Practices of Performance Management System in Bangladesh: An Empirical Study Among Three Different Industries

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Abstract

Throughout the world, performance management system is considered to be of one of the most important management practices in all types of organizations for many years. It is a new phenomenon in the developing countries especially in Bangladesh. The aim of this study is to identify the level of practices of performance management system and to see whether this practice varies or not across three different industries such as 'electronic media, commercial banks, and pharmaceuticals'. These three different industries were chosen because these industries represent three different aspects of management and variation of final products. For conducting this research, 252 respondents were selected from three different industries in equal number from each industry. Data have been collected on twenty different variables that indicate the practice of performance in an organization. The findings of this study showed that the practice of performance management system is high among the three above mentioned industries and this practice is significantly varied in 12 variables out of 20 among these industries(P values: 0.002; 0.001; 0.004; 0.023; 0.041; 0.004; 0.003; 0.001; 0.004; 0.004; 0.001 and 0.012). Finally, this study gives some suggestions about how organization can improve the practices of this sophisticated and well accepted systems.

Key words: Performance Management, Key Performance Indicators (KPIs), Management by Objectives (MBOs), Performance Appraisal.

I. Introduction

A worldwide movement towards the use of performance management in both the public and private sectors has been taking place especially over the past decade. 'Performance management' focuses on planned performance and improvement over the time to come. It applies to both organizations and individuals in the organizations. It is best viewed as the development of individual with competence and commitment and working towards the achievement of shared meaningful objectives within the organizations that support and encourage their achievement. Ideally, these individuals should be considered as member of team. Performance management reminds us that being busy is not the same as producing results. It redirects our efforts away from business towards efficiency and effectiveness.

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In the context of Bangladesh, most of the evidence confirms that performance management concepts are not working or are not being practiced properly. It is not more than checking off boxes on a form. The concept of performance management is neither sufficiently well understood nor appreciated in most of the organizations. Current practice is predominantly an old style performance management system and is a highly bureaucratic as well as hierarchical system with inadequate management expertise. The rigid hierarchical structures that exist in most organizations also act against this initiative. In the absence of high level of technical capacity and transparency, the introduction of performance management is almost certain to be seen as a threat which faces resistance at all levels. In most of the organizations, it is a confrontational, one way encounter of management or a formal interview for disciplinary action. Such a result would be very much against the performance management philosophy and its ethical principles.

The broad objective of this study is to find out the overall situation regarding the practices of the performance management processes of the three important industries here in Bangladesh.

The specific objectives are:-

1. To identify the level of practicing the performance management system in three different industries.
2. To identify whether the practice of performance management system varies across the three different industries.
3. To provide some suggestions for improving the practice of performance management system.

2. Literature Review

Performance management is an on going communication process, undertaken in partnership, between an employee and his or her immediate supervisor that involves establishing clear expectation and understanding about the job to be done. (Bacal, 1998). Performance management, which has become increasingly popular since the 1980s, is concerned with getting the best performance from individuals in an organization, as well as getting the best performance from the team, and the organization as a whole (Rob Dransfirld, 2000). Performance management is not just an annual event! (Elizabeth Pope C., 2004). It never just entails meeting with subordinates once or twice a year to "Review employee performance". It means daily or weekly interaction to ensure continuous improvement in the employees' capacity and performance (Clinton Winggrove, 2003). Performance appraisal or expecting performance is not the same thing as managing performance. Evaluating performance is but the one part of performance management system. If we only do the performance and don't do the other

part, we will fail (Robert Bacal, 1998). Managing Performance will design performance management processes that reflect the context and nature of the organizations; create supportive delivery mechanisms for performance management; and evaluate and continuously develop performance management strategies to reflect the changing business environment. (Armstrong, 2004).

2.1 Understanding the Differences between Performance Appraisal and Performance Management

2.1.1 Performance appraisals

Performance appraisals focus on the year-end rating made by a manager about an employee that reports directly to him or her. The word *performance* can encompass many characteristics of employees and the way they carry out their jos.

The history of performance appraisal is quite brief. Its roots in the early 20th century can be traced to Taylor's pioneering Time and Motion studies. As a distinct and formal management procedure used in the evaluation of work performance, appraisal really dates from the time of the Second World War - not more than 60 years ago. Yet in a broader sense, the practice of appraisal is a very ancient art. In the scale of things historical, it might well lay claim to being the world's second oldest profession!

Performance appraisal is a requirement to brief the under commands on how they are working. (Dulewicz 1989). Appraisal, it seems, is both inevitable and universal. In the absence of a carefully structured system of appraisal, people will tend to overview the work performance of others, including subordinates, naturally, informally and arbitrarily. Performance appraisal systems began as simple methods of income justification. That is, appraisal is used to decide whether or not the salary or wage of an individual employee was justified.

Performance appraisal may be viewed as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinates is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skill development. In many organizations - but not all - appraisal results are used, either directly or indirectly, to help determine reward outcomes. That is, the appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions. Appraisal results are used to identify the poorer performers who may require some form of counseling, or in extreme cases, demotion, dismissal or decreases in pay. Whether this is an appropriate use of performance appraisal - the assignment and justification of rewards and penalties - is a very uncertain and contentious matter. Appraisees seem to have greater acceptance of the appraisal processes, and feel more satisfied with it, when the process is directly linked to rewards (Bannister & Balkin, 1990).

2.1.2 Performance management

Performance management is observed as the "framework of policies and practices" established for "planning, monitoring, developing, evaluating and rewarding both individual and organizational performance and for using performance information in making personnel decisions." interestingly, this is much broader in focus than a job description (Thompson, 2007). It focuses on planned performance, with a goal of improvement over the prior year. Ratings are still required in the process, but are a natural step in the usual year-end review of organization performance. Performance management at its core is basic to effective people management in any arena. The idea is simple: a supervisor needs to decide, ideally in discussion with each direct report, what he or she is expected to accomplish over the year. The performance system is planned to facilitate and provide structure to the planning and then to the monitoring of the employee's progress over the year. It has a lot in common with a budget management system. A good performance management system is a tool to help a manager improve the performance of employees who report directly to him or her and, in so doing, achieve departmental performance goals. New business plans introduce new priorities and problems, and the idea, of course, is to develop work plans to achieve higher-level goals. Business plans generally reflect planned improvements or changed tactics, and all of that should be reflected in individual goals. Many good managers would apply a variety of performance management practices in their day-to-day supervision even if the system did not exist.

2.1.3 Performance Management Process

Performance measurement is a way of assessing progress towards achieving predetermined goals. Performance management is building on that process, adding the relevant communication and action on the progress achieved against these predetermined goals (Bourne 2003). So it is a consolidated goal setting, performance appraisal, and development into a single, common system, the aim of which is to ensure that the employee's performance is supporting the *company's strategic goals* (Peter Glendinning, 2002).

2.1.4 Performance management consists of two basic activities

a. Performance expectation:
   I. Setting Management by Objectives (MBOs) and Key Performance Indicators (KPIs),
   II. Working towards achieving the MBOs (Doing the job)
b. Reviewing performance or Performance appraisal

Management by Objectives (MBOs) are the key objectives or goals to be reached and are those output of the jobs which contribute to organizational goals (Mathis) i.e. why does the job exist. Key Performance Indicator (KPIs) are those activities and standards which deliver the required outputs, i.e. what the employee must do and how it must be done. MBOs and KPIs are determined with reference to the objectives or business plan of the department or business unit strategy, corporate strategy i.e. what does the employee's job contribute to achievement of the organizational goal? MBO is a difficult activity, requiring training and a large commitment of time and efforts by top management and all other parts of the organization. A study showed that when top management commitment was high, the average gain in productivity was 56 percent and when commitment was low, the average gain in productivity was only 6 percent (Rodger and Hunter, 1991).

2.1.5 The two levels of performance management process

Formal process

Performance management is done by the supervisors during every working day with the members of his or her teams. It includes giving instructions, setting tasks and expectations, providing the resources and support for the subordinates to do the job, checking back, and giving feedback to the subordinates on how the jobs have been done. This can be seen as the "informal" application of the performance management process on a day to day basis.

2.1.6 Informal process

This is a formal documented performance management process to record job outputs/goals (MBOs) and performance standards (KPIs), the management support required to achieve these, and the appraisal of subordinate performance. It is a more comprehensive process that is future-oriented since it starts with performance planning discussions at the beginning of the year (Risher, 2007)

In reviewing performance, managers who can sit down with an employee and say mutually, "Here are what our expectations are for the next year. Here is the definition of 'exceed expectations.' Let's agree on this. And let me help you get to where you want to be." you need clear goals and lots of feedback (Thompson, 2007).

The final stage in the performance management process is an analysis of the relationship of the department's goal achievements to staff performance ratings. There should be a strong relationship between the performance ratings of the employees in a department and the effectiveness of that department.

Most of the Multinational companies (MNCs) follow the following Performance management process:

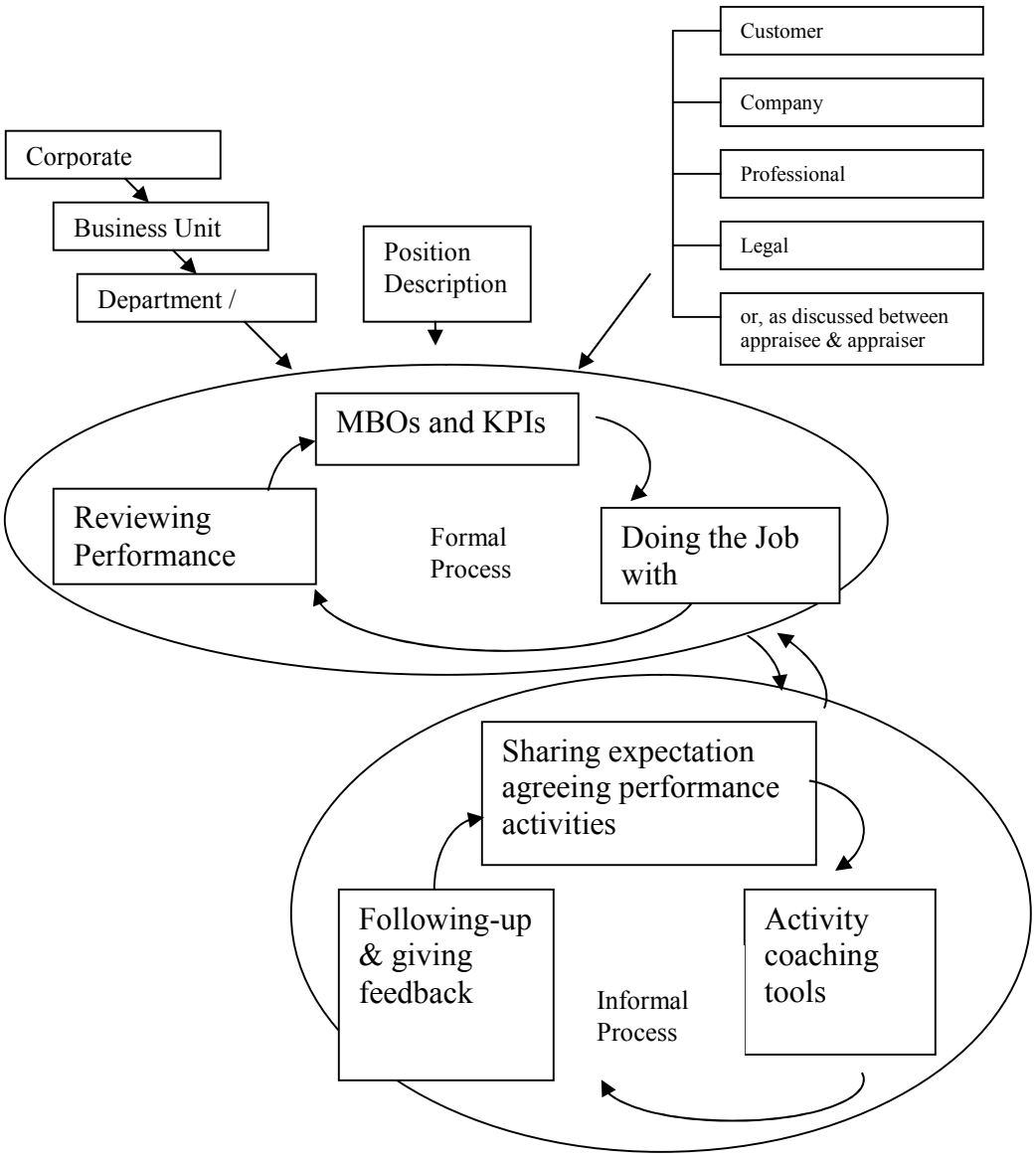

Figure 1 Performance Management process

2.1.7 Summary

From the above discussion it seems that Performance management is very much required to provide a catalyst to the subordinates to work best for the organizations. The good performers have to be appreciated and the slow performers must be adequately guided by periodic appraisal to achieve the goals of the organizations. If the best performer is not rewarded and the poor performer is not guided properly, then, the best workers will lose enthusiasm and poor workers will never improve in their work. As a result, the concerned organizations will suffer.

3. Methodology

As this study is concerned about the practiced of performance management system in different organizations, here we used twenty different questions as they are the indicators of whether the performance management system is being practiced by the organization or not. This study used a questionnaire that consists of three different response options as; high, medium, and low. For conducting this study, we have drawn 252 samples from three different industries (equal sample size from each industry). Three different types of organizations were chosen to test three different performance management systems. The Chi-square test was followed in the methodology of study.

As the data obtained for this study are categorical in nature (non-metric data) and we want to see whether the practice of performance management system varies or not across the three different industries, we used chi-square statistics (χ^2). For this test, the null hypothesis is that there is no variation in the practice of performance management system across the industries. The following table shows the allocation of sample size:

Table 1: Allocation of Sample Size

Name of the Industries	Name of the Organizations	Sample size
Electronic Media	BTV, Channel I, Islamic TV, Bangla Vision, Channel One, NTV	84
Commercial Bank	Bank Alfalah Ltd., Prime Bank, BRAC Bank Ltd., Mercantile Bank Ltd., UCBL Exim Bank Ltd., Dutch Bangla Bank Ltd., Pubali Bank Ltd., Al-Arafah Islami Bank Ltd.	84
Pharmaceuticals	Popular Pharmaceutical Ltd., Beximco Pharmaceutical Ltd, SK+F Pharmaceutical Ltd., Incepta Pharmaceutical Ltd., Reneta Pharmaceutical Ltd.	84
Total		252

4. Data Analysis and Findings

4.1 Measuring the level of performance:

Here twenty variables are used that reflect the practices of performance management process. In this paper, each and every individual variable is examined to see whether the level of the practices of performance management process is high, medium, or low. Data are combined from the three different industries. The following table shows it in terms of percentages and afterwards a detailed explanation is given to represent the current scenario:

Table 2: Level of the Practices of Performance Management System in Terms of Percentage

SL	Variables	Low	Medi-um	High
1	Promotions are based strictly on need (vacancies) rather to reward individuals.	45%	22%	33%
2	The company's promotion policies are well-defined and shared with all employees.	22%	16%	62%
3	There is a mechanism by which performance plans for the company are prepared every year.	10%	15%	75%
4	The appraisal system gives each appraise an idea of what is expected of him/her next year.	16%	18%	66%
5	Key performance areas are identified for key employee at least one year.	13%	12%	74%
6	Key performance areas provide role clarity and direction to employees in terms of their work.	11%	8%	81%
7	Line managers always discuss performance & targets with their subordinates.	12%	10%	77%
8	Managers practice self-appraisal, reviewing & analyzing that affects their performance.	17%	19%	64%
9	Employee participation is sought in all matters that pertain to work & company's goals.	17%	22%	61%
10	The performance appraisal provides an opportunity for self-review & reflection.	13%	15%	72%

11	There is a degree of horizontal communication across function & people at the same level.	21%	25%	54%
12	There are constant investments in improving the company's communications infrastructure.	21%	19%	59%
13	There are mechanisms for employees at all level to meet top management if they wish to.	28%	16%	56%
14	The company uses numerous rewards, including non-financial ones, to motivate people.	25%	18%	57%
15	Rewards, be they monetary or non-monetary, are always objectively determined.	24%	16%	60%
16	Awards are used as a technique for motivating both the employees & his/her family.	20%	14%	66%
17	Besides award, other techniques are also used for motivating both the employees & his or her family.	25%	19%	56%
18	Salaries & other benefits are innovatively packaged & reviewed.	22%	13%	65%
19	The company believes in being a good paymaster in the country.	22%	23%	55%
20	Employees regularly revive feedback about their potential for higher-level jobs.	18%	21%	61%

In Table-02, we can see that in variable 1, majority respondents' rate is low. It indicates that among the industries the practice of performance management system regarding this variable is high. In variable 2, majority respondents' rate is high and the practice of performance management system associated with this variable is high. In variable 3, majority respondents' rate is high and the practice of performance management system associated with this variable is high. In variable 4, majority respondents' rate is high. It indicates that among the industries the practice of performance management system associated with this variable is high. In variable 5, majority respondents' rate is high. It indicates that among the industries the practice of performance management system associated with this variable is high. In variable 6, majority respondents' rate is high and the practice of performance management process associated with this variable is high. In variable 7, majority respondents' rate is high. It indicates that among the industries the practice of performance management system associated with this variable is high. In variable 8, majority respondents' rate is high and the practice of performance

management process associated with this variable is high. In variable 9, majority respondents' rate is high and the practice of performance management system associated with this variable is high. In variable 10, majority respondents' rate is high. It indicates that among the industries the practice of performance management system associated with this variable is high. In variable 11, majority respondents' rate is high and the industries the practice of performance management system associated with this variable is high. In variable 12, majority respondents' rate is high and the practice of performance management system associated with this variable is high. In variable 13, majority respondents' rate is high. It indicates that among the industries the practice of performance management system associated with this variable is high. In variable 14, majority respondents' rate is high .and the practice of performance management system associated with this variable is high. In variable 15, majority respondents' rate is high. It indicates that among the industries the practice of performance management system associated with this variable is high. In variable 16, majority respondents' rate is high and the industries the practice of performance management system associated with this variable is high. In variable 17, majority respondents' rate is high and it indicates that among the industries the practice of performance management system associated with this variable is high. In variable 18, majority respondents' rate is high. It indicates that among the industries the practice of performance management system associated with this variable is high. In variable 19, majority respondents' rate is high and the practice of performance management system associated with this variable is high. In variable 20, majority respondents' rate is high and the practice of performance management system associated with this variable is high.

Table 3: Level of Practices of Performance Process on the basis of Variables

SL	Variables	Level of Practices
1	Promotions are based strictly on need (vacancies) rather to reward individuals.	Low
2	The company's promotion policies are well-defined and shared with all employees.	High
3	There is a mechanism by which performance plans for the company are prepared every year.	High
4	The appraisal system gives each appraises an idea of what is expected of him/her next year.	High
5	Key performance areas are identified for key employee at least once a year.	High
6	Key performance areas provide role clarity and direction to employees in terms of their work.	High
7	Line managers always discuss performance & targets with their subordinates.	High

8	Managers practice self-appraisal, reviewing & analyzing that affects their performance.	High
9	Employee participation is sought in all matters that pertain to work & company's goals.	High
10	The performance appraisal provides an opportunity for self-review & reflection.	High
11	There is a degree of horizontal communication across function & people at the same level.	High
12	There are constant investments in improving your company's communications infrastructure.	High
13	There are mechanisms for employees at all level to meet top management if they wish to.	High
14	The company uses numerous rewards, including non-financial ones, to motivate people.	High
15	Rewards, be they monetary or non-monetary, are always objectively determined.	High
16	Awards are used as a technique for motivating both the employees & his/her family.	High
17	Besides award, other techniques are also used for motivating both the employees & his or her family.	High
18	Salaries & other benefits are innovatively packaged & reviewed.	High
19	The company believes in being a good paymaster in the country.	High
20	Employees regularly revive feedback about their potential for higher-level jobs.	High

From Table-3, considering all the variables, we can conclude that the level of practicing the performance management system in the above mentioned industries is high.

The following tables show the results:

Table 4: Variation in the practice of Performance Management across the Industries

Sl. No.	Variables	χ^2 Value
1	The company's promotion policies are well-defined and shared with all employees.	16.729[a]
2	There is a mechanism by which performance plans for the company are prepared every year.	7.847[c]
3	The appraisal system gives each appraise an idea of what is expected of him/her next year.	18.581[a]
4	Key performance areas are identified for key employee at least once a year.	19.165[a]
5	Key performance areas provide role clarity and direction to employees in terms of their work.	11.352[b]
6	Managers practice self-appraisal, reviewing & analyzing what affects their performance.	9.968[b]
7	Employee participation is sought in all matters that pertain to work & company's goals.	15.309[a]
8	The performance appraisal provides an opportunity for self-review & reflection.	16.343[a]
9	There is a degree of horizontal communication across function & people at the same level.	18.164[a]
10	Your company uses numerous rewards, including non-financial ones, to motivate people.	15.566[a]
11	Rewards, be they monetary or non-monetary, are always objectively determined.	15.473[a]
12	Awards are used as a technique for motivating both the employees & his/her family.	19.264[a]
13	Beside award, other techniques are also used for motivating both the employees & his or her family.	8.671[c]
14	Your company believes in being a good paymaster in the country.	12.812[b]

a= Significant at 1% level, b= Significant at 5% level, c= Significant at 10% level.

From the table 2, we can see that the practice of performance management system vary across the three industries in fourteen variables among twenty but the variation is not significant in the rest (six) of the variables. Though twenty variables are representing the existence of practicing the performance management system, we see the variation in the practice of performance system in fourteen variables. As the variation exists in the

majority variables (14 variables), we can conclude that the practice of performance management system varies across the three above mentioned industries.

5. Limitations(s) of The Study

No study is out of limitations and this is not an exceptional one. The major limitations associated with this study are as follows:

I. This study used non- probability (convenient) sampling technique rather than probability sampling procedure;
II. One cell of the contingency table of a particular variable have the expected frecuency of less than five (5);

6. Suggestions

Though this study indicates that in percentage the practice of performance management system is high, the following set of longer-term recommendations are suggested for improving performance management practices in the industrial sectors:

- Performance should be considered as an ongoing process, rather than a one-time, snapshot event;
- It should be a joint discussion between appraiser and subordinate;
- It should take place formally at least once a year, preferably more often than one;
- Direct participation by the subordinate in the performance management system;
- Review and build the relationship between supervisor and subordinate;
- Rreviews past performances praise good performance, counsel poor performance;
- Develop an action plan to improve the subordinate's current performance;
- Opportunity to give positive recognition for work which has met expectations;
- Continuous improvement of the individual's performance;
- Focuses on progress against agreed performance expectations (MBOs and KPIs);
- Includes self-assessment by the subordinate, feedback from the supervisor, and feedback from significant others such as customers, colleagues and subordinates where possible. This is called 360 Degree feedback;
- Should not contain any surprises, as all significant feedback should have been given at the time of the occurrence;
- Ooutcomes are documented and signed in acknowledgment by both parties;
- Cultivates a system-wide, long-term view of the organization.
- Ensure equitable treatment of employees because appraisals are based on results;

8. Conclusion

This study confirms current practices of management performance system are working here in Bangladesh. This study further concludes that in three different industries: Pharmaceuticals, electronic media and commercial banks, the level of practicing performance management system is high. Twelve variables out of twenty show that the practice of performance management system is significantly varied (Table-4) among the three above mentioned industries. Although banking and pharmaceutical sectors maintain proper documentation, electronic media do not follow it properly. Time tells us that more advanced organizations should move into performance management system and maintain the documentation or records of the employees' performance for the future. These records will not only help manage employee's progress in attaining performance objectives throughout the performance management process cycle, they will also serve as the annual performance review meetings that employee have with their supervisors. Overall performance management system is now an essential requirement because organizations have been facingh challenges which they have not faced before. Increasing competition from businesses across the world means that all businesses must be a lot more careful about the choice of strategies to remain competitive. Everyone (and everything) in the organization must be doing what he/she is supposed to be doing to ensure strategies are implemented effectively.

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Appendix

Chi-Square Tests on the basis of Industry

Variable 1				Variable 2			
Description	Value	df	Asymp. Sig. (2-sided)	Description	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.933(a)	4	.204	Pearson Chi-Square	16.729(a)	4	.002
Likelihood Ratio	5.827	4	.212	Likelihood Ratio	17.340	4	.002
Linear-by-Linear Association	.144	1	.705	Linear-by-Linear Association	10.081	1	.001
N of Valid Cases	253			N of Valid Cases	253		
0 cells (.0%) have expected count less than 5. The minimum expected count is 12.00.				0 cells (.0%) have expected count less than 5. The minimum expected count is 8.85.			
Variable 3				Variables 4			
Description	Value	df	Asymp. Sig. (2-sided)	Description	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.847(a)	4	.097	Pearson Chi-Square	18.581(a)	4	.001

Likelihood Ratio	10.322	4	.035	Likelihood Ratio	24.223	4	.000
Linear-by-Linear Association	3.655	1	.056	Linear-by-Linear Association	9.386	1	.002
N of Valid Cases	253			N of Valid Cases	253		
0 cells (.0%) have expected count less than 5.The minimum expected count is 5.31.				0 cells (.0%) have expected count less than 5. The minimum expected count is 9.08			
Variables 5				Variable 6			
Description	Value	Df	Asymp. Sig. (2-sided)	Description	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.165(a)	6	.004	Pearson Chi-Square	11.352(a)	4	.023
Likelihood Ratio	23.224	6	.001	Likelihood Ratio	14.415	4	.006
Linear-by-Linear Association	4.029	1	.045	Linear-by-Linear Association	2.731	1	.098
N of Valid Cases	253			N of Valid Cases	253		
3 cells (25.0%) have expected count less than 5. The minimum expected count is 22				1 cell (11.1%) have expected count less than 5. The minimum expected count is 4.21.			
Variable 7				Variable 8			
Description	Value	df	Asymp. Sig. (2-sided)	Description	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.474(a)	4	.649	Pearson Chi-Square	9.968(a)	4	.041
Likelihood Ratio	2.442	4	.655	Likelihood Ratio	9.877	4	.043
Linear-by-Linear Association	.147	1	.702	Linear-by-Linear Association	.730	1	.393

N of Valid Cases	253			N of Valid Cases	253		
0 cells (.0%) have expected count less than 5. The minimum expected count is 5.75.				0 cells (.0%) have expected count less than 5. The minimum expected count is 9.30.			
Variable 9				Variable 10			
Description	Value	df	Asymp. Sig. (2-sided)	Description	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.309(a)	4	.004	Pearson Chi-Square	16.343(a)	4	.003
Likelihood Ratio	18.994	4	.001	Likelihood Ratio	18.147	4	.001
Linear-by-Linear Association	4.827	1	.028	Linear-by-Linear Association	1.207	1	.272
N of Valid Cases	253			N of Valid Cases	253		
0 cells (.0%) have expected count less than 5. The minimum expected count is 9.30.				0 cells (.0%) have expected count less than 5. The minimum expected count is 7.53.			
Variable 11				Variable 12			
Description	Value	df	Asymp. Sig. (2-sided)	Description	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.164(a)	4	.001	Pearson Chi-Square	5.554(a)	4	.235
Likelihood Ratio	18.611	4	.001	Likelihood Ratio	5.429	4	.246
Linear-by-Linear Association	4.701	1	.030	Linear-by-Linear Association	.550	1	.458
N of Valid Cases	253			N of Valid Cases	253		
0 cells (.0%) have expected count less than 5. The minimum expected count is 11.95.				0 cells (.0%) have expected count less than 5. The minimum expected count is 10.85.			

Variable 13				Variable 14			
Description	Value	Df	Asymp. Sig. (2-sided)	Description	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.091(a)	4	.719	Pearson Chi-Square	15.566(a)	4	.004
Likelihood Ratio	2.006	4	.735	Likelihood Ratio	16.213	4	.003
Linear-by-Linear Association	.248	1	.618	Linear-by-Linear Association	8.416	1	.004
N of Valid Cases	253			N of Valid Cases	253		
0 cells (.0%) have expected count less than 5. The minimum expected count is 9.08.				0 cells (.0%) have expected count less than 5. The minimum expected count is 10.18.			
Variable 15				Variable 16			
Description	Value	df	Asymp. Sig. (2-sided)	Description	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.473(a)	4	.004	Pearson Chi-Square	19.264(a)	4	.001
Likelihood Ratio	15.985	4	.003	Likelihood Ratio	18.357	4	.001
Linear-by-Linear Association	5.410	1	.020	Linear-by-Linear Association	.004	1	.949
N of Valid Cases	253			N of Valid Cases	253		
0 cells (.0%) have expected count less than 5. The minimum expected count is 9.08.				0 cells (.0%) have expected count less than 5. The minimum expected count is 7.75.			
Variable 17				Variable 18			
Description	Value	df	Asymp. Sig. (2-sided)	Description	Value	df	Asymp. Sig. (2-sided)
Pearson	8.671(a)	4	.070	Pearson	5.578(a)	4	.233

Chi-Square				Chi-Square			
Likelihood Ratio	8.764	4	.067	Likelihood Ratio	5.687	4	.224
Linear-by-Linear Association	1.780	1	.182	Linear-by-Linear Association	1.656	1	.198
N of Valid Cases	253			N of Valid Cases	253		
0 cells (.0%) have expected count less than 5. The minimum expected count is 10.62.				0 cells (.0%) have expected count less than 5. The minimum expected count is 7.08			
Variable 19				Variable 20.			
Description	Value	Df	Asymp. Sig. (2-sided)	Description	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.812(a)	4	.012	Pearson Chi-Square	7.122(a)	4	.130
Likelihood Ratio	12.283	4	.015	Likelihood Ratio	7.872	4	.096
Linear-by-Linear Association	.267	1	.605	Linear-by-Linear Association	3.384	1	.066
N of Valid Cases	253			N of Valid Cases	253		
0 cells (.0%) have expected count less than 5. The minimum expected count is 12.17.				0 cells (.0%) have expected count less than 5. The minimum expected count is 10.18.			