oil refineries in Algeria.

This study is for academic purpose only and all responses obtained will be treated with confidentiality.

I appreciate your kindness by taking your time to answer the questions.

<b>Date</b>	
<b>Interviewer</b>	
<b>Location</b>	

Mr. \_\_\_\_\_

PhD. Candidate \_\_\_\_\_

Department of \_\_\_\_\_

Faculty \_\_\_\_\_

Universiti \_\_\_\_\_

**SECTION A: SOCIO-DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS**

**Instruction: Please tick  to your desired choice answer appropriately**

1	Age (In Years).....	5	Educational Level	a. Secondary	<input type="checkbox"/>
2	Gender	a. Male	<input type="checkbox"/>	b. Diploma/ Collage	<input type="checkbox"/>
		a. Female	<input type="checkbox"/>	c. Bachelor	<input type="checkbox"/>
3	Marital Status	a. Married	<input type="checkbox"/>	d. MSc. /PhD	<input type="checkbox"/>
		b. Single	<input type="checkbox"/>	6	Job Position
		c. Divorced	<input type="checkbox"/>	a. Junior staff	<input type="checkbox"/>
		d. Widow	<input type="checkbox"/>	b. Senior Staff	<input type="checkbox"/>
				c. Director Cadr	<input type="checkbox"/>
4	Income (Amount in USD)	7	Department / Unit	.....	
	.....	8	Year in service	.....	

**SECTION B: WORK ENVIRONMENT SATISFACTION**

(Please rate your level of agreement with the statements below from **SD=Strongly disagree; D=Disagree; N=Neutral; A=Agree; and SA= Strongly agree**)

S/N	Items	SD	D	N	A	SA
1.	Satisfaction with physical working conditions					
2.	Satisfaction with current maintenance of the building					
3.	The firm has sufficient arrangements for the health and safety of its employees					
4.	Management act very fast to protect employees from accident					
5.	The hygiene maintenance in the Organization					
6.	The company encourages a good work-life balance scheme for its employees (flexible working hours)					
7.	The work activities compared to your skills and the opportunities for improving your competence level					
8.	Access to equipment necessary for performing your tasks					
9.	The firm is committed to employee's development through trainings and workshops					
10.	Teamwork in the institution					
11.	Possibilities to receive assistance from co-workers when necessary					
12.	Supervisor provides me with sufficient information related to work					

13.	Supervisor has reasonable expectations of work					
14.	Immediate supervisors' trust in fellow co-workers					
15.	Responsibility of immediate supervisors toward employees					
16.	Opinion regarding the Trust in the Head of the Department					
17.	Responsibility in the organization as a whole					
18.	Training helped in advancement of career					
19.	Training helped to improve work efficiency					
20.	Employees spend their working time effectively					
21.	Organization as a work environment meet expectations					
21.	There is trust among employees in general					
22.	Conflict resolution skills of immediate supervisor					
23.	There is career advancement opportunities or competence in general					
24.	Management and professional skills of immediate supervisor					
25.	Communication between the immediate supervisor and employees					
26.	Satisfaction with the human resources management and the communication between employees					

### SECTION C : EMPLOYEE PERFORMANCE

(Please rate your level of agreement with the statements below from (1=Seldom; 2=Sometimes; 3=Frequently; 4=Often; and 5= Always)						
S/NO	Items	1	2	3	4	5
1	I was able to meet my appointments.					
2	I was able to fulfill my responsibilities as specified.					
3	Collaboration with others reduces risk of accident.					
4	I understood others well, when they told me something.					
5	Communication with others led to improve productivity.					
6	I came up with creative ideas at work in order improve productivity					
7	I took the initiative when there was a problem to be solved.					
8	I took the risk when something had to be organized.					
9	I started new tasks myself, when my old ones were finished.					
10	I asked for help when there are leakages in LNG.					
11	I was open to criticism of my work.					
12	I tried to learn from the feedback I got from others on my work.					
13	I worked at keeping my job knowledge up to date.					
14	I worked at keeping my job skills up to date.					
15	I have demonstrated flexibility.					
16	I was able to cope well with difficult situations and setbacks at work.					
17	I recovered fast, after difficult situations or setbacks at work.					
18	I came up with creative solutions to new problems					
19	I was able to cope well with uncertain and unpredictable situations at work.					
20	I easily adjusted to changes in my work					

	(Please rate your level of agreement with the statements below from (1=Never; 2=Seldom; 3=Some times; 4=Frequently; and 5=Often)	1	2	3	4	5
21	I managed to plan my work so that it was done on time					
22	I worked towards the end result of my work.					
23	I kept in mind the results that I had to achieve in my work.					
25	I had trouble setting priorities in my work.					
26	I was able to separate main issues from side issues at work.					
27	I was able to perform my work well with minimal time and effort.					
28	It took me longer to complete my work tasks than intended					

### SECTION D: RISK PERCEPTION

(Please rate your level of agreement with the statements below from 1= Strongly Agree; 2 = Agree; 3=Neutral; 4=Disagree; 5=Strongly Disagree)						
S/N	Items	1	2	3	4	5
1.	Sometimes it is necessary to ignore safety regulations keep production going					
2.	There is sometimes pressure to put production before personal safety					
3.	Most accidents could be prevented if a little care and attention was paid to preventive measures					
4.	Rules and instructions relating to personal safety sometimes make it difficult to keep up with the production targets.					
5.	Whenever I see safety instructions being broken, I point them out.					
6.	Sometimes it is necessary to take chances to get a job done.					
7.	Lots of small injuries and minor accidents are a sign that more serious accidents could also occur.					
8.	Accidents and near misses at the workplace are often the result of bad planning and management.					
9.	Pointing out breaches of safety instructions can easily be seen as unnecessary hassle					
10.	Good proposal on how to improve safety are often stopped if they cost too much					
11.	Some workers are accident prone					
12.	The use of machines and technical equipment make accident unavoidable					
13.	Most accidents are due to human failure (negligence, inattention)					
14.	I never think about the risks now that I am used to the work					
15.	The permit to work system is just a paperwork system					

## APPENDIX E: QUESTIONNAIRES



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### الاستقصائية الدراسة (الاستبيان)

<p>عزيزي المستفتي تم تصميم هذا الاستبيان عن قصد لمساعدة الباحث في الحصول على معلومات من موظفي مؤسستك الغرض من هذا المسح هو الحصول على معلومات حول رضا الموظفين عن بيئة العمل وإدراك المخاطر ومستوى الأداء المتصور في مصافي سكيكدة للنفط في الجزائر هذه الدراسة للأغراض الأكاديمية فقط وسيتم التعامل مع جميع الردود التي تم الحصول عليها بسرية أقدر لطفك بأذوقتك للإجابة على الأسئلة</p>
---

	التاريخ
	المحاور
	الموقع

السيد: \_\_\_\_\_

مرشح: \_\_\_\_\_

القسم: \_\_\_\_\_

الكلية: \_\_\_\_\_

الجامعة: \_\_\_\_\_

القسم أ: الخصائص الاجتماعية والديمغرافية للمجيبين

التعليمات: يرجى وضع علامة اختيار  الجواب المناسب بشكل مناسب

		المستوى التعليمي		.....		بالسنوات	
		5.				1.العمر	
		أ. ثانوي					
		ب. دبلوم / كلية					
		ج. بكالوريوس				2.الجنس	
		د. ماجستير / دكتوراه				أ. ذكر ب. أنثى	
		6.الوظيفة				3. الحالة الاجتماعية	
		أ. موظف بسيط				أ. متزوج/ة	
		ب. كبار الموظفين				ب. /ة أعزب	
		ج. كادر مدير				ج. مطلق /ة د. أرمل /ة	
		7.القسم / الوحدة					
		عدد سنوات العمل (الخبرة)				4. (المبلغ بالدولار الأمريكي)..... الدخل	
		8.بالسنوات					

القسم ب: الرضاء عن بيئة العمل

يرجى تقييم مستوى موافقتك على البيانات الواردة أدناه (1= لا أوافق بشدة ؛ 2 = لا أوافق ؛ 3 = محايد ؛ 4 = أوافق ؛ 5 = موافق بشدة)						
الرقم	العناصر	لا أوافق بشدة	لا أوافق	محايد	أوافق	موافق بشدة
1	الرضا عن ظروف العمل المادية					
2	الرضا عن الصيانة الحالية للمبنى					
3	لدى المنظمة ترتيبات كافية لصحة وسلامة موظفيها					
4	الحفاظ على النظافة في المنظمة					
5	تشجع الشركة خطة توازن جيدة بين (ساعات العمل المرنة) العمل والحياة لموظفيها					
6	أنشطة العمل مقارنة بمهاراتك وفرص تحسين مستوى كفاءتك					
7	الوصول إلى المعدات اللازمة لأداء مهامك					
8	تلتزم الشركة بتطوير الموظفين من خلال الدورات التدريبية وورش العمل					
9	العمل الجماعي في المؤسسة					
10	احتمالات الحصول على المساعدة من زملاء العمل عند الضرورة					
11	يزودني المشرف بالمعلومات الكافية المتعلقة بالعمل					
12	لدى المشرف توقعات معقولة للعمل					
13	ثقة المشرفين المباشرة بزملائهم في العمل					

					مسؤولية المشرفين المباشرين تجاه الموظفين	14
					رأي بخصوص الثقة في رئيس القسم	15
					المسؤولية في المنظمة ككل	16
					ساعد التدريب في التقدم الوظيفي	17
					ساعد التدريب على تحسين كفاءة العمل	18
					كيف يقضى الموظفون وقت عملهم؟	19
					التنظيم كبيئة عمل تلبي التوقعات	20
					الثقة بين الموظفين بشكل عام	21
					مهارات حل النزاعات للمشرف المباشر	22
					فرص التقدم الوظيفي أو كفاءتك بشكل عام	23
					المهارات الإدارية والمهنية للمشرف المباشر	24
					التواصل بين المشرف المباشرين والموظفين	25
					الرضا عن إدارة الموارد البشرية والتواصل بين العاملين	26

### القسم ج: أداء الموظف

يرجى تقييم مستوى موافقتك على البيانات الواردة أدناه (1=تدراً؛ 2 = أحياناً؛ 3 = كثيراً؛ 4 = كثيراً؛ 5 = دائماً)						
الرقم	العناصر	1	2	3	4	5
1	تمكنت من تلبية المواعيد الخاصة بي					
2	تمكنت من الوفاء بمسؤولياتي كما هو محدد					
3	التعاون مع الآخرين يقلل من مخاطر الحوادث					
4	تتصرف الإدارة بسرعة كبيرة لحماية الموظفين من الحوادث					
5	أفهم الآخرين جيداً (زملاء العمل)، عندما يخبرونني بشيء ما					
6	أدى التواصل مع الآخرين إلى تحسين الإنتاجية					
7	توصلت إلى أفكار إبداعية في العمل من أجل تحسين الإنتاجية					
8	أخذت زمام المبادرة عندما كانت هناك مشكلة يجب حلها					
9	لقد خاطرت عندما كان لا بد من تنظيم شيء ما					
10	بدأت مهام جديدة بنفسى ، عندما انتهت مهماتي القديمة					
11	طلبت المساعدة عندما كان هناك تسرب في الغاز الطبيعي المسال					
12	كنت منفتحاً على انتقادات عملي					
13	حاولت التعلم من التعليقات التي تلقيتها من الآخرين حول عملي					
14	عملت على تحديث معرفتي الوظيفية باستمرار					
15	عملت على تحديث مهاراتي الوظيفية					
16	لقد أظهرت المرونة					
17	لقد تمكنت من التعامل بشكل جيد مع المواقف الصعبة والنكسات في العمل					
18	تعافيت بسرعة بعد المواقف الصعبة أو النكسات في العمل					
19	توصلت إلى حلول إبداعية لمشاكل جديدة					
20	كنت قادراً على التعامل بشكل جيد مع المواقف غير المؤكدة وغير المتوقعة في العمل					
21	لقد تأقلمت بسهولة مع التغييرات في عملي					
	يرجى تقييم مستوى موافقتك على البيانات الواردة أدناه (أسوأ بكثير؛ 2 = أسوأ؛ 3 = جيد؛ 4 = أفضل؛ و 5 = أفضل كثيراً)	1	2	3	4	5



					المروري والازدحام والضجيج والروائح وما إلى ذلك؟	
					10 ما هو احتمال أن الصناعات لا تزال تولد الهواء الملوث في المنطقة؟	
					11 ما هي احتمالية أن تتأثر بتلوث الهواء في المنطقة؟	
					12 ما مدى شدة تأثير الهواء الملوث في المنطقة على البشر؟	
					13 هل تعرف كيف تحمي نفسك من الهواء الملوث؟	
					14 كم عدد أفراد الأسرة التي لديك؟	
					15 هل شعرت يوماً بالتهيج في عينيك أو أنفك عند الإقامة بالقرب من المصانع؟	
					16 هل حققت أنشطة تطوير النفط والغاز في المنطقة المزيد من الدخل لعائلتك؟	

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 جامعة العلوم الإسلامية  
 ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA

## APPENDIX F: CONFERENCES ATTENDED AND PUBLICATION

Part of this thesis has been presented at International Conferences as follows: -

### INTERNATIONAL CONFERENCES:

**Merazga Hachemi et al. (2019).** *The Strategic Role of Work Environment Satisfaction On Oil Refineries Staff Performance In Algeria*, Paper Presented At International Conference On Dakwah And Islamic Management, Faculty Of Leadership And Management, Universiti Sains Islam Malaysia

**Merazga Hachemi et al. (2020).** *Exploring the Risk Perception and Work Environment Risk on oil refineries in Algeria*, National Conference on the Humanities and Social Science (NACOSS V), Open University Malaysia.

### PUBLICATIONS:

**Merazga, Hachemi et. al. (2020).** The strategic Role of Work Environment Satisfaction on Oil Refineries staff Performance in Algeria, *IOSR Journal of Business and Management (IOSR-JBM)*, 22, (6), 40-47.

**Merazga, Hachemi et. al. (2020).** Exploring the Risk Perception and Work Environment Risk on Oil Refineries in Algeria, *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 25, (6), Series 6, 18-24. DOI: 10.9790/0837-2506061824

**Merazga, Hachemi et. al. (2019).** Islamic Human Development: Theory and Practices, *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 24, 10, Series. 6, 61-68 DOI: 10.9790/0837-2410066168

**Merazga, Hachemi et. al. (2018).**First-generation immigrant entrepreneurship in Malaysia:

What do we know so far?*Kasetsart Journal of Social Sciences*, 39(2), 351-357

<https://doi.org/10.1016/j.kjss.2018.05.004>.

**Merazga, Hachemi et. al. (2014).** Takaful and Conventional Insurance: A Comparative Study,

*International Journal of Management Sciences*, 2, issue 12, 543-551

