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## APPENDIXES

## APPENDIX A: SURVEY QUESTIONNAIRE



UNIVERSITI SAINS ISLAM MALAYSIA  
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 ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA



Dear Participant,

I am a PhD. student at the Faculty of Leadership and Management, Universiti Sains Islam Malaysia, conducting a study investigating labor productivity and human resource practices of Libya.

The research title is : *THE IMPACT OF HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES ON LABOUR PRODUCTIVITY IN LIBYAN NATIONAL OIL CORPORATIONS: THE MEDIATING ROLE OF SOCIAL SKILLS* .

The study is conducted as a fulfillment to complete the PhD program at Faculty of Leadership and Management, USIM.

I would be grateful if you could spend some of your time to answer this questionnaire. Your answers will be only used for educational purpose, and all information will be kept confidential. Your full cooperation will contribute to the successful completion of this research. Your cooperation is therefore very much appreciated.

Should you require further clarification, please do not hesitate to contact the researcher at the address shown below.

Thank you very much for your valuable time and cooperation.

Best Wishes

**Mohamed Ibrahim Mohamed Abulkasim**  
 Ph.D. Candidate  
 Faculty of Leadership and Management,  
 Universiti Sains Islam Malaysia (USIM)  
 Bandar Baru Nilai, 71800 Nilai, Negeri Sembilan, Malaysia  
 E-mail: [alqual85@yahoo.com](mailto:alqual85@yahoo.com)

## SECTION 1: DEMOGRAPHIC INFORMATION

No.	Status	Item	Option	√
1	Gender	A	Male	
		B	Female	
2	Your job status	A	Top management	
		B	Middle management	
		C	supervisor	
		D	Non-managerial	
		E	Others	
3	Qualification	A	Never been to school	
		B	Primary school	
		C	Preparatory school	
		D	Secondary school	
		E	University	
		F	Others (Please state)	
4	Income (Libyan Dinar)	A	Less than 500	
		B	501-1000	
		C	1001-1500	
		D	1501-2000	
		E	2001-2500	
		F	2501 and more	
5	Please state your approximate period of your occupied position	A	Less than 1 year	
		B	1-3 years	
		C	4-5 years	
		D	More than 5 years	

Please respond with a tick (✓) to all items in this questionnaire. Kindly rate how strongly you agree or disagree with each of the following statements using your knowledge in information skills according to the given scale.

(1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree)

## SECTION 2 Human Resource Management

These sections contain research items on HRM practices in oil companies in Libya and focus on staffing, job training, decentralized decision and employment motivation .The options provided in the boxes are numbered from 1 to 5. Please tick (✓) the option that best describes your knowledge about the item. The items' response key is as follows:

No.	Items	SD	D	N	A	SA
1	Recruitment and selection system followed in our organisation is well defined	1	2	3	4	5
2	In our organisation, line managers and HR managers participate in recruitment and selection	1	2	3	4	5
3	Valid and standardized tests are used in the selection process of employees	1	2	3	4	5
4	Selection system in our organisation selects those having the desired knowledge, skills and attitudes	1	2	3	4	5
5	Our organisation uses comprehensive selection process before rendering a decision	1	2	3	4	5
6	The organisation uses assessment centers for selection	1	2	3	4	5
7	Our organisation uses unbiased test and interviewing techniques for employee	1	2	3	4	5

	selection					
8	Our organisation selects employees without any bias	1	2	3	4	5
9	We have strong merit criteria for employee selection	1	2	3	4	5
10	We use attitude and desire to work in a team and individual as a criterion in employee selection	1	2	3	4	5
11	Our organisation conducts Extensive training programs for Employees	1	2	3	4	5
12	Employees at each job normally go through Training programs every year	1	2	3	4	5
13	Training needs are identified through a formal performance appraisal mechanism	1	2	3	4	5
14	There are formal training programs to teach new employees the skills they needed.	1	2	3	4	5
15	Training needs identified are realistic, useful and based on the organisational strategy.	1	2	3	4	5
16	There are formal training evaluation methods to assess the effectiveness of the training	1	2	3	4	5
17	The organisation has a system for calculating the cost and benefit of training	1	2	3	4	5
18	Training has helped reduce employee turnover in our organisation	1	2	3	4	5
19	Training has resulted in higher employee performance in our organisation	1	2	3	4	5
20	Training has resulted in higher productivity and financial returns for the organisation	1	2	3	4	5
21	there can be little action taken until a supervisor approves a decision	1	2	3	4	5

22	people who want to make their own decisions would be quickly discouraged	1	2	3	4	5
23	even small matters must be referred to someone higher up for approval	1	2	3	4	5
24	employees must ask their supervisors before doing almost anything	1	2	3	4	5
25	any decisions employees make must have their bosses' approval	1	2	3	4	5
26	Compensation offered by our organisation matches the expectancy of employees	1	2	3	4	5
27	In our organisation, salary and other benefits are comparable to the market	1	2	3	4	5
28	In our organisation, compensation is decided on the basis of competence of the employee	1	2	3	4	5
29	In our organisation, profit sharing is used as a mechanism to reward higher performance	1	2	3	4	5
30	Our organisation offers both financial and non-financial rewards without discrimination	1	2	3	4	5
31	compensation plan is revised accordingly with the economic situation	1	2	3	4	5
32	Take home pay is enough for my family and me	1	2	3	4	5
33	My last year's salary raise was better than the previous one	1	2	3	4	5
34	Salary increase in my organisation is primarily based on seniority	1	2	3	4	5
35	The compensation for all employees is directly linked to their performance	1	2	3	4	5

### SECTION 3 : SOCIAL SKILLS

This section contains research items on social skills in oil companies in Libya and focuses on collaboration and networking .The options provided in the boxes are numbered from 1 to 5. 1 = Strongly Disagree, 2 = Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree. Please tick (✓) the option that best describes your knowledge about the item. The items' response key is as follows:

No.	Items	SD	D	N	A	SA
36	I have cooperation among the people at work.	1	2	3	4	5
37	I am in teamwork and group problem solving.	1	2	3	4	5
38	I create the conditions for brainstorming the Strategic issues and actions.	1	2	3	4	5
39	I create credible processes for collaborating.	1	2	3	4	5
40	I use company events to make new Contacts.	1	2	3	4	5
41	I catch up with colleagues from other departments about what they are working on.	1	2	3	4	5
42	I use my contacts with colleagues in other departments in order to get confidential advice in business matters.	1	2	3	4	5
43	I accept invitations to official functions or festivities out of professional interest.	1	2	3	4	5
44	I ask others to give my regards to business acquaintances outside of our company	1	2	3	4	5
45	I exchange professional tips and hints with acquaintances from other organisations	1	2	3	4	5

## SECTION 4

### LABOR PRODUCTIVITY

This section contains research items on labor productivity of the oil companies in Libya. The options provided in the boxes are numbered from 1 to 5. Please tick (√) the option that best describes your knowledge about the item. The items' response key is as follows:

No.	Items	SD	D	N	A	SA
46	Quality and quantity of our employees' work output has improved.	1	2	3	4	5
47	Coming up with new ideas is appreciated in the organisation as labor productivity.	1	2	3	4	5
48	Most of the employees achieved organisational goals of last 5 years.	1	2	3	4	5
49	Over all employees targets achievements has improved over the last 5 years.	1	2	3	4	5
50	Employees feel happy to work in teams.	1	2	3	4	5
51	Majority of our employees can work independently and they give high performance.	1	2	3	4	5
52	Employees in our organisation have been enabled to make decisions well.	1	2	3	4	5
53	Employees' communication skills have been improved in this organisation.	1	2	3	4	5
54	Employees' competencies are in line with the organisational operational and strategic goals.	1	2	3	4	5

**This is the end of the questionnaire.**

**Thank you very much for your cooperation.**



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عزيزي المشارك في الاستبيان،

أنا طالب دكتوراة في كلية القيادة و الإدارة ، جامعة العلوم الإسلامية الماليزية. هذا البحث يتعلق بالموارد البشرية وإنتاجية العمل الممارسة في ليبيا .

والبحث بعنوان : **إثر ممارسات إدارة الموارد البشرية على إنتاجية العمل في المؤسسة الوطنية للنفط الليبية : دور الوساطة من المهارات الاجتماعية**

يعد هذا البحث مكملًا لمتطلبات الحصول على درجة الدكتوراة في كلية الإدارة والقيادة في جامعة العلوم الإسلامية الماليزية .

نرجو منكم بعض الوقت لتعبئة هذا الاستبيان. وتأكدوا بأن إجاباتكم سوف تستخدم للأغراض العلمية فقط، وستكون سرية للغاية. تعاونكم سوف يسهل لنا إكمال البحث، وسنكون ممتنين لكم كثيرا .

إذا لديكم أي استفسار، لطفا لا تترددوا في التواصل مع الباحث على العنوان أدناه .

وشكرا جزيلاً لكم على وقتكم الثمين وتعاونكم الكريم.

تقبلوا خالص التحايا

محمد إبراهيم محمد أبو القاسم

طالب دكتوراة كلية الإدارة والقيادة

جامعة العلوم الإسلامية الماليزية

العنوان

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## قسم 1. : معلومات (ديموغرافية) سكانية

رقم	الحالة	فقرة	اختيار	√
1	الجنس	أ	ذكر	
		ب	أنثى	
2	وضع وظيفتك	أ	مدير إدارة	
		ب	مساعد مدير	
		ج	مشرف	
		د	غير إداري	
		هـ	آخرون	
3	المؤهل العلمي	أ	لم ألتقى تعليم بالمدرسة	
		ب	مدرسة ابتدائية	
		ج	مدرسة إعدادية	
		د	مدرسة ثانوية	
		هـ	جامعة	
		و	أخرى أذكرها	
4	الدخل (بالدينار الليبي)	أ	أقل من 500	
		ب	501-1000	
		ج	1001-1500	
		د	1501-2000	
		هـ	2001-2500	
		و	2501 وزيادة	
5	يرجى تحديد المدة التقريبية لتوليك هذا المنصب	أ	أقل من سنة	
		ب	1-3 سنوات	
		ج	4-5 سنوات	
		د	أكثر من 5 سنوات	

يرجى منك الرد بوضع علامة (√) لكافة العناصر في هذا الاستبيان. ويرجى تقييم مدى موافقتك أو المخالفة مع كل من العبارات التالية وذلك باستخدام علمك في مهارات المعلومات وفقا لمقياس معين (1-لا أوافق بشدة- 2- لا أوافق 3- محايد 4- موافق 5- أوافق بشدة)

## قسم 2: إدارة الموارد البشرية

تحتوي هذه الأقسام عناصر البحوث حول ممارسات إدارة الموارد البشرية في شركات النفط في ليبيا والتركيز على التوظيف، والتدريب المهني، والقرار اللامركزي والدافع التوظيفي. وقد تمّ ترقيم الخيارات المتوفرة في مربعات من 1 إلى 5. ويرجى وضع علامة (√) على الخيار الذي يقدّم أفضل وصف لمعلوماتك عن هذا العنصر. فمفتاح استجابة العناصر كما يلي:

رقم:	العناصر	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
1	التوظيف ونظام اختيار الموظفين المتبع في منظماتنا واضح المعالم	1	2	3	4	5
2	يشترك مدراء التنفيذ ومدراء الموارد البشرية في التوظيف واختيار الموظفين في منظماتنا	1	2	3	4	5
3	تستخدم الاختبارات الصالحة والموحدة في عملية اختيار الموظفين	1	2	3	4	5
4	أثناء اختيار الموظفين في منظماتنا يتم إختيار الأشخاص ذوي المعرفة والمهارات الرؤى المرغوبة	1	2	3	4	5
5	تستخدم منظماتنا عملية الاختيار الشامل قبل إصدارها القرار	1	2	3	4	5
6	تستخدم منظماتنا مراكز التقييم لاختيار الموظفين	1	2	3	4	5
7	تستخدم منظماتنا الاختبارات غير المتحيّزة وتقنيات إجراء المقابلات لاختيار الموظفين	1	2	3	4	5
8	تختار منظماتنا الموظفين بدون أيّ تحيّر	1	2	3	4	5
9	لدينا معايير الجدارة القوية لاختيار الموظفين	1	2	3	4	5
10	معياري إختيار الموظفين هو الرغبة في العمل والرؤية للعمل الجماعي والانفرادي	1	2	3	4	5
11	تجري منظماتنا برامج تدريبية مكثفة للموظفين	1	2	3	4	5

5	4	3	2	1	يلتحق الموظفون سنويا ببرامج تدريبية	12
5	4	3	2	1	يتم تحديد الاحتياجات التدريبية من خلال آلة تقييم الأداء الرسمي	13
5	4	3	2	1	هناك برامج تدريبية رسمية لتعليم الموظفين الجدد المهارات التي يحتاجون اليها	14
5	4	3	2	1	الاحتياجات التدريبية المحددة واقعية ومفيدة ومبنية على الاستراتيجية التنظيمية	15
5	4	3	2	1	هناك طرق تدريب رسمية لتقييم فعالية التدريب	16
5	4	3	2	1	لدى المنظمة نظام لحساب التكاليف والاستفادة من التدريب	17
5	4	3	2	1	التدريب ساعد في تقليل دوران الموظفين في منظمنا	18
5	4	3	2	1	أدى التدريب إلى الأداء العالي للموظفين في منظمنا	19
5	4	3	2	1	أدى التدريب إلى ارتفاع مستوى الإنتاج والعوائد للمنظمة	20
5	4	3	2	1	الإجراءات لا تتم حتى يوافق عليها مشرف	21
5	4	3	2	1	يتم إحباط القرارات الشخصية للموظفين بسرعة	22
5	4	3	2	1	ترفع الأمور إلى المسؤول العالي للموافقة، وإن كانت صغيرة	23
5	4	3	2	1	يجب على الموظفين إخبار مشرفيهم قبل القيام بأي عمل	24
5	4	3	2	1	تبنى قرارات الموظفين على موافقة رؤسائهم	25
5	4	3	2	1	تطابق التعويضات المقدّمة من منظمنا توقعات الموظفين	26
5	4	3	2	1	الرواتب والمزايا الأخرى قابلة للمقارنة بما يجري في السوق	27

5	4	3	2	1	القرار حول التعويضات في منظمنا على أساس كفاءة الموظف	28
5	4	3	2	1	تستخدم الأرباح في منظمنا كأداة لمكافئة الأداء العالي	29
5	4	3	2	1	تقدّم منظمنا كلا من المكافآت المالية وغير المالية بدون تعصّب	30
5	4	3	2	1	يتمّ تعديل خطة التعويض وفقاً للوضع الإقتصادي	31
5	4	3	2	1	المرتّب المتحصّل عليه شهرياً يكفي وائسرتي	32
5	4	3	2	1	الزيادة في راتبتي للعام الماضي كانت أفضل من العام الذي سبقه	33
5	4	3	2	1	تستند الزيادة في الرواتب أساساً على الأقدمية في منظمنا	34
5	4	3	2	1	يرتبط التعويض لجميع الموظفين مباشرة بأدائهم	35

### القسم 3:

#### المهارات الاجتماعية:

يحتوي هذا القسم على عناصر البحث حول المهارات الاجتماعية في شركات النفط في ليبيا، ويركز على التعاون والعمل الجماعي. وقد تمّ ترقيم الخيارات المتوقّرة في مربعات من 1 إلى 5. يرجى وضع علامة (√) على الخيار الذي يقدّم أفضل وصف لمعلوماتك عن هذا العنصر. فمفتاح استجابة العناصر كما يلي:

رقم:	العناصر	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
36	أتعاون مع زملائي في العمل	1	2	3	4	5
37	أشترك دائما في العمل الجماعي وفي مجموعة حلّ المشاكل	1	2	3	4	5
38	أهيء الظروف لتبادل الأفكار في الاجراءات الاستراتيجية والقضايا	1	2	3	4	5
39	التعاون يُسهل الحصول على مساعدة الآخرين	1	2	3	4	5
40	أستخدم الأحداث في الشركة لصنع الاتصالات الجديدة	1	2	3	4	5
41	ألتحق بركب الزملاء من الإدارات الأخرى حول ما يعملون عليه	1	2	3	4	5
42	أستعين بزملائي في الأقسام الأخرى للحصول على وجهات نظر أكثر خبرة في أمور العمل	1	2	3	4	5
43	أقبل الدعوات إلى المناسبات الرسمية أو الاحتفالات للفوائد المهنية	1	2	3	4	5
44	أرسل تحياتي لمعارفي من خارج منظمنا	1	2	3	4	5
45	أتبادل النصائح المهنية والتلميحات والخبرات مع المنظمات الأخرى	1	2	3	4	5

#### القسم 4:

#### انتاجية العمل

يحتوي هذا القسم على عناصر البحث حول انتاجية العمل في شركات النفط في ليبيا. وقد تمّ ترقيم الخيارات المتوفرة في مربعات من 1 إلى 5. ويرجى وضع علامة (√) على الخيار الذي يقدّم أفضل وصف لمعلوماتك عن هذا العنصر. فمفتاح استجابة العناصر كما يلي:

رقم:	العناصر	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
46	تحسنت نوعية وكمية انتاج عمل موظفينا	1	2	3	4	5
47	الإتيان بأفكار جديدة هو محل تقدير في المنظمة	1	2	3	4	5

					مثل إنتاجية العمل	
5	4	3	2	1	حقق معظم الموظفين الأهداف التنظيمية في الخمس سنوات الماضية.	48
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شكرا جزيلاً لتعاونكم

## APPENDIX B: PROOFREADING CERTIFICATE



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## Letter of Proofreading Certification

This is to certify that FHProofreading has proofread the manuscript titled THE IMPACT OF HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES ON LABOUR PRODUCTIVITY IN LIBYAN NATIONAL OIL CORPORATIONS: THE MEDIATING ROLE OF SOCIAL SKILL authored by Mr. MOHAMED IBRAHIM MOHAMED ABULKASIM on 28 August 2015.

A general editing/comprehensive editing of the work was executed, consisting of:

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- Consistency in terminology and style
- Sentence construction, word choice, and terminology
- Logic and clarity
- Structure and flow

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## APPENDIX C: PUBLICATION AND CONFERENCES

Mohamed Ibrahim Mohamed "The importance of oil and gas sector for Libya: Current Scenario and future trends", Australian Journal of Basic and Applied Science (forthcoming)

Mohamed Ibrahim, Mohamed. "The over dependency of Libya on oil revenue: Economic vulnerability ", Australian Journal of Basic and Applied Science (forthcoming).

Mohamed Ibrahim Mohamed "A Review of HRM Practices and Labor Productivity: Evidence from Libyan Oil Companies "Published by Canadian Center of Science and Education, Scopus Journal Asian Social Science.

"Mohamed Ibrahim Mohamed. Beyond the civil war and revolution: The resilience of Libyan Economy towards the restoration of Macroeconomic indicators". 2nd International Conference on Management, Humanity and Economics (ICMHE'2013) August 25-26, 2013 Kuala Lumpur (Malaysia)

Mohamed Ibrahim Mohamed The Dynamic Impact of Oil Rent (Per Capita) on Labor Productivity in Libya. International Conference on Education, Economics and Humanities (ICEEH'2014) Jan. 15-16, 2014 Kuala Lumpur (Malaysia)

Mohamed Ibrahim Mohamed. Investigating mediating role of social skills between HRM practices and Labor productivity: The case of Libyan National Oil Corporation. International Conference on Islamic Leadership, Humanities, Akidah and Media (iLHAM 15) on 26-28 Oct. 2015 at EPF Learning Centre, Kumpulan Wang Simpanan Pekerja, Persiaran, KWSP, 43000 Kajang, Selangor.



## Statistics

		DC1	DC2	DC3	DC4	DC5
N	Valid	339	339	339	339	339
	Missing	0	0	0	0	0
Mean		3.94	3.94	3.89	3.88	3.91
Std. Deviation		.763	.774	.775	.839	.827
Minimum		1	1	2	1	1
Maximum		5	5	5	5	5

## Statistics

		CO1	CO2	CO3	CO4
N	Valid	339	339	339	339
	Missing	0	0	0	0
Mean		3.93	3.96	3.84	3.92
Std. Deviation		.820	.796	.844	.784
Minimum		2	1	1	1
Maximum		5	5	5	5

## Statistics

		NW1	NW2	NW3	NW4	NW5	NW6
N	Valid	339	339	339	339	339	339
	Missing	0	0	0	0	0	0
Mean		3.81	3.94	3.88	3.86	3.89	3.95
Std. Deviation		.944	.968	.924	.924	.849	.869
Minimum		1	1	1	1	1	1
Maximum		5	5	5	5	5	5

## Statistics

	LA1	LA2	LA3	LA4	LA5	LA6	LA7	LA8	LA9
Valid	339	339	339	339	339	339	339	339	339
N Missing	0	0	0	0	0	0	0	0	0
Mean	4.06	3.93	3.97	3.93	4.01	3.91	3.88	3.85	3.96
Std. Deviation	.895	.827	.863	.813	.799	.857	.942	.855	.861
Minimum	1	1	1	1	2	1	1	1	1
Maximum	5	5	5	5	5	5	5	5	5

## Descriptive

	Statistic	Std. Error
Mean	3.87	.045
95% Confidence Interval for Mean	Lower Bound Upper Bound	3.78 3.96
5% Trimmed Mean	3.92	
Median	4.00	
Variance	.691	
Std. Deviation	.831	
Minimum	1	
Maximum	5	
Range	4	
Interquartile Range	1	
Skewness	-.443	.132
Kurtosis	.033	.264
Mean	3.88	.048
95% Confidence Interval for Mean	Lower Bound Upper Bound	3.79 3.98
5% Trimmed Mean	3.93	
Median	4.00	
Variance	.779	
Std. Deviation	.883	
Minimum	1	
Maximum	5	
Range	4	
Interquartile Range	1	
Skewness	-.676	.132
Kurtosis	.270	.264

	Mean		3.78	.047
	95% Confidence Interval for Mean	Lower Bound	3.69	
		Upper Bound	3.87	
	5% Trimmed Mean		3.82	
	Median		4.00	
	Variance		.751	
ST3	Std. Deviation		.867	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.468	.132
	Kurtosis		.045	.264
	Mean		3.85	.046
	95% Confidence Interval for Mean	Lower Bound	3.76	
		Upper Bound	3.94	
	5% Trimmed Mean		3.90	
	Median		4.00	
	Variance		.704	
ST4	Std. Deviation		.839	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.731	.132
	Kurtosis		.781	.264
	Mean		3.91	.039
	95% Confidence Interval for Mean	Lower Bound	3.83	
		Upper Bound	3.98	
	5% Trimmed Mean		3.94	
	Median		4.00	
	Variance		.503	
ST5	Std. Deviation		.710	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		0	
	Skewness		-.467	.132
	Kurtosis		.394	.264
	Mean		3.85	.042
	95% Confidence Interval for Mean	Lower Bound	3.77	
		Upper Bound	3.93	
	5% Trimmed Mean		3.89	
ST6	Median		4.00	
	Variance		.602	
	Std. Deviation		.776	
	Minimum		1	
	Maximum		5	

	Range		4	
	Interquartile Range		0	
	Skewness		-.842	.132
	Kurtosis		1.132	.264
	Mean		3.84	.043
	95% Confidence Interval for Mean	Lower Bound	3.75	
		Upper Bound	3.92	
	5% Trimmed Mean		3.89	
	Median		4.00	
	Variance		.633	
ST7	Std. Deviation		.796	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.905	.132
	Kurtosis		1.608	.264
	Mean		3.93	.046
	95% Confidence Interval for Mean	Lower Bound	3.84	
		Upper Bound	4.02	
	5% Trimmed Mean		3.99	
	Median		4.00	
	Variance		.732	
ST8	Std. Deviation		.856	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.582	.132
	Kurtosis		.238	.264
	Mean		3.90	.046
	95% Confidence Interval for Mean	Lower Bound	3.81	
		Upper Bound	3.99	
	5% Trimmed Mean		3.94	
	Median		4.00	
	Variance		.708	
ST9	Std. Deviation		.842	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.462	.132
	Kurtosis		-.016	.264
	Mean		3.87	.043
	95% Confidence Interval for Mean	Lower Bound	3.78	
ST10		Upper Bound	3.95	
	5% Trimmed Mean		3.91	
	Median		4.00	

	Variance		.624	
	Std. Deviation		.790	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-.447	.132
	Kurtosis		-.066	.264
	Mean		3.84	.046
	95% Confidence Interval for Mean	Lower Bound	3.75	
		Upper Bound	3.93	
	5% Trimmed Mean		3.88	
	Median		4.00	
	Variance		.710	
JT1	Std. Deviation		.843	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.401	.132
	Kurtosis		-.075	.264
	Mean		3.86	.040
	95% Confidence Interval for Mean	Lower Bound	3.78	
		Upper Bound	3.94	
	5% Trimmed Mean		3.88	
	Median		4.00	
	Variance		.556	
JT2	Std. Deviation		.746	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-.276	.132
	Kurtosis		-.172	.264
	Mean		3.88	.047
	95% Confidence Interval for Mean	Lower Bound	3.79	
		Upper Bound	3.97	
	5% Trimmed Mean		3.93	
	Median		4.00	
	Variance		.734	
JT3	Std. Deviation		.857	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.561	.132
	Kurtosis		.227	.264
JT4	Mean		3.83	.042

	95% Confidence Interval for Mean	Lower Bound	3.75	
		Upper Bound	3.92	
	5% Trimmed Mean		3.87	
	Median		4.00	
	Variance		.600	
	Std. Deviation		.774	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-.320	.132
	Kurtosis		-.202	.264
	Mean		3.88	.041
	95% Confidence Interval for Mean	Lower Bound	3.80	
		Upper Bound	3.97	
	5% Trimmed Mean		3.91	
	Median		4.00	
	Variance		.564	
JT5	Std. Deviation		.751	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.399	.132
	Kurtosis		-.250	.264
	Mean		3.82	.044
	95% Confidence Interval for Mean	Lower Bound	3.73	
		Upper Bound	3.90	
	5% Trimmed Mean		3.86	
	Median		4.00	
	Variance		.659	
JT6	Std. Deviation		.812	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.455	.132
	Kurtosis		.201	.264
	Mean		3.84	.045
	95% Confidence Interval for Mean	Lower Bound	3.75	
		Upper Bound	3.93	
	5% Trimmed Mean		3.89	
JT7	Median		4.00	
	Variance		.673	
	Std. Deviation		.820	
	Minimum		1	
	Maximum		5	

	Range		4	
	Interquartile Range		1	
	Skewness		-.571	.132
	Kurtosis		.338	.264
	Mean		3.82	.050
	95% Confidence Interval for Mean	Lower Bound	3.72	
		Upper Bound	3.92	
	5% Trimmed Mean		3.88	
	Median		4.00	
	Variance		.850	
JT8	Std. Deviation		.922	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.461	.132
	Kurtosis		.071	.264
	Mean		3.82	.041
	95% Confidence Interval for Mean	Lower Bound	3.74	
		Upper Bound	3.90	
	5% Trimmed Mean		3.84	
	Median		4.00	
	Variance		.564	
JT9	Std. Deviation		.751	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.445	.132
	Kurtosis		.580	.264
	Mean		3.87	.048
	95% Confidence Interval for Mean	Lower Bound	3.77	
		Upper Bound	3.96	
	5% Trimmed Mean		3.91	
	Median		4.00	
	Variance		.778	
JT10	Std. Deviation		.882	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.570	.132
	Kurtosis		-.027	.264
	Mean		3.85	.043
	95% Confidence Interval for Mean	Lower Bound	3.76	
EM1		Upper Bound	3.93	
	5% Trimmed Mean		3.89	
	Median		4.00	

	Variance		.621	
	Std. Deviation		.788	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.560	.132
	Kurtosis		.340	.264
	Mean		3.85	.045
	95% Confidence Interval for Mean	Lower Bound	3.76	
		Upper Bound	3.94	
	5% Trimmed Mean		3.90	
	Median		4.00	
	Variance		.686	
EM2	Std. Deviation		.829	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.743	.132
	Kurtosis		.884	.264
	Mean		3.86	.043
	95% Confidence Interval for Mean	Lower Bound	3.77	
		Upper Bound	3.94	
	5% Trimmed Mean		3.91	
	Median		4.00	
	Variance		.625	
EM3	Std. Deviation		.790	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.683	.132
	Kurtosis		.924	.264
	Mean		3.81	.046
	95% Confidence Interval for Mean	Lower Bound	3.72	
		Upper Bound	3.90	
	5% Trimmed Mean		3.87	
	Median		4.00	
	Variance		.708	
EM4	Std. Deviation		.841	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.836	.132
	Kurtosis		1.327	.264
EM5	Mean		3.80	.042

	95% Confidence Interval for Mean	Lower Bound	3.72	
		Upper Bound	3.88	
	5% Trimmed Mean		3.85	
	Median		4.00	
	Variance		.587	
	Std. Deviation		.766	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-1.032	.132
	Kurtosis		2.031	.264
	Mean		3.80	.044
	95% Confidence Interval for Mean	Lower Bound	3.72	
		Upper Bound	3.89	
	5% Trimmed Mean		3.85	
	Median		4.00	
	Variance		.650	
EM6	Std. Deviation		.806	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.648	.132
	Kurtosis		.698	.264
	Mean		3.87	.045
	95% Confidence Interval for Mean	Lower Bound	3.78	
		Upper Bound	3.96	
	5% Trimmed Mean		3.92	
	Median		4.00	
	Variance		.685	
EM7	Std. Deviation		.828	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		0	
	Skewness		-.799	.132
	Kurtosis		.858	.264
	Mean		3.77	.041
	95% Confidence Interval for Mean	Lower Bound	3.69	
		Upper Bound	3.85	
	5% Trimmed Mean		3.81	
EM8	Median		4.00	
	Variance		.580	
	Std. Deviation		.762	
	Minimum		1	
	Maximum		5	

	Range		4	
	Interquartile Range		1	
	Skewness		-.718	.132
	Kurtosis		1.097	.264
	Mean		3.89	.045
	95% Confidence Interval for Mean	Lower Bound	3.80	
		Upper Bound	3.98	
	5% Trimmed Mean		3.94	
	Median		4.00	
	Variance		.689	
EM9	Std. Deviation		.830	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.449	.132
	Kurtosis		.119	.264
	Mean		3.86	.042
	95% Confidence Interval for Mean	Lower Bound	3.78	
		Upper Bound	3.94	
	5% Trimmed Mean		3.90	
	Median		4.00	
	Variance		.587	
EM10	Std. Deviation		.766	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.592	.132
	Kurtosis		.749	.264
	Mean		3.94	.041
	95% Confidence Interval for Mean	Lower Bound	3.85	
		Upper Bound	4.02	
	5% Trimmed Mean		3.98	
	Median		4.00	
	Variance		.582	
DC1	Std. Deviation		.763	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		0	
	Skewness		-.816	.132
	Kurtosis		1.509	.264
	Mean		3.94	.042
	95% Confidence Interval for Mean	Lower Bound	3.85	
DC2		Upper Bound	4.02	
	5% Trimmed Mean		3.98	
	Median		4.00	

	Variance		.599	
	Std. Deviation		.774	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		0	
	Skewness		-.657	.132
	Kurtosis		.832	.264
	Mean		3.89	.042
	95% Confidence Interval for Mean	Lower Bound	3.81	
		Upper Bound	3.97	
	5% Trimmed Mean		3.93	
	Median		4.00	
	Variance		.600	
DC3	Std. Deviation		.775	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		0	
	Skewness		-.538	.132
	Kurtosis		.178	.264
	Mean		3.88	.046
	95% Confidence Interval for Mean	Lower Bound	3.79	
		Upper Bound	3.97	
	5% Trimmed Mean		3.92	
	Median		4.00	
	Variance		.704	
DC4	Std. Deviation		.839	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.524	.132
	Kurtosis		-.017	.264
	Mean		3.91	.045
	95% Confidence Interval for Mean	Lower Bound	3.82	
		Upper Bound	3.99	
	5% Trimmed Mean		3.96	
	Median		4.00	
	Variance		.683	
DC5	Std. Deviation		.827	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.581	.132
	Kurtosis		.301	.264
CO1	Mean		3.93	.045

	95% Confidence Interval for Mean	Lower Bound	3.84	
		Upper Bound	4.01	
	5% Trimmed Mean		3.97	
	Median		4.00	
	Variance		.672	
	Std. Deviation		.820	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-.479	.132
	Kurtosis		-.203	.264
	Mean		3.96	.043
	95% Confidence Interval for Mean	Lower Bound	3.87	
		Upper Bound	4.04	
	5% Trimmed Mean		4.01	
	Median		4.00	
	Variance		.634	
CO2	Std. Deviation		.796	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		0	
	Skewness		-.734	.132
	Kurtosis		.826	.264
	Mean		3.84	.046
	95% Confidence Interval for Mean	Lower Bound	3.75	
		Upper Bound	3.93	
	5% Trimmed Mean		3.89	
	Median		4.00	
	Variance		.712	
CO3	Std. Deviation		.844	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.469	.132
	Kurtosis		.169	.264
	Mean		3.92	.043
	95% Confidence Interval for Mean	Lower Bound	3.83	
		Upper Bound	4.00	
	5% Trimmed Mean		3.97	
CO4	Median		4.00	
	Variance		.614	
	Std. Deviation		.784	
	Minimum		1	
	Maximum		5	

	Range		4	
	Interquartile Range		0	
	Skewness		-.929	.132
	Kurtosis		1.534	.264
	Mean		3.81	.051
	95% Confidence Interval for Mean	Lower Bound	3.71	
		Upper Bound	3.92	
	5% Trimmed Mean		3.86	
	Median		4.00	
	Variance		.891	
NW1	Std. Deviation		.944	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.449	.132
	Kurtosis		-.389	.264
	Mean		3.94	.053
	95% Confidence Interval for Mean	Lower Bound	3.84	
		Upper Bound	4.04	
	5% Trimmed Mean		4.01	
	Median		4.00	
	Variance		.937	
NW2	Std. Deviation		.968	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.649	.132
	Kurtosis		-.104	.264
	Mean		3.88	.050
	95% Confidence Interval for Mean	Lower Bound	3.78	
		Upper Bound	3.97	
	5% Trimmed Mean		3.93	
	Median		4.00	
	Variance		.854	
NW3	Std. Deviation		.924	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.452	.132
	Kurtosis		-.338	.264
	Mean		3.86	.050
	95% Confidence Interval for Mean	Lower Bound	3.76	
NW4		Upper Bound	3.96	
	5% Trimmed Mean		3.91	
	Median		4.00	

	Variance		.854	
	Std. Deviation		.924	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.627	.132
	Kurtosis		.055	.264
	Mean		3.89	.046
	95% Confidence Interval for Mean	Lower Bound	3.80	
		Upper Bound	3.98	
	5% Trimmed Mean		3.95	
	Median		4.00	
	Variance		.721	
NW5	Std. Deviation		.849	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		0	
	Skewness		-.950	.132
	Kurtosis		1.548	.264
	Mean		3.95	.047
	95% Confidence Interval for Mean	Lower Bound	3.86	
		Upper Bound	4.05	
	5% Trimmed Mean		4.01	
	Median		4.00	
	Variance		.755	
NW6	Std. Deviation		.869	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.670	.132
	Kurtosis		.441	.264
	Mean		4.06	.049
	95% Confidence Interval for Mean	Lower Bound	3.97	
		Upper Bound	4.16	
	5% Trimmed Mean		4.14	
	Median		4.00	
	Variance		.801	
LA1	Std. Deviation		.895	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.776	.132
	Kurtosis		.252	.264
LA2	Mean		3.93	.045

	95% Confidence Interval for Mean	Lower Bound	3.84	
		Upper Bound	4.01	
	5% Trimmed Mean		3.96	
	Median		4.00	
	Variance		.684	
	Std. Deviation		.827	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.430	.132
	Kurtosis		-.031	.264
	Mean		3.97	.047
	95% Confidence Interval for Mean	Lower Bound	3.88	
		Upper Bound	4.06	
	5% Trimmed Mean		4.04	
	Median		4.00	
	Variance		.745	
LA3	Std. Deviation		.863	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.916	.132
	Kurtosis		1.140	.264
	Mean		3.93	.044
	95% Confidence Interval for Mean	Lower Bound	3.84	
		Upper Bound	4.01	
	5% Trimmed Mean		3.97	
	Median		4.00	
	Variance		.660	
LA4	Std. Deviation		.813	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.630	.132
	Kurtosis		.650	.264
	Mean		4.01	.043
	95% Confidence Interval for Mean	Lower Bound	3.92	
		Upper Bound	4.09	
	5% Trimmed Mean		4.06	
LA5	Median		4.00	
	Variance		.639	
	Std. Deviation		.799	
	Minimum		2	
	Maximum		5	

	Range		3	
	Interquartile Range		1	
	Skewness		-.535	.132
	Kurtosis		-.091	.264
	Mean		3.91	.047
	95% Confidence Interval for Mean	Lower Bound	3.82	
		Upper Bound	4.00	
	5% Trimmed Mean		3.97	
	Median		4.00	
	Variance		.734	
LA6	Std. Deviation		.857	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.845	.132
	Kurtosis		1.158	.264
	Mean		3.88	.051
	95% Confidence Interval for Mean	Lower Bound	3.78	
		Upper Bound	3.98	
	5% Trimmed Mean		3.95	
	Median		4.00	
	Variance		.888	
LA7	Std. Deviation		.942	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.909	.132
	Kurtosis		.867	.264
	Mean		3.85	.046
	95% Confidence Interval for Mean	Lower Bound	3.76	
		Upper Bound	3.94	
	5% Trimmed Mean		3.91	
	Median		4.00	
	Variance		.732	
LA8	Std. Deviation		.855	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.904	.132
	Kurtosis		1.353	.264
	Mean		3.96	.047
	95% Confidence Interval for Mean	Lower Bound	3.86	
LA9		Upper Bound	4.05	
	5% Trimmed Mean		4.02	

Median	4.00	
Variance	.741	
Std. Deviation	.861	
Minimum	1	
Maximum	5	
Range	4	
Interquartile Range	2	
Skewness	-.699	.132
Kurtosis	.561	.264

## APPENDIX E: STRUCTURAL EQUATION MODELLING RESULTS

### MEASUREMENT MODEL ANALYSIS

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

	Estimate	S.E.	C.R.	P	Label
ST1 <--- STAFF	1.000				
ST2 <--- STAFF	1.031	.079	13.015	***	
ST5 <--- STAFF	.806	.064	12.632	***	
ST6 <--- STAFF	.917	.070	13.180	***	
ST7 <--- STAFF	.961	.071	13.474	***	
ST8 <--- STAFF	.990	.077	12.890	***	
ST9 <--- STAFF	.956	.076	12.636	***	
JT1 <--- JOB_TRAIN	1.000				
JT2 <--- JOB_TRAIN	.878	.069	12.808	***	

			Estimate	S.E.	C.R.	P	Label
JT3	<---	JOB_TRAIN	1.057	.079	13.426	***	
JT5	<---	JOB_TRAIN	.868	.069	12.564	***	
JT7	<---	JOB_TRAIN	.951	.075	12.607	***	
JT8	<---	JOB_TRAIN	1.073	.085	12.652	***	
JT9	<---	JOB_TRAIN	.852	.069	12.330	***	
DC1	<---	DECENT	1.000				
DC2	<---	DECENT	1.085	.089	12.195	***	
DC3	<---	DECENT	1.085	.089	12.188	***	
DC4	<---	DECENT	1.152	.096	11.982	***	
DC5	<---	DECENT	1.036	.094	11.047	***	
EM1	<---	EMPLOY	1.000				
EM2	<---	EMPLOY	.979	.072	13.575	***	
EM3	<---	EMPLOY	.831	.070	11.893	***	
EM4	<---	EMPLOY	.980	.073	13.357	***	
EM5	<---	EMPLOY	.869	.067	12.954	***	
EM6	<---	EMPLOY	.978	.070	13.999	***	
EM7	<---	EMPLOY	.974	.072	13.517	***	
EM8	<---	EMPLOY	.915	.066	13.840	***	
EM9	<---	EMPLOY	1.030	.072	14.367	***	
EM10	<---	EMPLOY	.917	.067	13.779	***	

	Estimate	S.E.	C.R.	P	Label
CO1 <--- COLLAB	1.000				
CO2 <--- COLLAB	.905	.066	13.620	***	
CO3 <--- COLLAB	.924	.071	13.059	***	
CO4 <--- COLLAB	.900	.065	13.763	***	
NW1 <--- NETWORK	1.000				
NW2 <--- NETWORK	1.005	.073	13.785	***	
NW3 <--- NETWORK	.947	.070	13.585	***	
NW4 <--- NETWORK	1.035	.069	15.010	***	
NW5 <--- NETWORK	.895	.064	14.023	***	
NW6 <--- NETWORK	1.006	.065	15.560	***	
LA1 <--- LABOR	1.000				
LA2 <--- LABOR	.844	.061	13.859	***	
LA3 <--- LABOR	.890	.063	14.040	***	
LA4 <--- LABOR	.853	.059	14.341	***	
LA5 <--- LABOR	.881	.058	15.227	***	
LA6 <--- LABOR	.883	.063	14.019	***	
LA7 <--- LABOR	.889	.070	12.632	***	
LA8 <--- LABOR	.884	.063	14.073	***	
LA9 <--- LABOR	.828	.064	12.919	***	

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

			Estimate
ST1	<---	STAFF	.746
ST2	<---	STAFF	.724
ST5	<---	STAFF	.704
ST6	<---	STAFF	.733
ST7	<---	STAFF	.748
ST8	<---	STAFF	.717
ST9	<---	STAFF	.704
JT1	<---	JOB_TRAIN	.730
JT2	<---	JOB_TRAIN	.725
JT3	<---	JOB_TRAIN	.759
JT5	<---	JOB_TRAIN	.711
JT7	<---	JOB_TRAIN	.714
JT8	<---	JOB_TRAIN	.716
JT9	<---	JOB_TRAIN	.698
DC1	<---	DECENT	.703
DC2	<---	DECENT	.751
DC3	<---	DECENT	.750
DC4	<---	DECENT	.736
DC5	<---	DECENT	.672

			Estimate
EM1	<---	EMPLOY	.769
EM2	<---	EMPLOY	.716
EM3	<---	EMPLOY	.637
EM4	<---	EMPLOY	.706
EM5	<---	EMPLOY	.688
EM6	<---	EMPLOY	.735
EM7	<---	EMPLOY	.713
EM8	<---	EMPLOY	.728
EM9	<---	EMPLOY	.752
EM10	<---	EMPLOY	.725
CO1	<---	COLLAB	.787
CO2	<---	COLLAB	.733
CO3	<---	COLLAB	.707
CO4	<---	COLLAB	.740
NW1	<---	NETWORK	.755
NW2	<---	NETWORK	.740
NW3	<---	NETWORK	.731
NW4	<---	NETWORK	.799
NW5	<---	NETWORK	.752
NW6	<---	NETWORK	.825

			Estimate
LA1	<---	LABOR	.782
LA2	<---	LABOR	.714
LA3	<---	LABOR	.721
LA4	<---	LABOR	.734
LA5	<---	LABOR	.771
LA6	<---	LABOR	.721
LA7	<---	LABOR	.660
LA8	<---	LABOR	.723
LA9	<---	LABOR	.673

**Covariances: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
STAFF	<-->	JOB_TRAIN	.175	.028	6.248	***	
JOB_TRAIN	<-->	DECENT	.126	.024	5.296	***	
JOB_TRAIN	<-->	EMPLOY	.097	.024	4.052	***	
JOB_TRAIN	<-->	COLLAB	.235	.032	7.359	***	
JOB_TRAIN	<-->	NETWORK	.274	.036	7.631	***	
JOB_TRAIN	<-->	LABOR	.272	.035	7.802	***	
STAFF	<-->	DECENT	.112	.023	4.841	***	

			Estimate	S.E.	C.R.	P	Label
STAFF	<-->	EMPLOY	.108	.024	4.423	***	
STAFF	<-->	COLLAB	.208	.031	6.812	***	
STAFF	<-->	LABOR	.196	.031	6.336	***	
DECENT	<-->	EMPLOY	.064	.021	3.084	.002	
DECENT	<-->	COLLAB	.188	.028	6.793	***	
DECENT	<-->	NETWORK	.170	.028	6.002	***	
DECENT	<-->	LABOR	.208	.030	7.034	***	
EMPLOY	<-->	COLLAB	.130	.026	4.924	***	
EMPLOY	<-->	NETWORK	.138	.028	4.874	***	
EMPLOY	<-->	LABOR	.117	.027	4.358	***	
COLLAB	<-->	NETWORK	.301	.038	7.951	***	
COLLAB	<-->	LABOR	.364	.040	9.053	***	
STAFF	<-->	NETWORK	.205	.032	6.388	***	
NETWORK	<-->	LABOR	.378	.043	8.728	***	

Correlations: (Group number 1 - Default model)

			Estimate
STAFF	<-->	JOB_TRAIN	.461
JOB_TRAIN	<-->	DECENT	.382

			Estimate
JOB_TRAIN	<-->	EMPLOY	.262
JOB_TRAIN	<-->	COLLAB	.593
JOB_TRAIN	<-->	NETWORK	.625
JOB_TRAIN	<-->	LABOR	.634
STAFF	<-->	DECENT	.339
STAFF	<-->	EMPLOY	.288
STAFF	<-->	COLLAB	.521
STAFF	<-->	LABOR	.453
DECENT	<-->	EMPLOY	.198
DECENT	<-->	COLLAB	.546
DECENT	<-->	NETWORK	.446
DECENT	<-->	LABOR	.557
EMPLOY	<-->	COLLAB	.334
EMPLOY	<-->	NETWORK	.320
EMPLOY	<-->	LABOR	.278
COLLAB	<-->	NETWORK	.656
COLLAB	<-->	LABOR	.810
STAFF	<-->	NETWORK	.466
NETWORK	<-->	LABOR	.760

**Variances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
STAFF	.383	.050	7.701	***	
JOB_TRAIN	.378	.050	7.497	***	
DECENT	.286	.041	6.944	***	
EMPLOY	.366	.045	8.156	***	
COLLAB	.415	.051	8.207	***	
NETWORK	.507	.064	7.930	***	
LABOR	.488	.058	8.393	***	
e1	.306	.028	11.005	***	
e2	.370	.033	11.247	***	
e3	.253	.022	11.439	***	
e4	.278	.025	11.155	***	
e5	.278	.025	10.974	***	
e6	.354	.031	11.313	***	

	Estimate	S.E.	C.R.	P	Label
e7	.356	.031	11.438	***	
e8	.330	.029	11.240	***	
e9	.263	.023	11.296	***	
e10	.310	.028	10.901	***	
e11	.278	.024	11.425	***	
e12	.329	.029	11.403	***	
e13	.413	.036	11.380	***	
e14	.288	.025	11.537	***	
e15	.293	.027	10.854	***	
e16	.261	.026	10.144	***	
e17	.262	.026	10.154	***	
e18	.322	.031	10.399	***	
e19	.374	.033	11.198	***	
e20	.253	.022	11.277	***	
e21	.333	.028	11.747	***	
e22	.370	.030	12.187	***	
e23	.354	.030	11.817	***	
e24	.309	.026	11.934	***	
e25	.298	.026	11.598	***	
e26	.335	.028	11.766	***	

	Estimate	S.E.	C.R.	P	Label
e27	.272	.023	11.656	***	
e28	.299	.026	11.450	***	
e29	.277	.024	11.678	***	
e30	.255	.026	9.876	***	
e31	.292	.027	10.782	***	
e32	.356	.032	11.107	***	
e33	.277	.026	10.687	***	
e34	.382	.034	11.312	***	
e35	.422	.037	11.459	***	
e36	.397	.034	11.546	***	
e37	.308	.029	10.749	***	
e38	.313	.028	11.347	***	
e39	.240	.023	10.276	***	
e40	.311	.027	11.362	***	
e41	.335	.028	11.920	***	
e42	.356	.030	11.870	***	
e43	.303	.026	11.782	***	
e44	.258	.023	11.472	***	
e45	.352	.030	11.876	***	
e46	.500	.041	12.198	***	

	Estimate	S.E.	C.R.	P	Label
e47	.348	.029	11.861	***	
e48	.404	.033	12.141	***	

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## FINAL RE-SPECIFIED MODEL RESULTS

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

		Estimate	S.E.	C.R.	P
COLLABO	<--- JOB_TRAIN	.386	.067	5.782	***
COLLABO	<--- DECENTR	.371	.073	5.081	***
COLLABO	<--- EMPLOY_MOTIVATE	.126	.055	2.309	.021
NETWORK	<--- DECENTR	.267	.076	3.537	***
NETWORK	<--- EMPLOY_MOTIVATE	.147	.059	2.487	.013
COLLABO	<--- STAFF	.226	.062	3.649	***
NETWORK	<--- JOB_TRAIN	.532	.076	6.988	***
NETWORK	<--- STAFF	.180	.066	2.729	.006
LABOR_PRODUCT	<--- COLLABO	.525	.066	7.914	***
LABOR_PRODUCT	<--- NETWORK	.407	.053	7.680	***
LABOR_PRODUCT	<--- DECENTR	.149	.068	2.180	.029
ST1	<--- STAFF	1.000			
ST2	<--- STAFF	1.030	.079	12.980	***
ST5	<--- STAFF	.807	.064	12.631	***

		Estimate	S.E.	C.R.	P
ST6	<--- STAFF	.918	.070	13.171	***
ST7	<--- STAFF	.963	.071	13.472	***
ST8	<--- STAFF	.991	.077	12.868	***
ST9	<--- STAFF	.957	.076	12.624	***
JT1	<--- JOB_TRAIN	1.000			
JT2	<--- JOB_TRAIN	.877	.069	12.790	***
JT3	<--- JOB_TRAIN	1.057	.079	13.417	***
JT5	<--- JOB_TRAIN	.867	.069	12.546	***
JT7	<--- JOB_TRAIN	.948	.075	12.559	***
JT8	<--- JOB_TRAIN	1.074	.085	12.657	***
JT9	<--- JOB_TRAIN	.852	.069	12.323	***
DC1	<--- DECENTR	1.000			
DC2	<--- DECENTR	1.082	.091	11.878	***
DC3	<--- DECENTR	1.111	.092	12.104	***
DC4	<--- DECENTR	1.124	.098	11.472	***
EM1	<--- EMPLOY_MOTIVATE	1.000			
EM2	<--- EMPLOY_MOTIVATE	.971	.073	13.292	***
EM4	<--- EMPLOY_MOTIVATE	.974	.074	13.120	***
EM6	<--- EMPLOY_MOTIVATE	.973	.071	13.750	***
EM7	<--- EMPLOY_MOTIVATE	.968	.073	13.263	***

		Estimate	S.E.	C.R.	P
EM8	<--- EMPLOY_MOTIVATE	.926	.067	13.861	***
EM9	<--- EMPLOY_MOTIVATE	1.038	.072	14.319	***
EM10	<--- EMPLOY_MOTIVATE	.915	.067	13.581	***
CO1	<--- COLLABO	1.000			
CO2	<--- COLLABO	.898	.067	13.488	***
CO3	<--- COLLABO	.925	.071	13.058	***
CO4	<--- COLLABO	.894	.065	13.649	***
NW1	<--- NETWORK	1.000			
NW2	<--- NETWORK	1.005	.073	13.795	***
NW3	<--- NETWORK	.949	.070	13.634	***
NW4	<--- NETWORK	1.031	.069	14.968	***
NW5	<--- NETWORK	.892	.064	13.982	***
NW6	<--- NETWORK	1.005	.065	15.573	***
LA1	<--- LABOR_PRODUCT	1.000			
LA2	<--- LABOR_PRODUCT	.837	.062	13.575	***
LA3	<--- LABOR_PRODUCT	.886	.064	13.815	***
LA4	<--- LABOR_PRODUCT	.854	.060	14.205	***
LA5	<--- LABOR_PRODUCT	.883	.058	15.113	***
LA6	<--- LABOR_PRODUCT	.875	.064	13.728	***
LA8	<--- LABOR_PRODUCT	.864	.064	13.536	***

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

			Estimate
COLLABO	<---	JOB_TRAIN	.367
COLLABO	<---	DECENTR	.308
COLLABO	<---	EMPLOY_MOTIVATE	.118
NETWORK	<---	DECENTR	.201
NETWORK	<---	EMPLOY_MOTIVATE	.125
COLLABO	<---	STAFF	.216
NETWORK	<---	JOB_TRAIN	.458
NETWORK	<---	STAFF	.156
LABOR_PRODUCT	<---	COLLABO	.490
LABOR_PRODUCT	<---	NETWORK	.420
LABOR_PRODUCT	<---	DECENTR	.115
ST1	<---	STAFF	.745
ST2	<---	STAFF	.723
ST5	<---	STAFF	.704
ST6	<---	STAFF	.733
ST7	<---	STAFF	.749

		Estimate
ST8	<--- STAFF	.717
ST9	<--- STAFF	.704
JT1	<--- JOB_TRAIN	.730
JT2	<--- JOB_TRAIN	.724
JT3	<--- JOB_TRAIN	.759
JT5	<--- JOB_TRAIN	.710
JT7	<--- JOB_TRAIN	.711
JT8	<--- JOB_TRAIN	.716
JT9	<--- JOB_TRAIN	.698
DC1	<--- DECENTR	.703
DC2	<--- DECENTR	.750
DC3	<--- DECENTR	.769
DC4	<--- DECENTR	.718
EM1	<--- EMPLOY_MOTIVATE	.769
EM2	<--- EMPLOY_MOTIVATE	.710
EM4	<--- EMPLOY_MOTIVATE	.702
EM6	<--- EMPLOY_MOTIVATE	.732
EM7	<--- EMPLOY_MOTIVATE	.709
EM8	<--- EMPLOY_MOTIVATE	.737
EM9	<--- EMPLOY_MOTIVATE	.758

		Estimate
EM10	<--- EMPLOY_MOTIVATE	.724
CO1	<--- COLLABO	.790
CO2	<--- COLLABO	.730
CO3	<--- COLLABO	.709
CO4	<--- COLLABO	.738
NW1	<--- NETWORK	.756
NW2	<--- NETWORK	.741
NW3	<--- NETWORK	.733
NW4	<--- NETWORK	.797
NW5	<--- NETWORK	.750
NW6	<--- NETWORK	.826
LA1	<--- LABOR_PRODUCT	.782
LA2	<--- LABOR_PRODUCT	.707
LA3	<--- LABOR_PRODUCT	.718
LA4	<--- LABOR_PRODUCT	.735
LA5	<--- LABOR_PRODUCT	.773
LA6	<--- LABOR_PRODUCT	.714
LA8	<--- LABOR_PRODUCT	.706

**Covariances: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P
STAFF	<-->	JOB_TRAIN	.175	.028	6.243	***
STAFF	<-->	DECENTR	.108	.023	4.660	***
STAFF	<-->	EMPLOY_MOTIVATE	.109	.025	4.422	***
DECENTR	<-->	EMPLOY_MOTIVATE	.063	.021	2.980	.003
JOB_TRAIN	<-->	DECENTR	.127	.024	5.279	***
JOB_TRAIN	<-->	EMPLOY_MOTIVATE	.097	.024	4.017	***

**Variances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
STAFF	.382	.050	7.690	***	
JOB_TRAIN	.377	.050	7.493	***	
DECENTR	.287	.042	6.854	***	
EMPLOY_MOTIVATE	.366	.045	8.103	***	
e55	.190	.027	7.002	***	
e57	.255	.035	7.337	***	

	Estimate	S.E.	C.R.	P	Label
e56	.122	.019	6.368	***	
e1	.307	.028	11.019	***	
e2	.371	.033	11.262	***	
e5	.253	.022	11.437	***	
e6	.278	.025	11.155	***	
e7	.277	.025	10.969	***	
e8	.355	.031	11.321	***	
e9	.356	.031	11.440	***	
e11	.331	.029	11.261	***	
e12	.264	.023	11.321	***	
e13	.310	.028	10.926	***	
e15	.278	.024	11.448	***	
e17	.332	.029	11.441	***	
e18	.413	.036	11.392	***	
e19	.288	.025	11.553	***	
e21	.293	.028	10.519	***	
e22	.262	.027	9.720	***	
e23	.245	.026	9.302	***	
e24	.340	.033	10.292	***	
e26	.253	.023	10.978	***	

	Estimate	S.E.	C.R.	P	Label
e27	.339	.029	11.582	***	
e29	.358	.031	11.646	***	
e31	.301	.026	11.394	***	
e32	.340	.029	11.593	***	
e33	.264	.023	11.344	***	
e34	.292	.026	11.115	***	
e35	.279	.024	11.467	***	
e36	.252	.026	9.686	***	
e37	.295	.028	10.729	***	
e38	.353	.032	10.991	***	
e39	.279	.026	10.619	***	
e40	.381	.034	11.280	***	
e41	.422	.037	11.433	***	
e42	.394	.034	11.504	***	
e43	.311	.029	10.750	***	
e44	.315	.028	11.344	***	
e45	.240	.023	10.226	***	
e46	.303	.028	11.031	***	
e47	.335	.029	11.757	***	
e48	.354	.030	11.680	***	

	Estimate	S.E.	C.R.	P	Label
e49	.298	.026	11.542	***	
e50	.251	.023	11.147	***	
e51	.353	.030	11.708	***	
e53	.360	.031	11.769	***	

**Regression Weights: (MODIFICATION INDICES)**

			M.I.	Par Change
NETWORK	<---	COLLABO	6.373	.130
COLLABO	<---	NETWORK	7.730	.118
LA6	<---	NW6	4.071	-.079
LA5	<---	EM10	4.395	-.080
LA4	<---	JT7	5.304	.088
LA3	<---	EM8	4.619	.096
LA3	<---	ST8	6.117	-.098
NW5	<---	DECENTR	6.243	.165
NW5	<---	LA6	4.666	.083
NW5	<---	LA1	4.495	.078
NW5	<---	DC4	6.202	.096
NW5	<---	DC1	9.868	.134

			M.I.	Par Change
NW4	<---	CO4	4.913	.093
NW4	<---	CO1	8.958	.121
NW4	<---	ST2	6.582	.096
NW3	<---	DECENTR	6.181	-.183
NW3	<---	STAFF	4.555	-.132
NW3	<---	EM6	4.009	-.090
NW3	<---	DC4	8.624	-.126
NW3	<---	DC3	5.540	-.110
NW3	<---	ST7	5.357	-.105
NW3	<---	ST2	8.894	-.122
NW2	<---	JT5	7.497	-.137
NW2	<---	JT2	4.470	-.106
CO2	<---	NW2	5.225	.076
EM10	<---	LA5	4.912	-.085
EM10	<---	CO1	4.022	-.074
EM10	<---	DC4	7.435	.099
EM8	<---	LA3	6.754	.090
EM8	<---	CO4	4.764	.083
EM7	<---	LA6	6.921	.103
EM7	<---	LA5	4.026	.085

			M.I.	Par Change
EM4	<---	CO4	5.026	-.098
EM1	<---	LA6	4.366	-.073
EM1	<---	LA5	4.081	-.075
EM1	<---	LA3	4.463	-.073
EM1	<---	NW1	4.435	-.066
DC4	<---	EM10	7.896	.128
DC3	<---	STAFF	4.242	-.108
DC3	<---	NETWORK	4.074	-.091
DC3	<---	NW3	4.419	-.070
DC3	<---	ST7	4.453	-.081
JT5	<---	JT1	4.162	.074
JT3	<---	EM6	6.317	.102
JT3	<---	DC4	4.356	.081
JT1	<---	JT5	4.476	.094
ST6	<---	CO1	4.778	.082
ST5	<---	NW2	6.698	.077
ST2	<---	NW3	5.311	-.088
ST2	<---	CO2	4.318	-.092
ST1	<---	NW2	4.154	-.068
ST1	<---	CO1	4.248	-.082

**MODEL FIT SUMMARY****CMIN**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	103	859.147	843	.342	1.019
Saturated model	946	.000	0		
Independence model	43	8147.446	903	.000	9.023

**RMR, GFI**

Model	RMR	GFI	AGFI	PGFI
Default model	.028	.898	.885	.800
Saturated model	.000	1.000		
Independence model	.216	.192	.153	.183

**Baseline Comparisons**

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	.895	.887	.998	.998	.998
Saturated model	1.000		1.000		1.000

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Independence model	.000	.000	.000	.000	.000

### Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.934	.835	.931
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

### NCP

Model	NCP	LO 90	HI 90
Default model	16.147	.000	89.236
Saturated model	.000	.000	.000
Independence model	7244.446	6959.125	7536.294

### FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	2.542	.048	.000	.264
Saturated model	.000	.000	.000	.000

Model	FMIN	F0	LO 90	HI 90
Independence model	24.105	21.433	20.589	22.297

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.008	.000	.018	1.000
Independence model	.154	.151	.157	.000

**AIC**

Model	AIC	BCC	BIC	CAIC
Default model	1065.147	1095.977	1459.225	1562.225
Saturated model	1892.000	2175.156	5511.396	6457.396
Independence model	8233.446	8246.317	8397.964	8440.964

**ECVI**

Model	ECVI	LO 90	HI 90	MECVI
Default model	3.151	3.104	3.368	3.243

Model	ECVI	LO 90	HI 90	MECVI
Saturated model	5.598	5.598	5.598	6.435
Independence model	24.359	23.515	25.223	24.397

**HOELTER**

Model	HOELTER	HOELTER
	.05	.01
Default model	359	371
Independence model	41	42