INFLUENCE OF JOB CHARACTERISTICS AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

Audita Arfanda

OTHMAN YEOP ABDULLAH

GRADUATE SCHOOL OF BUSINESS

UNIVERSITI UTARA MALAYSIA

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By

Audita Arfanda

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ABSTRAK

Tujuan dari penelitian ini adalah untuk menguji hubungan antara kepuasan kerja dan ciri-ciri pekerjaan terhadap prestasi kerja. Oleh kerana itu, kajian korelasional bergerak.

Populasi penelitian ini adalah pekerja PT. Bukaka Teknik Utama, Indonesia. Jumlah penduduk kajian ini adalah 853 (N) pekerja . menurut jadual contoh penentuan disediakan oleh Sekaran (2003), saiz sampel yang sesuai untuk penduduk 853 adalah 265 (N). Jadi saiz sampel 265 ini akan menarik kesimpulan tentang seluruh penduduk PT. Bukaka Teknik Utama.

Keputusan kajian menunjukan bahawa pekerjaan autonomi, berbagai pekerjaan dan umpan balik kerja mempunyai pengaruh positif yang kuat terhadap prestasi kerja pekerja. Sebaliknya dengan kepuasan kerja tidak berpengaruh terhadap prestasi. Penemuan itu dibahas dan cadangan untuk kajian lebih lanjut juga dibahas.

Penyelidikan mendatang, akan dilakukan daripada satu organisasi, akan memperkuatkan generalisasi penemuan ini. Kesalahan kedudukan pengawal sebagai penunjuk prestasi telah banyak dikritik. Jika penunjuk objektif alternatif untuk beberapa saiz prestasi seperti nisbah produktiviti, peratusan produk yang ditolak (high), dan jumlah cadangan yang diperolehi daripada syarikat rakaman digunakan untuk penilaian, hasil yang boleh dipercayai banyak yang boleh dihasilkan.

ABSTRACT

The purpose of this study is to examine the relationship between job satisfaction and job characteristic on job performance. Therefore, a correlational study is engaged.

The populations of this study are the employees of PT. Bukaka, Indonesia. Total populations of the study are 853 (N) employees. According to the sample determination table provided by Sekaran (2003), the appropriate sample size for population of 853 is 265 (n). Thus, these 265 sample size would draw conclusions about the entire population of PT. Bukaka.

The results indicated that job autonomy, job variety and job feedback have a strong positive influence on employee job performance. Contrast with job satisfaction has no influence on performance. The findings were discussed and recommendations for further research were also addressed.

Future research, to be conducted in more than one organization, would strengthen the generalization of the present findings. The validity of supervisors' ratings as performance indicators has been widely criticized. If alternative objective indicators for some performance measures such as productivity ratio, percentage of products that was rejected (quality), and the number of suggestions acquired from company record are used for assessments, much reliable results can be produced.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

As a topic of central importance in management discipline, work design has emerged interesting that it produced work quality effects on employee well-being and performance (Hollman, 2009). A job is defined as a collection of related positions that are similar in terms of the work performed or goals served by the organization (Brannick, Levine, & Morgeson, 2007). Work design thus refers to the content and structure of jobs that is performed by employees (Oldham, 1996). The focus of work design research tends to be on the tasks and activities that job incumbents perform on a day-to-day basis. Task characteristics are primarily attributable to the traditional focus on job design of the work itself. Recent research demonstrated the importance of task characteristics (Humphrey et al., 2007; Morgeson & Humphrey, 2006). Conceptually, Morgeson and Humphrey (2008) developed task characteristics into five dimensions that make jobs more satisfying for workers. It included autonomy, skill variety, task identity, task significance, and feedback from the job. Autonomy is defined as the freedom an individual should have in carrying out work. Whereas, skill variety is reflected as the extent of which various skills are needed for job performance. Task identity is shown as the extent of which an individual completes an entire piece of work. Task significance reflects the degree of which a job influence the lives of others,

both inside and outside the organization. The last characteristic dimension of task is feedback from the job. It is the extent to which a job imparts information about an individual performance.

Empirically Fried and Ferris (1987) indicated that dimensions of task characteristics are strongly related to job satisfaction, growth satisfaction, and internal work motivation, but weaker relationships to job performance and absenteeism. Recently, the study by Humphrey et al (2007) found that all five motivational characteristics are positively related to job satisfaction, growth satisfaction, and internal work motivation. Autonomy is related to objective performance. In contrast, autonomy, task identity, task significance, and feedback from the job had non-zero correlations with subjective performance. However, they were related to absenteeism, but had zero significance on skill variety and task significance.

In order to support performance, Humphrey et al, (2007) indicated that all dimensions of task characteristics are related to high performance achievement. For example, using task identity, employees can complete a whole piece of work. Recent empirical test of Morgeson et al (2008) concluded that overall, the five task characteristics have effect on performance. For example, autonomy linked to both objective and subjective performance ratings. Task variety had the expected effect on keeping workers motivated, involved and satisfied which in turn supports achievement of higher performance. Task identity can be useful information to start and finish the work and is related to performance evaluation.

Task significance is positively related to subjective performance. Nonetheless, feedback from the job is able to timely provide reliable information and direct accurate feedback from the job performed. These previous findings indicated that task characteristics have the effects of increasing job performance.

Job satisfaction is an evaluative judgment about the degree of pleasure an employee derives from his or her job that consists of both affective and cognitive components (Hulin & Judge, 2003; Weiss & Cropanzano, 1996).The relationship between job satisfaction and job performance has fascinated researchers for decades and several theoretical explanations have been posited to explain this relationship (Brayfield & Crockett, 1955; Locke, 1976; Schleicher, Watt, & Greguras, 2004; Vroom, 1964). For instance, social cognitive theories predict that: (a) attitudes toward the job (e.g. job satisfaction) should influence behaviors on the job (e.g. reflected in job performance; Fishbein & Ajzen, 1975; Eagly & Chaiken, 1993), (b) behaviors on the job (or the rewards produced by performance) lead to the formation of attitudes toward the job (e.g. expectancy-based theories; Naylor, Pritchard, & Ilgen, 1980; Vroom, 1964), and (c) job satisfaction and job performance are reciprocally related. Although the literature has not reached any definitive conclusions regarding the causal direction of the satisfaction–performance relationship, in a review of 221 primary studies that used time-lagged designs, Harrison, Newman, and Roth (2006) revealed that the evidence supporting the satisfaction → performance relationship was stronger than the evidence supporting the performance → satisfaction relationship in terms

of temporal sequencing. In addition, Kraus (1995) meta-analytically examined the attitude–behavior research and found that attitudes significantly predict future behavior. Thus, current theory and empirical data seem to provide stronger support for the notion that job satisfaction causes performance than for the performance causes satisfaction causal direction.

According to this situation, PT. Bukaka required to obtain and utilize existing resources in pursuing its business objectives. Other problems arise in the PT. Bukaka one of which is that firms face greater difficulties in obtaining the necessary human resources to meet individual goals and objectives of the company.

The existence of employee dissatisfaction is characterized by a lack of treatment commensurate with the achievements that have been achieved, loyalty, dedication and honesty that would have gone if no proper appreciation of the institution. So in order to improve employee performance needs of employee satisfaction in performing their duties. The problem above caused it hard to ignore, even on the contrary that the performance and employee satisfaction plays an extremely important and decisive for the success and the success or failure in a certain company.

The possibility can occur uneven distribution of work among employees, the workload performed by an employee who is deemed capable by the leader of far more weight than other employees because the work required must be completed, so it is not rare employee who is deemed capable by the leadership to

leadership to work overtime. Clear division of labor as it is not in accordance with the principles of the right man in the right places. The presences of job characteristics are not uniform, on the one hand there are some employees who always do the job until overtime (overtime) but on the other hand there are employees who do not have a job (very relaxed). Another employee performance problem can be inferred from the existence of the factory employees out of work hours at a time when his personal interest. Low employee discipline from initial field observations indicate the low level of employee discipline (Kondalkar, 2007)

So, it is important to study job satisfaction and job performance relationship for several reasons (e.g. see Brief, 1998; Cropanzano & Wright, 2001; Judge, Hanisch, & Drankoski, 1995). For example, satisfaction is important for worker health and well-being, and organisations have control over job design features that influence both satisfaction (e.g. pay, procedural justice) and performance (e.g. resources, training). As such, organisations have the latitude to affect both satisfaction and performance, and due to the potential strength of the relationship (Judge, Thoresen, Bono, & Patton, 2001; Petty, McGee, & Cavender, 1984), interventions could result in both a healthier workforce and increased effectiveness.

1.2 Problem Statement

This section outlines three primary problems with the study of the influence of job satisfaction and job characteristic on Employee Performance.

From the description of the background section problem low performance can be identified based on several factors below:

1. The low ability of employees seen by the placement of employees who do not meet the characteristics of the employees work.
2. Low job satisfaction seen from the opportunity to go forward / lack of appreciation for the achievement of which is owned by the employee on the basis of ability or skill.
3. The low level of employee discipline shown by many employees who arrive late and leave before time.

In order to support performance, Humphrey et al, (2007) indicated that all dimensions of task characteristics are related to high performance achievement. For example, using task identity, employees can complete a whole piece of work. Recent empirical test of Morgeson et al (2008) concluded that overall, the five task characteristics have effect on performance. For example, autonomy linked to both objective and subjective performance ratings. Task variety had the expected effect on keeping workers motivated, involved and satisfied which in turn supports achievement of higher performance. Task identity can be useful information to start and finish the work and is related to performance evaluation.

Task significance is positively related to subjective performance. Nonetheless, feedback from the job is able to timely provide reliable information and direct accurate feedback from the job performed. These previous findings indicated that task characteristics have the effects of increasing job performance.

Although the literature has not reached any definitive conclusions regarding the causal direction of the satisfaction–performance relationship, in a review of 221 primary studies that used time-lagged designs, Harrison, Newman, and Roth (2006) revealed that the evidence supporting the satisfaction → performance relationship was stronger than the evidence supporting the performance → satisfaction relationship in terms of temporal sequencing. In addition, Kraus (1995) meta-analytically examined the attitude–behavior research and found that attitudes significantly predict future behavior. Thus, current theory and empirical data seem to provide stronger support for the notion that job satisfaction causes performance than for the performance causes satisfaction causal direction.

In summary, this research is focused on three primary problems with the study of the relationship between job satisfaction and job characteristic with job performance. This study seeks to enhance the literature by applying an empirically sound instrument to measure the influence of job satisfaction and job characteristic on employee performance.

1.3 Research Questions

1. Is there an influence of Job Satisfaction on Employee Performance?
2. Is there an influence of Job Characteristic on Employee Performance?

1.4 Research Objectives

The research attempts to fulfill the following objectives:

1. To determine the influence of Job Satisfaction on Employee Performance.
2. To determine the influence of Job Characteristic on Employee Performance.

1.5 Significance of the Study

Job characteristic aims to enhance job satisfaction and performance. Hackman & Oldham (1985) proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). In light of these, the significance of this study is to examine empirically the job-characteristic framework (Oldham & Hackman, 1981) within the context of employees at PT. Bukaka. In particular, the study aims

to demonstrate that the organizational structure adopted by an export sales organization has an important influence on factory employee perceptions regarding the core characteristics of their job. In turn, perceptions of job characteristics have an important impact on employee work outcomes like job satisfaction and job performance. Although the present research does not create new theory, it makes an incremental contribution to the literature by extending a well established management theory in the neglected context of factory employee.

1.6 Organization of Thesis

This thesis comprises of five chapters. *Chapter One* provides the background of the study, the problem statement, objectives of the study, research questions, and the significance of the study. *Chapter Two* focuses on a review of the existing literature related to this study. The chapter discusses the framework developed and the hypotheses formulated for this study. *Chapter Three* discusses the research methodology. This includes research design, instruments of measurement, population, sample, data collection and questionnaire. *Chapter Four* is devoted to the findings of the study. The demographic profiles of the respondents, descriptive analysis, and result of hypotheses testing are presented. At the end of this chapter, a summary of the result is presented. *Chapter Five* recapitulates the study findings followed by discussion. Implications and limitations of the present study are also discussed. The chapter ends for future research with recommendation.

CHAPTER II

LITERATURE REVIEW

This chapter provides an overview of the literature review relevant to this study. It discusses literature related to Job Characteristic (skill variety, task identity, task significance, autonomy, and feedback) Job Satisfaction, Job Performance.

2.1 Job Performance.

Job performance has been defined as behavior that is relevant to the goals of the organization (Cambell, 1990). The definition of job performance can be divided into two components: task performance and contextual performance (Borman, & Motowidlo, 1997). Task performance is the effectiveness in which an individual performs his or her job activities by either directly transforming raw materials into goods or services or indirectly by providing the organization with services such as planning, coordinating, or supervising functions (Borman & Motowidlo, 1997). Contextual activities such as teamwork, industriousness, and complying with organizational policies contribute to the organization by creating an environment in which the task activities occur (Borman & Motowidlo, 1997).

The major difference between task performance and contextual performance is that tasks vary according to the specific job and job requirements, whereas contextual activities are relatively the same in all work environments. Adaptive performance is an employee's ability to alter his or her behavior based

on the situational and environmental demands at work; it differs from task and contextual performance because it accounts for the ability to deal with unpredictable work situations (Pulakos, Arad, Donovan, & Plamondon, 2000).

2.2 Effect of Job Characteristic on Performance

Work design has emerged as a topic of central importance in the management discipline. Interest was prompted by concerns that work design produced work quality effects on employee well-being and performance (Indartono and Chen, 2010). A job can be defined as a collection of related positions that are similar in terms of the work performed or goals served by the organization (Brannick, Levine, & Morgeson, 2007). Work design thus refers to the content and structure of jobs that is performed by employees (Oldham, 1996). The focus of work design research tends to be on the tasks and activities that job incumbents perform on a day to day basis. Task characteristics are primarily attributable to the traditional focus on job design of the work itself. Recent research demonstrated the importance of task characteristics (Humphrey et al., 2007; Morgeson & Humphrey, 2006). Conceptually the task characteristics included five dimensions that make jobs more satisfying for workers: autonomy, skill variety, task identity, task significance, and feedback from the job (Morgeson and Humphrey, 2006). Autonomy is the freedom an individual should have in carrying out work. Skill variety reflects the extent of which various skills are needed for job performance. Task identity is the extent of which an individual

completes an entire piece of work. Task significance reflects the degree of which a job impacts the lives of others, both inside and outside the organization. Feedback from the job is the extent of which a job imparts information about an individual's performance.

Empirically, Fried and Ferris (1987) found that dimensions of task characteristics were strongly related to job satisfaction, growth satisfaction, and internal work motivation but weaker relationships to job performance and absenteeism. Partially support to Fried and Ferris, Humphrey et al (2007), found that all five job characteristics were positively related to job satisfaction, growth satisfaction, and internal work motivation. Autonomy was related to objective performance. In contrast, autonomy, task identity, task significance, and feedback from the job had non-zero correlations with subjective performance. However, they were all related to absenteeism, but had zero significance on skill variety and task significance.

Task characteristics were expected to have effects on employee behavior such as decreased absenteeism and increased job performance. Job performance is a commonly used, yet even the concept is poorly defined. It refers to whether a person performs their job well. Performance is an extremely important criterion that influences organizational outcomes and success.

Campbell and colleagues (1990, 1993) describe job performance as an individual level variable. That is, performance is something a single person does. Conceptually, task characteristics were closely related to high performance

achievement. Autonomy is ability to carry out work freely. Skill variety implies performing a job with different skills. Using task identity, employees can complete a whole piece of work. Nevertheless, interaction of task significance and other characteristics are able to influence performance achievement. Feedback from the job is able to impart information about an individual's performance (Humphrey et al,2007). Empirically, Morgeson et al (2006) concluded that overall these five task characteristics have effect on performance. Autonomy has been linked to both objective and subjective performance ratings. Skill variety does have the expected effect on keeping workers motivated, involved and satisfied which in turn supports achievement of higher performance. Task identity can be useful information to start and finish the work and it is related to performance evaluation. Task significance is positively related to subjective performance. Nonetheless, feedback from the job is able to timely provide reliable information and direct accurate feedback from the job performed.

However, individually, a range of knowledge, skills, abilities and other characteristics (KSAOs) are needed to perform a job. Job knowledge reflects the declarative and procedural knowledge of the job and role, whereas technical skill reflects the capability to perform the work itself. Knowledge of the job and technical skills will appear to be essential if one work effectively in a job. Whereas, Self efficacy theory employed the understanding on the level of employee belief in order to achieve higher performance with their actual skill level (Gist & Mitchell, 1992). The level of employee belief found in the task

experience is the most important aspect (Tesluk and Jacobs, 1998). Task experience reflects the amount of time spent performing a task and the number of times the task has been performed. Task experience confers job knowledge, and thus provides workers with the ability to effectively enact their task responsibilities. Therefore, it is likely that having higher task experience will help workers perform successfully in jobs that have breadth or depth of knowledge, whereas technical skills are reflected in the capacity to perform the broader roles. It was implied by many of the task on work characteristics. Hence, it is directly related to the performance of work (Morgeson, Reider, & Campion, 2003). It is also supported by Burr and Cordery (2001) who provided evidence on the importance of further skills of self-management. Therefore, the theory of efficacy strengthens the evidence of task characteristics and performance relationship.

2.3 Effect of Job Satisfaction on Performance

1. *Satisfaction and Productivity*

   Based on research carried out in Hawthorne studies, further research to prove that "happy workers are productive" was carried out, which has been proved negative. Based on the conclusion of Hawthorne studies, managers began their efforts to make their employees happier by improving work conditions (Kondalkar, 2007), providing Laissez-faire type of leadership, expanding various facilities to the workers, but it has been found that there is no direct relationship between happiness and

productivity. Robins concluded that productive workers are likely to be happy workers. Further research on the subject suggests that organization having happy workers might have increased productivity. On individual level it may not be true due to complexity of environment, work processes, various systems and sub systems having impact on the individual employee. But it can be said from organizational point of view that organization that are able to evolve such policies that make employees happy bound to have improved productivity. Productivity is considered as reward for hard work which is due to high level of satisfaction. However globalisation, speed of machines and knowledge explosion, impact of media on workers, social awareness and high expectations of employees to meet social obligations are important factors to ensure high satisfaction level of employees. While evolving industrial practices, above factors should be considered favourably and employee growth achieved so that organizations grow automatically (Kondalkar, 2007).

2. ***Satisfaction and Absenteeism***

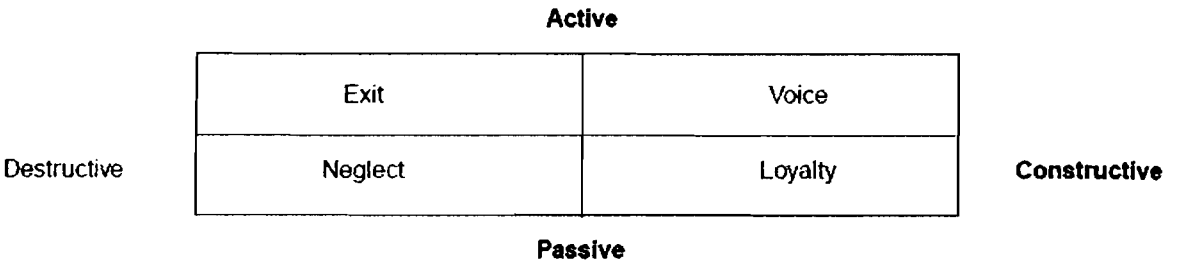
There is an inverse relationship between satisfaction and absenteeism. When workers are more satisfied the absenteeism is low. When satisfaction level is low absenteeism tends to be high. There are certain moderating variables like sick leave and degree to which people feel that their jobs are important. Where there is a provision for sick leave, employees would take the benefit and absent themselves. As far as the

importance of work is concerned, it has been observed that people attend to their work when it is important to accomplish. Employees having high satisfaction would not necessarily result in to low absenteeism but those having low satisfaction level would definately have high absenteeism (Kondalkar, 2007).

3. ***Satisfaction and Turnover***

It has been found that employees who are not satisfied with their jobs will have high turnover. Employees who are satisfied will not have high turnover. Satisfaction is also negatively related to turnover but the co-relation is stronger than what we found in absenteeism. Employee performance is a moderating factor of the satisfaction—Turnover relationship. In recent times a phenomenon amongst the software engineers whose performance is high, their turnover has been noticed as high because of competition for personal growth. Organization lures the competent person for their organizational growth. Organization cares for such high performers and their retention. Poor performers do not leave the organization for fear of lack of job opportunity outside. Dissatisfied workers may express their satisfaction as given in Figure 1. below. The responses are based on two dimensions i.e. constructive/destructive and activity/passivity (Kondalkar, 2007).

Figure1. Expression of Dissatisfaction



- **Exit** – individual starts searching a new job and resign from the current job.
- **Voice** – employees tries to improve working conditions. In the process suggestion to management are submitted, increased union activates and communication is important.
- **Loyalty**– workers behave passively in situation like external criticism. They wait for things to improve on their own.

Neglect – deliberately and consciously allow conditions to worsen by long absenteeism, lack of interest for quality control, targets, quota, etc. They put in reduced efforts and display lack of interest.

2.4 Job Characteristics

Hackman and Oldham (1980) developed a model based on a theory that people experience internal motivation when certain conditions ofthe work itself

are satisfied. A review ofthe research literature finds that their Job Characteristics Model (JCM) was applied mostly to organizational settings. It is posited by Hart (1990) that the Job Characteristics Model remains the dominant theoretical construct in work redesign" (p. 36). The JCM describes job dimensions influencing critical psychological states that in turn, influence job outcomes, such as job satisfaction and organizational commitment. Hackman and Oldman (1980) suggest that skill variety, task identify, and task significance equally contribute to "experience[ing] meaningfulness ofthe work"; autonomy contributes to "experience[ing] responsibility for outcomes of the work"; and "feedback from the job" relates to "knowledge of the actual results ofthe work activities" (p. 85).

Experiencing meaningfulness of their work, responsibility for outcomes of their work, and the knowledge of the results of their work are three of the psychological states that must be experienced by individuals if desirable outcomes are to emerge.

According to the JCM Model, when individuals possess these three psychological states, several outcomes variables related to work are attainable for them. First, internal work motivation can be realized, directly related to which is work performance. Other work outcomes are related to growth satisfaction, general job satisfaction, and work effectiveness. Research has suggested that the five specific job characteristics (Skill Variety, Task Identity, Task Significance, Autonomy, Feedback from Job) foster these psychological states and, through them, enhance work outcomes (Hackman & Oldham, (1980).

As a further refinement to assess internal work motivation as part of the JCM Model, Hackman and Oldham (1976) developed a multiplicative score to determine the motivating potential of an individual. The score referred to as the Motivating Potential Score (MPS) is a formula whereby Skill Variety, Task Identity, and Task Significance are summed and divided by three, then multiplied by Autonomy. The resulting numerical outcome is then multiplied by Feedback.

From the research literature, a job high in motivating potential must be high on at least one ofthe three characteristics that comprise experienced meaningfulness-meaningfulness of work, responsibility for work outcomes, and the knowledge ofthe results of their work--and also high on both Autonomy and Job Feedback (Kulik, Oldham, & Hackman, 1987). A job situation with either low Autonomy or low Job Feedback will directly affect the overall motivating force of the work. This is due to the JCM Model requirement that both experienced responsibility and knowledge of results should be present if work outcomes are to emerge. However, if one ofthe three characteristics that comprise experienced meaningfulness is scored low, it will not by itself seriously compromise the overall motivating potential of a job. This is based on the rationale that the other two characteristics that contribute to experienced meaningfulness can compensate to some extent for one or even two of these job characteristics.

Other research on job characteristics has found that characteristics of the environment do exert a long-term influence on the characteristics of people in the

environment. Brousseau (1978) demonstrated that the motivating potential ofjobs is associated with changes in two personality characteristics (active orientation and freedom from depression). The findings indicated that job characteristics can be affected not only by personal and work outcomes, but can also be by jobholder personality over time.

2.5 Job Characteristic Dimension

Skill variety is "the degree to which a job requires a variety of different activities in carrying out the work, which involves the use of a number of different skills and talents of the employee" (Hackman & Oldham, 1975:161). The creation of teams with shared responsibility for output and appropriate training results in increased skill and work variety (Morley & Heraty, 1995). Teams members should have different, but complimentary skills and abilities so members learn from each other (Campion & Higgs, 1995). A wide range of skills assures the ability to develop a broad range of solutions to a problem. Consequently, team membership is more enjoyable and satisfaction increases. Excessively diverse skills and experiences, however, may result in conflict and communication failure (Campion & Higgs, 1995).

Task identity is "the degree to which the job requires completion of a 'whole' and identifiable piece of work - that is, doing a job from beginning to end with a visible outcome" (Hackman & Oldham, 1975: 161). Task wholeness increases the team member's sense of responsibility, ownership, and control over

work activities (Campion & Hicks, 1995). As task identity increases members may also increase cooperation within the group, increasing coordination and resolving problems before they effect others outside the group (Cummings, 1978).

Task significance is "the degree to which the job has a substantial impact on the lives or work of other people - whether in the immediate organization or in the external environment (Hackman & Oldham, 1975: 161). Work teams should have a clearly defined mission and purpose. Task significance increases when the team members recognize that their work has important consequences on the organization's ability to achieve its mission, vision, and established business goals, as well as attain a high level of customer satisfaction (Campion & Higgs, 1995).

Autonomy is "the degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling the work and in determining the procedures to be used in carrying it out" (Hackman & Oldham, 1975:162). Janz, Colquitt, & Noe (1997) identified three different types of autonomy - over planning, over people, and over product decisions. Knowledge workers give autonomy their highest priority rating of all the job dimensions.

Finally, feedback from the job itself is "the degree to which carrying out the work activities required by the job results in the employee obtaining direct and clear information about the effectiveness of his or her performance" (Hackman & Oldham, 1975: 162).

2.6 Previous Literature

The relationship between each of the five core job dimensions (skill variety, task identity, task significance, autonomy, and feedback) and job performance is well documented in the organizational literature (Glick, Jenkins, & Gupta, 1986; Loher et al., 1985; Orpen, 1979; Hackman & Oldham, 1976). This study will look at the five variables, skill variety, task identity, task significance, autonomy, and job feedback and their relationship to job performance. It should be recognized, however, that strong affective outcomes are not directly achieved by enriched tasks being performed by empowered employees working in teams. Instead the enriched tasks improve the motivational design of jobs which enhances the outcomes (Wong & Campion, 1991).

2.7 Job Satisfaction

The study of Job satisfaction is one of most important factors in the study of human behaviour in the organization. Job satisfaction focuses on employee attitude towards his job. It has three important dimensions (Kondalkar, 2007):

(a) Job satisfaction can be measured by the emotional response to a job situation, hence it cannot be seen, and it can only be inferred.

(b) Job satisfaction is related to what you actually get as reward and what you expect to get. If the difference between the actual reward and expectation is minimum or negligible them a person will display a positive attitude and if there is wide difference between the two, a person will display a

negative attitude towards his job and therefore the satisfaction level will be low.

(c) Job satisfaction is related to job dimensions. These can be expressed in terms of job content, remuneration, attitude of co-workers, and opportunity of growth that job is able to provide in terms of promotion and last but not the least the expert loyal and experienced leadership is available in terms of supervision.

2.8 Factors Determining Job Satisfaction

There are number of dimensions which effect job satisfaction. Value system possessed by called as an important and basic for job satisfaction. However some of the important factors that determine job satisfaction of the employees in the organization is as under (Kondalkar, 2007):

1. Work Content: Content of the work itself is a major source of satisfaction. The work must be challenging. It should lend itself opportunities to use employee skills, ability and experience. The content of the work should be encouraging and interesting and have variety inbuilt in it so that it is not boring. Positive feedback from the job and autonomy has been considered to be important for motivation of employees. Too tough or job having two little challenge brings frustration and feeling of failure hence the job should be moderately tough so that the individual has to stretch his ability, imagination and skills. Once such job is completed successfully, the workers get a great sense of satisfaction.

2. Pay and Promotion Policy: Salary and wages play decisive part in the study of job satisfaction. Equitable rewards is multidimental in nature. The benefits are of varied nature namely pay, perks and rewards are associated with motivation of employees. Pay system and promotion policy of the organization must be just, unambiguous and in line with the prevalent industry norms and employee expectations. Employee wages and salary must ensure him the social status and should be able to fulfill the expectations. Individual must perceive salary administration and promotion policy as being fair. Organization should ensure that their polices are growth oriented and incremental in nature so that employees take on an additional responsibility voluntarily. Apart from financial benefits, organization must provide adequate perks and non-financial benefits so that they are motivated and display high level of satisfaction.

3. Supportive working condition: Working conditions have a modest but lasting effect on job satisfaction. Due to fast development of technology, it is necessary that the organizations are operating on upgraded technology, latest systems and procedures. The layout of work place must be ideally suited from operational point of view and the employees should display great degree of satisfaction. The place should be neat and clean with necessary facilities as per Factories Act. Light, ventilation, cleanliness, enough space for work, immediate availability of supervision, adequate latest tools and generally good surrounding will definitely add to job satisfaction. If the work place were closer to home, it would add to employee retention.

4. Work group: The concept of work group and work teams is more prevalent to day. Work group of multi skilled persons with one goal will be able to function effectively if they are friendly and co-operative. The work group serves as a source of support, comfort, advice and assistance to individual worker. A good work group makes the job more enjoyable. The factor of work group support is essential for job satisfaction. If the reverse conditions prevail, the people may not be able to get along with each other and the level of job satisfaction will be reduced.

5. Supervision: Supervision is one of the moderate factors, which affect job satisfaction. Qualified supervisors should be available for advice, guidance and problem solving. Supervisors should be placed close to the place of work and should be available. They should take personal interest in the affairs of employees both on personal and official level. Supervision is related to leadership. In Defence Services the leadership is so proactive that the leader carry on him details of each soldier under his command. The details include dependants of soldier's family, their economic position, details of children, the class they study, home address and other demographic details, soldier take his boss as guide and philosopher who is always available to him for advice. Such supervision improves the morale and job satisfaction of employees. The concept of supervision has changed. What is in vogue and in practice to day is self-serviced teams and work group. The group prefer more freedom of work in relation to work hours, time management, frequent breaks between work hours and autonomy as long as job is

completed in time. Flater organizational structure therefore has come into practice. Steps in command structure has reduced. There is a participative management and work has to meet the established standards in terms of quality and quantity. The levels might have been reduced but not the value of supervision as a factor of job satisfaction.

6. Personality Job Fit: Individuals should be assigned the job, that suit their interest. Recently it has been seen that MBA graduates are satisfied with their job if they get the job related to the "specialisation" they have chosen during the MBA degree. Persons having analytical approach should be assigned job in R&D department so that their level of job satisfaction increases.

2.9 Previous Research

Job characteristics are primarily attributable to the traditional focus on job design of the work itself. Recent research demonstrated the importance of task characteristics (Humphrey et al., 2007; Morgeson & Humphrey, 2006). Conceptually, Morgeson and Humphrey (2008) developed task characteristics into five dimensions that make jobs more satisfying for workers. It included autonomy, skill variety, task identity, task significance, and feedback from the job. Autonomy is defined as the freedom an individual should have in carrying out work. Whereas, skill variety is reflected as the extent of which various skills are needed for job performance. Task identity is shown as the extent of which an individual completes an entire piece of work. Task significance reflects the degree

of which a job influence the lives of others, both inside and outside the organization. The last characteristic dimension of task is feedback from the job. It is the extent to which a job imparts information about an individual s performance.

Empirically Fried and Ferris (1987) indicated that dimensions of task characteristics are strongly related to job satisfaction, growth satisfaction, and internal work motivation, with weaker relationships to job performance and absenteeism. Recently, the study by Humphrey et al (2007) found that all five motivational characteristics are positively related to job satisfaction, growth satisfaction, and internal work motivation. Autonomy is related to objective performance. In contrast, autonomy, task identity, task significance, and feedback from the job had non-zero correlations with subjective performance. However, they were related to absenteeism, but had zero significance on skill variety and task significance.

In order to support performance, Humphrey et al, (2007) indicated that all dimensions of task characteristics are related to high performance achievement. For example, using task identity, employees can complete a whole piece of work. Recent empirical test of Morgeson et al (2008) concluded that overall, the five task characteristics have effect on performance. For example, autonomy linked to both objective and subjective performance ratings. Task variety had the expected effect on keeping workers motivated, involved and satisfied which in turn supports achievement of higher performance. Task identity can be useful

information to start and finish the work and is related to performance evaluation. Task significance is positively related to subjective performance. Nonetheless, feedback from the job is able to timely provide reliable information and direct accurate feedback from the job performed. These previous findings indicated that task characteristics have the effects of increasing job performance.

Job satisfaction is an evaluative judgment about the degree of pleasure an employee derives from his or her job that consists of both affective and cognitive components (Hulin & Judge, 2003; Weiss & Cropanzano, 1996).The relationship between job satisfaction and job performance has fascinated researchers for decades and several theoretical explanations have been posited to explain this relationship (Brayfield & Crockett, 1955; Locke, 1976; Schleicher, Watt, & Greguras, 2004; Vroom, 1964). For instance, social cognitive theories predict that: (a) attitudes toward the job (e.g. job satisfaction) should influence behaviors on the job (e.g. reflected in job performance; Fishbein & Ajzen, 1975; Eagly & Chaiken, 1993), (b) behaviors on the job (or the rewards produced by performance) lead to the formation of attitudes toward the job (e.g. expectancy-based theories; Naylor, Pritchard, & Ilgen, 1980; Vroom, 1964), and (c) job satisfaction and job performance are reciprocally related. Although the literature has not reached any definitive conclusions regarding the causal direction of the satisfaction–performance relationship, in a review of 221 primary studies that used time-lagged designs, Harrison, Newman, and Roth (2006) revealed that the evidence supporting the satisfaction → performance relationship was stronger

than the evidence supporting the performance → satisfaction relationship in terms of temporal sequencing. In addition, Kraus (1995) meta-analytically examined the attitude–behavior research and found that attitudes significantly predict future behavior. Thus, current theory and empirical data seem to provide stronger support for the notion that job satisfaction causes performance than for the performance causes satisfaction causal direction.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents of the research design and method used in this study. The discussion begins with an overview of the research study, a discussion of the population, and description of the instrument selected for the data gathering and the procedures used in the study.

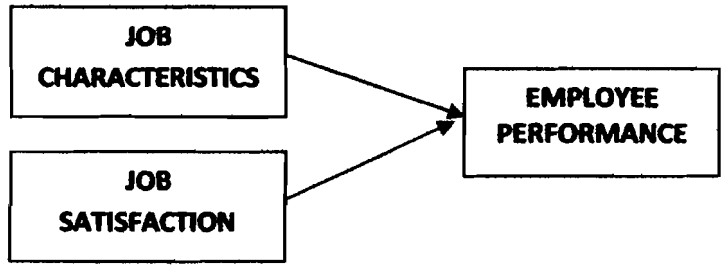
3.2 Research Design

As stated earlier in Chapter 1, the purpose of this study was to examine the relationship between job satisfaction and job characteristic with job performance. Therefore, a correlational study is engaged. According to Sekaran (2003), correlational study is a study that specifically used to identify the relationship between important factors (referred as independent variable) and the problem (referred as dependent variable). In order to gather the data to examine such a relationship, a quantitative method was employed. This is because quantitative method allows statistical analyses that will assure the gathered data are reliable and valid. Thus, a set of questionnaire were employed as an instrument for this study.

3.3 Research Framework

The research framework is developed based on the factors discussed in the literature review in Chapter 2. Job Characteristics and Job Satisfaction are the independent variable and Job Performance being the dependent variable. The objective of this study is to examine the relationship between Job Characteristics and Job Satisfaction and Job Performance.

Figure 3.1 Research Framework



(Independent Variable) **(Dependent Variable)**

3.4 Hypotheses

Based on the aforesaid discussion, the following hypothesis is proposed:

Hypothesis 1: Job characteristics significantly influence performance

Hypothesis 2: Job satisfaction significantly influence performance

3.5 Instrumentation

The questionnaires distributed in Bahasa Indonesia and consist of three sections. In the first section, respondents asked to give demographic information. The second section contains 14 items that measure job satisfaction. The last section contains 24 items on Job Characteristic, and 4 items on Job Satisfaction.

Table 3.1
The description of questionnaire's section

Questionnaire sections	Descriptions
Section 1	This section consists of respondent's demographic profile such as gender, race, education background, length of service in high technology sector, age and professional qualification
Section 2	This section comprises of 4 questions to measure job performance
Section 3	This section contains 26 questions on Job characteristic and 16 question on job satisfaction

For this study, two variables used to measure independent variable (job characteristic and job satisfaction) and dependent variable (job performance). The subsequence section explains the variables that were employed for each of the variables.

3.5.1 Job Satisfaction

Job Satisfaction Questionnaire was developed by Cellucci and DeVries (1978) and has been used by various researchers in various fields, including business ethics. It consists of 16 questions. The scale has been shown to have acceptable

reliability and validity (Deshpande, 1996; Vitell and Davis, 1990) reported a Cronbach alpha coefficient in the range of 0.3961 to 0.823. A five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree was used, so a low score indicated high dissatisfaction and a high score indicated high satisfaction.

Variable	Operational Definition	Items
Job Satisfaction	Job satisfaction is related to what you actually get as reward and what you expect to get. five factors were obtained for the five dimensions of job satisfaction: (a) satisfaction with supervisors; (b) satisfaction with co-workers; (c) satisfaction with pay (d) satisfaction with promotions; and (e) satisfaction with the work itself.	**Satisfaction with supervisors** 1.The managers I work for back me up 2.The managers I work for are "top notch" 3.My superiors listen to me 4. My management does treat me fairly **Satisfaction with co-workers** 5.I enjoy working with the people here 6.I work with responsible people 7.The people I work with give me enough support 8.When I ask people to do things, the job gets done **Satisfaction with pay** 9. My hospital pays better than competitors 10. My pay is adequate, considering the responsibilities I have 11. My fringe benefits are generous **Satisfaction with promotion** 12. I do like the basis on which my company promotes people 13. Promotions are requent in my company **Satisfaction with work itself** 14. I like doing my job 15. I get sense of accomplishment from doing my job 16. My job is interesting

Source: Tsai and Huang (2008).

3.5.2 Job Characteristic

Stone and Porter (1975) argued that job characteristics is objective attributes about job, as environment, skills for jobs, safety, feedback, new information, interpersonal, compensation, autonomy, and challenge. One of the best conceptualizations of job context variables is in the theory proposed by Hackman and Oldham (1975, 1976). Their job diagnostic survey (JDS) was used with two items comprising each dimension (i.e. skill variety and job autonomy). Fried and Farris's (1987) meta- analyses reported a Cronbach alpha coefficient in the range of 0.60 to 0.94. The test items were positively worded with response anchors on a five-point Likert scale where: 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = strongly disagree.

Variable	Operational Definition	Items
Job Characteristic	The attributes about job, as environment, skills for jobs, safety, feedback, new information, interpersonal, compensation, autonomy, and challenge.	**Autonomy** 1. The job allows me to make my own decisions about how to schedule my work 2. The job allows me to decide on the order in which things are done on the job 3. The job allows me to plan how I do my work 4. The job gives me a chance to use my personal initiative or judgment in carrying out the work 5. The job allows me to make a lot of decisions on my own 6. The job provides me with significant autonomy in making decisions 7. The job allows me to make

	decisions about what methods I use to complete my work 8. The job gives me considerable opportunity for independence and freedom in how I do **Task Variety** 1. The job involves a great deal of task variety 2. The job involves doing a number of different things 3. The job requires the performance of a wide range of tasks 4. The job involves performing a variety of tasks **Task Significant** 1. The results of my work are likely to significantly affect the lives of other people 2. The job itself is very significant and important in the broader scheme of things 3. The job has a large impact on people outside the organization 4. The work performed on the job has a significant impact on people outside the **Task Identity** 1. The job involves completing a piece of work that has an obvious beginning and end 2. The job is arranged so that I can do an entire piece of work from beginning to end 3. The job provides me the chance to completely finish the pieces of work I begin 4. The job allows me to complete work I start **Feedback** 1. The work activities themselves provide direct and clear information about the effectiveness (e.g., quality and

	quantity) of my job performance 2. The job itself provides feedback on my performance 3. The job itself provide me with information about my performance 4. I receive a great deal of information from my manager and co-workers about my job performance 5. Other people in the organization, such as managers and co-workers, provide information about the effectiveness (e.g., quality and quantity) of my job performance 6. I receive feedback on my performance from other people in my organization (such as my

Source: Hackman and Oldham (1975, 1976).

3.5.3 Job Performance

Performance is measured through a scale including 4 expressions of Sigler and Pearson (2000) that they get from Kirkman and Rosen (1999) reported a Cronbach alpha coefficient at 0.8435. The test items were positively worded with response anchors on a five-point Likert scale where: 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = strongly disagree.

Variable	Operational Definition	Items
Job Performance	Performance is a concept indicating the degree of reaching to a target aimed by such work in a qualitative and quantitative manner either by a person, a group or an organization	I complete my work in time I can overreach my targets in my work I'm sure that I overreach the standards against the quality of service I supplied. I can reach ready solutions whenever a problem shows up.

Source: Gul and Oktay (2009)

3.6 Sampling Design

The sampling design used was stratified sampling. A prior knowledge of the make-up of the population from which a random sample is to be drawn will make the researcher aware that there may be particular population characteristics, or strata, (e.g. ethnic minorities or age and gender distributions etc) that make random sampling from within specific subgroups necessary if the sample is to be representative and efficiently drawn. This is particularly important if there are known to be strata in the population which may have a systematic influence upon the dependent variable or other important variables (Gill and Johnson, 2002:101).

The populations of this study were the employees of PT. Bukaka. The total populations of the study were 853 (N) employees that worked at the . Bukaka. According to the sample determination table provided by Sekaran (2003), the appropriate sample size for population of 853 is 265 (n). Thus, these 265 sample size would draw conclusions about the entire population of PT. Bukaka.

3.7 Data Collection

Before survey was carried out, initial contacts with targeted company PT Bukaka. were made on April, 2011 by letter whereby a sample copy of the questionnaire was attached. As a result of these contacts, HR manager of PT. Bukaka to participate in this study. This is a cross-sectional study, which utilized questionnaire surveys to collect the primary data. The data collection processes were carried out on April, 2011 at PT. Bukaka Office. The questionnaires were distributed to 265 respondents at PT. Bukaka. In order to distribute the questionnaires, self-administrated techniques were used by researcher. This technique was chosen because data could be collected from the respondents within a short period that is between three hours after the questionnaires were distributed. A total of 270 set of questionnaire were distributed. Of those 270 set of questionnaires, 245 were returned. From these 245 set 15 of returned questionnaires were rejected due to incompleteness. The 230 usable questionnaires for further analysis.

3.8 Data Analysis

The latest version (2008) of the Statistical Package for the Social Sciences (SPSS 15.0) will use for the statistical analysis. The data will be analyzed using the reliability test, frequency statistics. Moreover, the researcher carried out the Frequency Analysis for the respondent's demographic factors of gender, race, and education background, length of services, age and professional qualification. Therefore, Pearson Correlation Analyses were used to examine the relationship between independent variables and the dependent variables. Further, Multiple Regression dimension of independent variables and dependent variable.

3.8.1. Prestest Analysis Validity Test

Test the validity of the research was conducted using factor analysis with SPSS version 15.0 with 30 respondents. According to Hair et al. (1998, 52), factor loadings greater than 0.3 is considered significant. Kaiser (1974, cited in Dziuban and Shirkey 1974: 359) had refined the index further and suggested that anything in the .90s was 'marvelous', in the .80s 'meritorious', in the .70s 'middling', in the .60s 'mediocre', in the .50s 'miserable' and below .5 'unacceptable'. The following are the Bartlett and KMO statistics for a number of matrices which considered using for factor analysis.

Factor Analysis Table

Variable	KMO	P – value	Decision
Job Performance	0,821	0,000	Valid
Job Characteristic	0,430	0,000	Valid
Job Satisfaction	0,670	0,000	Valid

Source : Pre Test Factor Analysis Appendix

Based on the calculation table above figures KMO Measure of Sampling Adequacy (MSA) amounted from 0,430 to 0,821 with a significance level of 0.000. These figures are above 0.3 and 0.000 significance smaller than 0.05 so that the variables are valid and can be analyzed further.

3.8.2. Prestest Analysis Reliability Test

The Cronbach's Coefficient alpha can be explained as positive relation between items with the other. According to Sekaran, (2000:312), the closer the reliability coefficient gets to 1.0, the better the result . In general, if the result is less than 0.60, then it being considered to be poor, if the result is at the 0 .70 range, then it being considered to be acceptable, and if the result is over 0.80, then it being considered good. Moreover, the decision establishment is:

If Cronbach's alpha > 0.60 → construct reliable (acceptable)

If Cronbach's alpha < 0.60 → construct reliable (unacceptable)

Reliability Test Table

Construct	Items	Cronbach's Coefficient Alpha
Job Performance	4	0.938
Job Characteristic	26	0.951
Job Satisfaction	16	0.837

Source : Pre Test Reliability Analysis Appendix

As shown in the table above, from the result, it can clearly be seen that the entire outcome for the calculations are above 0.6, which means that all statements answered by respondents are consistent and unreliable. (To see more about reliability test measured, see the appendix)

3.8.3 Test Measurement

In relationship closeness, both service employee and customer adopt the multi-item scale used in previous study by Olorunniwo et. al. (2006), Gremler & Gwinner (2000) and Guenzi and Pelloni (2004). All of the variables: customer-to-employee relationship closeness, customers' satisfaction, and customers' loyalty, will be measured by using Likert-type five point scales. It is because of an assumption that most of the sample tends to have uncritical opinion. This validity the multi-item scale will be assessed through the following procedure such as analytical factor analysis and reliability analysis.

3.8.3.1 Test Validity

Test the validity of the research was conducted using factor analysis with SPSS version 15.0 According to Hair et al. (1998, 52), factor loadings greater than 0.3 is considered significant. Kaiser (1974, cited in Dziuban and Shirkey 1974: 359) had refined the index further and suggested that anything in the .90s was 'marvelous', in the .80s 'meritorious', in the .70s 'middling', in the .60s 'mediocre', in the .50s 'miserable' and below .5 'unacceptable'. The following are the Bartlett and KMO statistics for a number of matrices which considered using for factor analysis.

Factor Analysis Table

Variable	KMO	P – value	Decision
Job Performance	0,806	0,000	Valid
Job Characteristic	0,875	0,000	Valid
Job Satisfaction	0,866	0,000	Valid

Source : Factor Analysis Appendix

Based on the calculation table above figures KMO Measure of Sampling Adequacy (MSA) amounted from 0,806 to 0,875 with a significance level of 0.000. These figures are above 0.3 and 0.000 significance smaller than 0.05 so that the variables are valid and can be analyzed further.

3.8.3.2 Test Reliability

The researcher uses reliability test in order to measure answer consistency from respondents. Therefore, it is important to note that the instrument used to measure

all items of the variables is the questionnaire with a number of questions that should be submitted for the reliability test from among variables concerned using the Cronbach's coefficient alpha as the coefficient of reliability. The Cronbach's Coefficient alpha can be explained as positive relation between items with the other. According to Sekaran, (2000:312), the closer the reliability coefficient gets to 1.0, the better the result . In general, if the result is less than 0.60, then it being considered to be poor, if the result is at the 0 .70 range, then it being considered to be acceptable, and if the result is over 0.80, then it being considered good. Moreover, the decision establishment is:

If Cronbach's alpha > 0.60 → construct reliable (acceptable)

If Cronbach's alpha < 0.60 → construct reliable (unacceptable)

Reliability Test Table

Construct	Items	Cronbach's Coefficient Alpha
Job Performance	4	0.859
Job Characteristic	26	0.940
Job Satisfaction	16	0.926

As shown in the table above, from the result, it can clearly be seen that the entire outcome for the calculations are above 0.6, which means that all statements answered by respondents are consistent and unreliable. (To see more about reliability test measured, see the appendix)

CHAPTER IV

FINDINGS

4.1 Introduction

In this chapter, the researcher will provide the descriptive statistics and hypothesis testing according to the type of data and methods that have been explained in the previous chapter.

4.2 Profile of Respondents

The subject ware majority age is 21-30 years old with 126 persons from a total of 230 respondents or 54,8 % from all respondents. While 31-40 years old has 62 persons from a total of 230 respondents or 27,0 % form all respondents. Age >40 years old has 42 persons from a total of 230 respondents or 18,3 % from all respondents. The majority gender is male with 162 persons from a total of 230 respondents or 62,3 % from all respondents. While the female gender is 98 persons from a total of 230 respondents or 37,7 % form all respondents. The majority education is bachelor degree with 143 persons from a total of 230 respondents or 55,4 % from all respondents. While high school has 47 persons from a total of 230 respondents or 19,2 % form all respondents. Diploma and magister degree has 32 and 20 persons from a total of 230 respondents or 13,1 % and 4,6 from all respondents, respectively. 20 persons from a total of 230 respondents or 7,7% from all respondents has another education not mentioned

here. The majority work status are staffs with 168 persons from a total of 230 respondents or 73,8 % from all respondents. Whiie for supervisor has 41 persons from a total of 230 respondents or 16,9 % from all respondents. Senior staff has 17 persons from a total of 230 respondents or 6,9 % from all respondents. Managers has 4 persons from a total of 230 respondents or 2,3 % from all respondents.

Table 4.1

Respondent's Characteristics

Characteristic	Frequency	Percentage (%)
Age :		
21-30 years old	126	54,8
31-40 years old	62	27,0
>40 years old	42	18,3
Gender :		
Male	143	62,2
Female	87	37,8
Education :		
High school	47	20,4
Diploma	32	13,9
Bachelor Degree	120	52,2
Magister Degree	11	4,8
Else	20	8,7
Status :		
Manager	4	1,7
Senior staff	17	7,4
Supervisor	41	17,8
Staff	168	73,0
Length :		
<1 year	22	9,6
1-2 years	51	22,2
3-5 years	50	21,7
6-10 years	27	11,7
>10 years	80	34,8

4.3. Descriptive Statistics

Descriptive statistic is used to display quantitative data or summarize information about a population or sample. The descriptive statistics clarify results from the questionnaires that had been answered by the respondents, which consist of minimum and maximum response, mean, standard deviation and variety of each response.

Table 4.2

Descriptive Statistic of Job Performance, Job Characteristic and Job Satisfaction.

	N	Mean	Std. Deviation
Job Performance	230	3.5865	.73895
Job Characteristic	230	3.5092	.56657
Job Satisfaction	230	3.2567	.60520

Based on the result described in the table 4.2 above, all of the variables have 230 samples. The table above shows the mean or the average and standard deviation for each dimension. The mean value shows the average respondent's rate to a certain variable, while the standard deviation value describes the deviation of the average questions from the questionnaire.

In the Job Performance variable, showed that the respondent's mean value is 3.5865. By this result it showed that the average answer of the respondent for the

Job Performance dimension is 3.5865 with the minimum value 1 and maximum value 5. Furthermore, based on the result, it can be concluded that the respondents have an average degree for Job Performance variable.

In the Job Characteristic variable, which consists of autonomy, task variety, task significant, task identity, and feedback, showed that the respondent's mean value is 3.5092. By this result it showed that the average answer of the respondent for the Job Characteristic dimension is 3.5092 with the minimum value 1,65 and maximum value 4,77. Furthermore, based on the result, it can be concluded that the respondents have an average degree for Job Characteristic variable.

In the Job Satisfaction variable, which consist of satisfaction with supervisors, co-workers, pay, promotion and with work itself , showed that the respondent's mean value is 3,2567. By this result it showed that the average answer of the respondent for the Job Satisfaction dimension is 3, 2567 with the minimum value 1,44 and maximum value 5. Furthermore, based on the result, it can be concluded that the respondents have an average degree for Job Satisfaction variable.

4.3. Correlation Analysis

This section reports the hypothesis testing and correlation analysis results of the relationship between job satisfaction and job characteristic with job performance

The results were shown in Table 4.3

Tabel 4.3 Correlations

		Job *Satisfaction*	Job Characteristic	Job *Performance*
Job Satisfaction	Pearson Correlation	1	,478(**)	,328(**)
	Sig. (2-tailed)		,000	,000
	N	230	230	230
Job Characteristic	Pearson Correlation	,478(**)	1	,481(**)
	Sig. (2-tailed)	,000		,000
	N	230	230	230
Job Performance	Pearson Correlation	,328(**)	,481(**)	1
	Sig. (2-tailed)	,000	,000	
	N	230	230	230

** Correlation is significant at the 0.01 level (2-tailed).

Table 4.3 showed that all independent variable were positively correlated with job performance. The correlation coefficient value 0.328 and 0.481. This suggests that the entire independent variable have significant relationship with job performance.

4.4 Multiple Regression Analysis

The hypotheses is to answer and to test the hypotheses concerning job characteristic to job performance, and hypotheses that concerning job satisfaction to job. The research used the multiple regression method to measure and analyse the significant job characteristic and job satisfaction on job performance. . The decision-making in the regression test was based on:

If p-value < 0.05, therefore Ho is rejected

If p-value > 0.05, therefore Ho fails to be rejected

Table 4.4 Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	5,037	1,124		4,480	,000
	Job Characteristic	,082	,013	,420	6,396	,000
	Job Satisfaction	,036	,019	,128	1,941	,053

a Dependent Variable: Job Performance
Adjusted $R^2 = 0,237$ F = 36,656

Table 4.4 illustrates the multiple regression results of job characteristic and job satisfaction toward job performance. The result revealed that only 23.7% (Adjuested R^2=0.237) of the variance in Job Characteristic had been significantly explained by job characteristic and satisfaction variables. Job chacaracteristic was

found to be the most important factors in explaining Job perfomance beta value of 0.420, while Job satisfaction had no significant influence toward job performance.

4.5 Conclusion

Consistent with previous research, our results indicate that job autcnomy, job variety and job feedback have a strong positive influence on employee job performance. These findings suggest that Hackman and Oldham's (1975) job characteristics model can be constructively adapted to the field of labor worker management. The underlying assumption of this model is that a properly designed job can influence motivation because an employee responds positively to his/her work environment (Banai & Reisel, 2007). High levels of job autonomy and job variety enable employee to use their discretion when planning their daily work. Moreover, these job characteristics allow the development of appropriate selling strategies and tactics which, based on employee judgment, can satisfy the needs and preferences of specific needs of job. Similarly, job feedback has motivational potentials since it provides employee with direct and clear information regarding the effectiveness and outcomes of their efforts in job performance. Moreover, job feedback enhances motivation by providing guidance and support for performance improvements and professional development. Therefore, Job characteristic plays a critically important role in determining the Job performance.

CHAPTER V

DISCUSSION AND CONCLUSION

In this chapter, the researcher provides summary of data analysis that has been done in the previous chapter. Moreover, the researcher also makes a comparison between the result of this study and the literature from previous study. Thus, this chapter consists of implication for managers and the corporation and recommendations for further research.

5.1. Discussion

The purpose of this chapter is to discuss findings from the analyses performed. he discussion will be based on the objectives of the study as presented in Chapter 1, which are:

1. To determine the influence of Job Satisfaction on Employee Performance.
2. To determine the influence of Job Characteristic on Employee Performance.

5.2. The Relationship between Job Satisfaction and Job Characteristic on Employee Performance

As predicted, there were significant relationship between Job satisfaction and Job performance. The correlation results (refer Table 4.3) of this study revealed positive correlation between Job satisfaction and Job characteristic on Job performance

5.2.1 The Relationship between Job Satisfactions on Employee Performance

The present study provided a direct, empirical test of the hypothesis that job satisfaction is related to performance. Our results indicated that although overall job satisfaction was positively related to task and contextua performance, the relationship did not differ by performance dimension. In contrast, when operationalising satisfaction at the facet level, three of the five facets were significantly related to task performance, but only one of the facets was significantly related to contextual performance. In addition, satisfaction with work was more strongly related to task than contextual performance and satisfaction with supervision was more strongly related to contextual than task performance. Thus, our data suggest that the differential predictions between satisfaction and task and contextual performance are only manifest when one considers satisfaction at the facet level. This highlights the importance of matching predictors and criteria in terms of compatibility, both conceptually and empirically.

5.2.2 The Relationship between Job Characteristic on Employee Performance

Job characteristic and performance were found to have significant positive relationship with career commitment (refer Table 4.3). Consistent with previous research, our results indicate that job autonomy, job variety and job feedback have a strong positive influence on employee job performance. These findings suggest that Hackman and Oldham's (1975) job characteristics model can be constructively adapted to the field of labor worker management. The underlying assumption of this model is that a properly designed job can influence motivation because an employee responds positively to his/her work environment (Banai & Reisel, 2007). High levels of job autonomy and job variety enable employee to use their discretion when planning their daily work. Moreover, these job characteristics allow the development of appropriate selling strategies and tactics which, based on employee judgment, can satisfy the needs and preferences of specific needs of job. Similarly, job feedback has motivational potentials since it provides employee with direct and clear information regarding the effectiveness and outcomes of their efforts in job performance. Moreover, job feedback enhances motivation by providing guidance and support for performance improvements and professional development. Therefore, job design plays a critically important role in determining the job performance.

5.3 Theoretical Implications

The goal of this research is to provide a better understanding of the implementation process by examining individual to the job characteristics and job satisfaction on job performance. These research findings were obtained from a medium-sized metal manufacturing company where some jobs are at intermediate levels of complexity. It may be that, for jobs of greater complexity and/or greater autonomy and discretion, improvements in the conditions that reduce or enhance the impact on job characteristic and satisfaction across a range of different occupations do continue to contribute to job performance. The opposite may be true for jobs of lower complexity. Different findings could reflect real differences in the way that workplace conditions affect job characteristic and satisfaction in these jobs.

5.4. Practical Implication

This research can give several implication and contributions that it can be applied and by several companies and organizations; those implications are:

1. For managers, the job performance is the basic factor to the company performance. Hence, in the manufacturing markets both aspects also being influence by the job characteristic.

2. For companies, the job characteristic is one of important component in manufacturing provider, thus, the characteristics of the job itself should be maintained.

5.4. Limitations of the study

In concluding this research, there are several limitations, which has to disclose and become more useful in the future and it can be applicable in next research. The limitations are:

1. The research is an exploratory research on employee job satisfaction and job characteristic, in that case it would be hard to generalize the findings, because it deal with perception of each person
2. The research is conduct only in one specific manufacturing company, which is in PT. Bukaka. In other words, a result will not represent the same perception of employee performance in another manufacturing company.
3. Based on the previous studies, in analysing, the data this research was used the multiple regression analysing method, therefore, the researchers believes that this research would be more relevant if it was using another method.

5.5. Recommendations

Based on the research limitations, there are also several recommendations for the further research. The recommendations are:

1. In the next research, this research should be replicated in wider sample of companies, which has different kinds of manufacturing industries in order to simplify the generalization of the findings.

2. To generalize the perception of the local respondents, the research's questionnaire should distribute in several cities or at least more than one city in one country, not only taken place in one specific geographical area.

3. For the further research, the researcher should add more number of participate respondents in order to get variation result.

4. Future research, to be conducted in more than one organization, would strengthen the generalization of the present findings. The validity of supervisors' ratings as performance indicators has been widely criticized. As Podsakoff et al. (1997) suggested, subjective job performance ratings are less reliable because they are affected by rater's instinct factors (e.g., personality, cognitive errors). If alternative objective indicators for some performance measures such as productivity ratio, percentage of products that was rejected (quality), and the number of suggestions acquired from

company record are used for assessments, much reliable results can be produced.

5.6 Conclusion

Based on collected data of 230 respondents, who are employee from PT. Bukaka Teknik Utama through the distribution of questionnaires, it can be conclude that:

1. Based on the first hypothesis analysis result, it can be concluded that Job characteristics are related to performance positively. It was being prove by the multiple regression analysis method's result, that the respondent has significant value of ρ-value < 0.05, which is 0.000. Therefore, it is true that Job characteristics are related to performance positively.

2. Based on the second hypothesis analysis result, it can be concluded that Job satisfaction didn't related to performance positively. It was being prove by the multiple regression analysis method's result, that the respondent has significant value of ρ-value > 0.05, which is 0.053. Therefore, it is not true that Job satisfaction related to performance positively.

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Appendices

SOAL SELIDIK
ANALISIS PENGARUH KARAKTERISTIK KERJA
DAN KEPUASAN KERJA
TERHADAP KINERJA KARYAWAN
(Studi Pada Karyawan PT. Bukaka Teknik Utama, Jakarta)

Kepada

Yth. : Para responden (karyawan PT. Bukaka Teknik Utama)

Di Jakarta.

Dalam rangka untuk menyelesaikan Master Project di Program Studi Human Resource Management, Pascasarjana Universiti Utara Malaysia; saya sebagai peneliti **memohon bantuan Anda,** yaitu Bapak/Ibu/Sdr/Sdri karyawan yang bekerja di PT Bukaka Teknik Utama, Jakarta, agar berkenan memberikan jawaban kuesioner yang telah saya sajikan dalam lembar berikutnya. Penelitian ini bertujuan untuk menguji pengaruh kepuasan kerja dan karakteristik kerja terhadap kinerja karyawan.

Daftar pertanyaan dalam kuesioner berjumlah 46 pertanyaan yang hendaknya diisi dengan lengkap dan mohon jangan dibiarkan tidak terjawab. Kelengkapan jawaban akan sangat mempengaruhi hasil analisis dalam penelitian ini dan **tidak mempengaruhi penilaian perusahaan terhadap kinerja anda.** Data pribadi anda tidak akan dipublikasikan, sehingga anda dapat memberikan opini secara bebas. Kerahasiaan informasi yang diperoleh akan dijaga dengan baik dan informasi tersebut hanya akan digunakan untuk kepentingan akademik.

Besar harapan saya atas partisipasi terhadap pengisian kuesioner ini karena jawaban tersebut merupakan kontribusi yang berharga baik bagi peneliti dan ilmu pengetahuan, maupun bagi usaha untuk memajukan perusahaan.

Atas perhatian, saya ucapkan terima kasih.

Hormat saya,

Audita Arfanda

I. Profil Responden

Silahkan lingkari nomor yang mewakili respons yang paling tepat bagi anda terkait dengan item berikut.

1. Usia (tahun)

1) 21-30 Tahun
2) 31 – 40 Tahun
3) Diatas 40 Tahun

2. Jenis Kelamin

1) Pria
2) Wanita

3. Tingkat Pendidikan Tertinggi

1) Sekolah menengah atas
2) D3
3) S1
4) S2
5) Lainnya (.....)

4. Status Pekerjaan

1) Manajer
2) Staf Ahli
3) Supervisor
4) Staf

5. Lama Bekerja dalam Organisasi (tahun)

1) Kurang dari 1
2) 1-2
3) 3-5
4) 6-10
5) Lebih dari 10

II. PERTANYAAN YANG TERKAIT DENGAN TEMA PENELITIAN

Untuk menjawab pertanyaan berikut ini, berilah tanda contreng √ pada jawaban yang sesuai dengan keadaan Bapak/Ibu.

keterangan :

1 = Sangat tidak setuju

2 = Tidak setuju

3 = Cukup setuju

4 = Setuju

5 = Sangat setuju

No	Pertanyaan	1	2	3	4	5
	Kinerja					
1.	Saya menyelesaikan pekerjaan saya tepat waktu					
2.	Saya dapat melampaui target dalam pekerjaan saya					
3.	Saya yakin bahwa saya melampaui standar terhadap kualitas dari jasa yang yang suplai.					
4.	Saya dapat mencapai solusi yang siap kapanpun sebuah masalah muncul.					

No	Pertanyaan	1	2	3	4	5
	Karakteristik Pekerjaan					
1.	Pekerjaan memungkinkan saya untuk membuat keputusan saya sendiri tentang bagaimana menjadwalan pekerjaan saya					
2.	Pekerjaan memungkinkan saya untuk memutuskan susunan dari pekerjaan yang harus diselesaikan dalam pekerjaan					
3.	Pekerjaan memungkinkan saya untuk merencanakan bagaimana saya bekerja					
4.	Pekerjaan memberikan saya peluang untuk menggunakan penilain dan inisiatif saya sendiri dalam menjalankan tugas					
5.	Pekerjaan memungkinkan saya untuk membuat banyak keputusan saya sendiri					
6.	Pekerjaan memberikan pada saya otonomi yang signifikan dalam membuat keputusan					
7.	Pekerjaan memungkinkan saya untuk membuat keputusan mengenai metode apa yang saya gunakan untuk menyelesaikan pekerjaan saya					
8.	Pekerjaan memberikan pada saya peluang yang cukup besar untuk independensi dan kebebesan dalam bagaimana saya bekerja					
9.	Pekerjaan melibatkan variasi tugas yang cukup besar					
10.	Pekerjaan melibatkan sejumlah hal yang berbeda					
11.	Pekerjaan memerlukan kinerja dari skala pekerjaan yang luas					
12.	Pekerjaan melibatkan melaksanakan beragam tugas					
13.	Hasil dari pekerjaan saya memberikan dampak terhadap orang disekeliling					
14.	Pekerjaan saya memiliki dampak yang penting terhadap lingkup kerja keseluruhan					
15.	Pekerjaan saya memiliki dampak yang besar terhadap orang – orang diluar perusahaan					
16.	Pekerjaan yang saya lakukan memiliki dampak yang signifikan terhadap orang-orang diluar perusahaan					
17.	Pekerjaan melibatkan menyelesaikan sebuah bagian dari pekerjaan yang memiliki awal dan akhir yang jelas					
18.	Pekerjaan diatur sehingga saya dapat melakukan seluruh bagian pekerjaan dari awal sampai akhir					
19.	Pekerjaan memberikan pada saya peluang untuk menyelesaikan bagian dari pekerjaan yang saya mulai					
20.	Pekerjaan memungkinkan saya untuk menyelesaikan pekerjaan yang saya mulai					
21.	Aktivitas pekerjaan itu sendiri menyediakan informasi yang langsung dan jelas mengenai keefektifan (misalnya kualitas dan kuantitas) dan kinerja saya					
22.	Pekerjaan itu sendiri menyediakan umpan balik dalam kinerja saya					

23.	Pekerjaan itu sendiri menyediakan untuk saya informasi mengenai kinerja saya					
24.	saya menerima informasi yang cukup dari para manajer dan rekan kerja saya mengenai pekerjaan saya					
25.	Orang lain dalam organisasi, seperti manajer dan rekan kerja menyediakan informasi mengenai keefektifan (misalnya., kualitas dan kuantitas) dari kinerja pekerjaan saya					
26.	Saya menerima umpan balik mengenai kinerja saya dari orang lain dalam orang lain organisasi saya					

No	Pertanyaan	1	2	3	4	5
	Kepuasan Pekerjaan					
1.	Saya setuju dengan dasar-dasar yang digunakan perusahaan untuk mempromosikan seseorang.					
2.	Perusahaan sering melakukan promosi jabatan pada karyawan					
3.	Saya menikmati bekerja dengan orang-orang disini.					
4.	Saya bekerja dengan orang–orang yang bertanggung jawab.					
5.	Saya bekerja dengan orang-orang yang mendukung saya.					
6.	Ketika saya minta bantuan , maka akan segera dibantu					
7.	Atasan saya sangat mendukung saya					
8.	Atasan saya memiliki keteladanan yang baik					
9.	Atasan saya selalu mendengarkan pendapat saya					
10.	Manajemen selalu memperlakukan saya dengan adil					
11.	Saya menikmati bekerja dengan orang-orang disini.					
12.	Saya bekerja dengan orang–orang yang bertanggung jawab.					
13.	Saya bekerja dengan orang-orang yang mendukung saya.					
14.	Ketika saya minta bantuan , maka akan segera dibantu					
15.	Perusahaan ini membayar saya lebih baik daripada perusahaan lain.					
16.	Gaji yang saya dapatkan setara dengan tugas dan kewajiban saya.					

Frequencies

Frequency Table

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years old	126	54,8	54,8	54,8
	31-40 years old	62	27,0	27,0	81,7
	>40 years old	42	18,3	18,3	100,0
	Total	230	100,0	100,0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Men	143	62,2	62,2	62,2
	Women	87	37,8	37,8	100,0
	Total	230	100,0	100,0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school	47	20,4	20,4	20,4
	Diploma	32	13,9	13,9	34,3
	Bachelor degree	120	52,2	52,2	86,5
	Magister degree	11	4,8	4,8	91,3
	Else	20	8,7	8,7	100,0
	Total	230	100,0	100,0	

Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	4	1,7	1,7	1,7
	Senior staff	17	7,4	7,4	9,1
	Supervisor	41	17,8	17,8	27,0
	Staff	168	73,0	73,0	100,0
	Total	230	100,0	100,0	

Lenght

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 year	22	9,6	9,6	9,6
	1-2 years	51	22,2	22,2	31,7
	3-5 years	50	21,7	21,7	53,5
	6-10 years	27	11,7	11,7	65,2
	>10 years	80	34,8	34,8	100,0
	Total	230	100,0	100,0	

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,806
Bartlett's Test of Sphericity	Approx. Chi-Square	422,747
	df	6
	Sig.	,000

Communalities

	Initial	Extraction
K1	1,000	,664
K2	1,000	,774
K3	1,000	,760
K4	1,000	,617

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,816	70,410	70,410	2,816	70,410	70,410
2	,505	12,635	83,044			
3	,417	10,420	93,464			
4	,261	6,536	100,000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
K1	,815
K2	,880
K3	,872
K4	,786

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Rotated Component Matrix[a]

a. Only one component was extracted. The solution cannot be rotated.

```
/METHOD=CORRELATION .
```

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,875
Bartlett's Test of Sphericity	Approx. Chi-Square	3854,716
	df	325
	Sig.	,000

Communalities

	Initial	Extraction
KR1	1,000	,608
KR2	1,000	,603
KR3	1,000	,680
KR4	1,000	,653
KR5	1,000	,501
KR6	1,000	,581
KR7	1,000	,655
KR8	1,000	,585
KR9	1,000	,657
KR10	1,000	,736
KR11	1,000	,677
KR12	1,000	,721
KR13	1,000	,560
KR14	1,000	,584
KR15	1,000	,602
KR16	1,000	,629
KR17	1,000	,627
KR18	1,000	,744
KR19	1,000	,780
KR20	1,000	,785
KR21	1,000	,591
KR22	1,000	,571
KR23	1,000	,534
KR24	1,000	,725
KR25	1,000	,791
KR26	1,000	,731

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10,540	40,537	40,537	10,540	40,537	40,537	4,628	17,799	17,799
2	2,047	7,871	48,409	2,047	7,871	48,409	3,479	13,382	31,181
3	1,741	6,697	55,106	1,741	6,697	55,106	3,410	13,115	44,296
4	1,386	5,331	60,437	1,386	5,331	60,437	2,867	11,026	55,322
5	1,198	4,607	65,044	1,198	4,607	65,044	2,528	9,722	65,044
6	1,083	4,167	69,211						
7	1,000	3,845	73,056						
8	,894	3,440	76,496						
9	,653	2,511	79,007						
10	,585	2,251	81,258						
11	,543	2,087	83,346						
12	,515	1,979	85,325						
13	,461	1,773	87,098						
14	,441	1,698	88,796						
15	,404	1,553	90,349						
16	,353	1,358	91,706						
17	,330	1,269	92,976						
18	,305	1,172	94,148						
19	,273	1,049	95,196						
20	,238	,915	96,111						
21	,224	,861	96,972						
22	,203	,781	97,752						
23	,187	,718	98,470						
24	,154	,592	99,063						
25	,126	,485	99,547						
26	,118	,453	100,000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component				
	1	2	3	4	5
KR1	,589	-,305	-,313	,010	,266
KR2	,633	-,181	-,350	-,180	,124
KR3	,736	-,060	-,361	-,068	,002
KR4	,704	-,259	-,289	-,035	-,072
KR5	,652	-,248	,047	-,112	,009
KR6	,623	-,389	-,040	,073	-,185
KR7	,665	-,364	-,280	,032	,041
KR8	,506	-,464	-,090	,269	-,181
KR9	,606	-,244	,390	,239	-,146
KR10	,624	-,330	,456	,115	-,128
KR11	,724	-,187	,336	,068	-,015
KR12	,624	-,159	,514	-,112	-,172
KR13	,645	-,123	-,020	-,286	,216
KR14	,703	,005	-,035	-,180	,237
KR15	,579	,206	,262	-,271	,285
KR16	,443	,158	,546	-,233	,235
KR17	,692	,358	-,066	-,039	-,119
KR18	,562	,537	-,069	-,107	-,352
KR19	,715	,273	-,066	-,089	-,427
KR20	,704	,273	-,154	-,114	-,421
KR21	,688	,239	-,055	-,227	-,071
KR22	,652	,187	,013	-,114	,314
KR23	,643	,255	-,038	-,030	,230
KR24	,631	,212	-,180	,464	,183
KR25	,549	,375	-,065	,571	,137
KR26	,564	,265	,183	,535	,154

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
KR1	,729	-,010	,108	,171	,189
KR2	,708	,220	,054	,218	,059
KR3	,676	,387	,100	,160	,194
KR4	,697	,290	,259	,061	,107
KR5	,481	,178	,405	,268	,038
KR6	,531	,184	,510	-,024	,069
KR7	,736	,126	,273	,054	,141
KR8	,512	,051	,501	-,207	,162
KR9	,175	,116	,734	,129	,240
KR10	,206	,082	,793	,210	,115
KR11	,290	,167	,643	,330	,207
KR12	,101	,245	,717	,368	-,019
KR13	,514	,164	,192	,482	,009
KR14	,484	,225	,162	,494	,169
KR15	,150	,215	,171	,698	,129
KR16	-,091	,098	,343	,699	,064
KR17	,233	,612	,124	,296	,309
KR18	,034	,813	,046	,189	,209
KR19	,236	,783	,270	,123	,152
KR20	,288	,796	,200	,098	,135
KR21	,315	,557	,129	,387	,125
KR22	,340	,228	,073	,558	,295
KR23	,306	,304	,050	,462	,363
KR24	,343	,216	,095	,114	,734
KR25	,122	,251	,096	,095	,833
KR26	,043	,152	,301	,200	,759

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Component Transformation Matrix

Component	1	2	3	4	5
1	,567	,463	,437	,396	,340
2	-,507	,545	-,471	,280	,382
3	-,610	-,178	,650	,413	-,056
4	-,113	-,231	,213	-,493	,803
5	,191	-,635	-,345	,592	,300

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,866
Bartlett's Test of Sphericity	Approx. Chi-Square	3344,084
	df	120
	Sig.	,000

Communalities

	Initial	Extraction
KP1	1,000	,878
KP2	1,000	,843
KP3	1,000	,806
KP4	1,000	,829
KP5	1,000	,864
KP6	1,000	,879
KP7	1,000	,872
KP8	1,000	,789
KP9	1,000	,839
KP10	1,000	,737
KP11	1,000	,739
KP12	1,000	,831
KP13	1,000	,834
KP14	1,000	,882
KP15	1,000	,828
KP16	1,000	,898

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8,329	52,057	52,057	8,329	52,057	52,057	3,859	24,118	24,118
2	2,201	13,759	65,816	2,201	13,759	65,816	3,241	20,257	44,376
3	1,085	6,783	72,600	1,085	6,783	72,600	2,536	15,848	60,223
4	1,018	6,362	78,961	1,018	6,362	78,961	2,004	12,525	72,748
5	,713	4,459	83,420	,713	4,459	83,420	1,707	10,672	83,420
6	,535	3,347	86,767						
7	,432	2,701	89,468						
8	,339	2,118	91,586						
9	,282	1,760	93,346						
10	,244	1,525	94,871						
11	,235	1,470	96,341						
12	,164	1,028	97,369						
13	,147	,919	98,288						
14	,124	,778	99,066						
15	,083	,520	99,587						
16	,066	,413	100,000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component				
	1	2	3	4	5
KP1	,327	,573	,578	,194	,266
KP2	,307	,727	,392	,246	-,081
KP3	,790	-,118	-,172	,360	-,090
KP4	,790	-,134	-,046	,419	-,096
KP5	,900	-,142	,111	-,016	,144
KP6	,816	-,225	-,006	-,092	,392
KP7	,869	-,092	,191	-,261	-,057
KP8	,829	-,078	,065	-,204	-,223
KP9	,755	-,118	,203	-,333	-,322
KP10	,676	,347	,002	-,359	-,175
KP11	,767	-,019	-,259	,263	-,118
KP12	,811	-,129	-,079	,366	-,128
KP13	,896	-,137	,036	-,090	,052
KP14	,790	-,216	-,083	-,141	,429
KP15	,364	,743	-,348	-,128	-,074
KP16	,354	,678	-,519	-,095	,188

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
KP1	,030	,067	,190	,104	,909
KP2	,151	,138	-,154	,297	,830
KP3	,821	,230	,254	,116	,041
KP4	,835	,234	,241	,015	,136
KP5	,513	,480	,584	,033	,166
KP6	,393	,326	,783	,056	,037
KP7	,346	,729	,446	,049	,140
KP8	,427	,719	,275	,109	,045
KP9	,290	,845	,198	-,002	,049
KP10	,151	,663	,166	,456	,195
KP11	,749	,260	,215	,254	,004
KP12	,826	,283	,235	,052	,098
KP13	,499	,547	,521	,092	,080
KP14	,352	,300	,809	,116	-,025
KP15	,101	,183	-,052	,855	,226
KP16	,107	-,017	,166	,919	,118

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Component Transformation Matrix

Component	1	2	3	4	5
1	,620	,560	,474	,215	,175
2	-,185	-,050	-,254	,725	,611
3	-,236	,278	,008	-,622	,693
4	,685	-,598	-,213	-,194	,301
5	-,237	-,499	,816	,056	,160

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Reliability
Scale: Job Performance

Case Processing Summary

		N	%
Cases	Valid	230	100,0
	Excluded[a]	0	,0
	Total	230	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,859	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
K1	10,5304	4,949	,672	,834
K2	10,8739	4,355	,764	,795
K3	10,9739	4,681	,755	,800
K4	10,9261	5,091	,633	,849

Reliability
Scale: Job Characteristics

Case Processing Summary

		N	%
Cases	Valid	230	100,0
	Excluded[a]	0	,0
	Total	230	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,940	26

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KR1	87,9435	198,831	,548	,938
KR2	87,8478	198,723	,590	,938
KR3	87,8391	197,734	,695	,936
KR4	87,9043	197,117	,663	,937
KR5	88,5435	196,721	,617	,937
KR6	88,6043	198,100	,587	,938
KR7	87,9739	197,676	,624	,937
KR8	88,3043	201,322	,467	,939
KR9	88,1739	199,140	,571	,938
KR10	88,0435	199,168	,591	,938
KR11	87,9696	196,065	,691	,936
KR12	88,1435	198,368	,588	,938
KR13	87,8217	197,588	,600	,937
KR14	87,9739	197,135	,666	,937
KR15	88,3174	199,030	,551	,938
KR16	88,3783	201,834	,413	,940
KR17	87,9609	195,854	,655	,937
KR18	87,9696	199,829	,517	,939
KR19	87,9565	196,758	,677	,936
KR20	87,9522	197,085	,664	,937
KR21	88,0870	195,835	,649	,937
KR22	88,1826	199,163	,613	,937
KR23	88,1739	198,590	,601	,937
KR24	88,1913	199,343	,589	,938
KR25	88,2913	202,137	,506	,939
KR26	88,3217	201,817	,530	,938

Reliability
Scale: Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	230	100,0
	Excluded[a]	0	,0
	Total	230	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,926	16

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KP1	49,5304	91,019	,352	,930
KP2	49,7957	91,168	,353	,930
KP3	48,7304	87,307	,715	,920
KP4	48,7826	87,594	,712	,920
KP5	48,9261	84,767	,834	,916
KP6	48,9609	87,217	,728	,919
KP7	48,8261	84,205	,810	,916
KP8	48,8348	84,933	,764	,918
KP9	49,0739	86,855	,678	,920
KP10	49,4043	86,312	,669	,921
KP11	48,8435	87,093	,706	,920
KP12	48,8174	87,600	,735	,919
KP13	48,9478	85,045	,827	,916
KP14	48,9957	87,393	,699	,920
KP15	49,7696	90,877	,405	,928
KP16	49,6957	91,645	,384	,928

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Job Satisfaction, Job Characteristic[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Job Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,494[a]	,244	,237	2,48502

a. Predictors: (Constant), Job Satisfaction, Job Characteristic

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	452,727	2	226,363	36,656	,000[a]
	Residual	1401,795	227	6,175		
	Total	1854,522	229			

a. Predictors: (Constant), Job Satisfaction, Job Characteristic

b. Dependent Variable: Job Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,037	1,124		4,480	,000
	Job Characteristic	,082	,013	,420	6,396	,000
	Job Satisfaction	,036	,019	,128	1,941	,053

a. Dependent Variable: Job Performance

Correlations

Correlations

		Job Satisfaction	Job Characteristic	Job Performance
Job Satisfaction	Pearson Correlation	1	,478**	,328**
	Sig. (2-tailed)		,000	,000
	N	230	230	230
Job Characteristic	Pearson Correlation	,478**	1	,481**
	Sig. (2-tailed)	,000		,000
	N	230	230	230
Job Performance	Pearson Correlation	,328**	,481**	1
	Sig. (2-tailed)	,000	,000	
	N	230	230	230

**. Correlation is significant at the 0.01 level (2-tailed).

PRE TEST

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,821
Bartlett's Test of Sphericity	Approx. Chi-Square	101,739
	df	6
	Sig.	,000

Communalities

	Initial	Extraction
K1	1,000	,863
K2	1,000	,830
K3	1,000	,892
K4	1,000	,795

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,380	84,505	84,505	3,380	84,505	84,505
2	,335	8,385	92,891			
3	,160	4,001	96,891			
4	,124	3,109	100,000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
K1	,929
K2	,911
K3	,945
K4	,891

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Rotated Component Matrix[a]

a. Only one component was extracted. The solution cannot be rotated.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,430
Bartlett's Test of Sphericity	Approx. Chi-Square	702,475
	df	325
	Sig.	,000

Communalities

	Initial	Extraction
KR1	1,000	,785
KR2	1,000	,847
KR3	1,000	,828
KR4	1,000	,789
KR5	1,000	,819
KR6	1,000	,630
KR7	1,000	,805
KR8	1,000	,715
KR9	1,000	,664
KR10	1,000	,805
KR11	1,000	,688
KR12	1,000	,833
KR13	1,000	,728
KR14	1,000	,706
KR15	1,000	,672
KR16	1,000	,668
KR17	1,000	,720
KR18	1,000	,770
KR19	1,000	,773
KR20	1,000	,830
KR21	1,000	,733
KR22	1,000	,758
KR23	1,000	,843
KR24	1,000	,839
KR25	1,000	,738
KR26	1,000	,769

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11,913	45,818	45,818	11,913	45,818	45,818	4,588	17,647	17,647
2	2,479	9,536	55,353	2,479	9,536	55,353	4,375	16,826	34,473
3	2,239	8,611	63,964	2,239	8,611	63,964	4,212	16,199	50,673
4	1,653	6,358	70,323	1,653	6,358	70,323	3,472	13,354	64,027
5	1,473	5,664	75,987	1,473	5,664	75,987	3,110	11,960	75,987
6	,965	3,711	79,698						
7	,840	3,232	82,930						
8	,748	2,875	85,806						
9	,619	2,380	88,185						
10	,572	2,199	90,384						
11	,530	2,037	92,421						
12	,374	1,437	93,858						
13	,286	1,101	94,959						
14	,241	,928	95,887						
15	,203	,781	96,668						
16	,185	,711	97,379						
17	,154	,593	97,971						
18	,142	,545	98,516						
19	,115	,442	98,958						
20	,078	,300	99,259						
21	,066	,252	99,511						
22	,049	,188	99,699						
23	,043	,166	99,865						
24	,022	,086	99,951						
25	,011	,042	99,993						
26	,002	,007	100,000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component				
	1	2	3	4	5
KR1	,744	,110	,104	-,182	-,419
KR2	,799	,031	,194	-,224	-,347
KR3	,767	-,006	,385	-,074	-,293
KR4	,859	,052	,084	-,154	-,135
KR5	,766	,361	-,166	-,178	,207
KR6	,557	,399	-,306	-,206	,156
KR7	,763	-,090	-,021	-,353	-,301
KR8	,660	,410	-,080	-,278	,166
KR9	,727	-,163	-,328	-,006	,011
KR10	,746	-,290	-,390	,061	-,087
KR11	,648	-,092	-,284	,421	-,036
KR12	,665	-,215	-,403	,417	,087
KR13	,646	,049	,036	,253	-,492
KR14	,712	,163	-,032	,392	-,136
KR15	,671	,163	-,294	,310	-,115
KR16	,619	,300	-,400	,142	,121
KR17	,678	-,316	,332	-,217	-,055
KR18	,655	-,478	,204	-,104	,243
KR19	,644	-,306	-,267	-,250	,362
KR20	,807	-,206	-,205	-,239	,196
KR21	,670	-,136	,325	-,229	,330
KR22	,571	-,545	,191	,190	,251
KR23	,444	-,474	,504	,406	,031
KR24	,623	,566	,308	,111	,154
KR25	,466	,492	,463	,178	,184
KR26	,494	,346	,431	,317	,346

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
KR1	,796	,237	,118	,235	,160
KR2	,809	,186	,262	,231	,191
KR3	,756	,163	,331	,048	,342
KR4	,635	,293	,335	,354	,249
KR5	,282	,299	,174	,705	,352
KR6	,178	,255	-,006	,702	,201
KR7	,735	,201	,308	,357	-,048
KR8	,311	,135	,108	,684	,348
KR9	,293	,546	,364	,379	-,057
KR10	,333	,655	,390	,289	-,168
KR11	,163	,767	,216	,101	,124
KR12	,048	,832	,336	,160	,026
KR13	,639	,528	,011	-,066	,189
KR14	,355	,637	,093	,093	,397
KR15	,271	,700	,024	,254	,208
KR16	,099	,579	,007	,522	,223
KR17	,558	,047	,621	,076	,126
KR18	,253	,156	,815	,107	,084
KR19	,081	,277	,636	,523	-,109
KR20	,307	,345	,578	,532	-,012
KR21	,278	-,022	,671	,300	,340
KR22	,103	,321	,786	-,109	,120
KR23	,215	,255	,635	-,480	,314
KR24	,287	,156	,034	,327	,790
KR25	,199	,042	,062	,136	,821
KR26	,040	,157	,226	,083	,828

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 10 iterations.

Component Transformation Matrix

Component	1	2	3	4	5
1	,540	,499	,459	,391	,312
2	,025	-,078	-,695	,418	,580
3	,273	-,536	,270	-,475	,583
4	-,316	,665	-,121	-,559	,361
5	-,730	-,123	,469	,367	,312

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,670
Bartlett's Test of Sphericity	Approx. Chi-Square	359,443
	df	120
	Sig.	,000

Communalities

	Initial	Extraction
KP1	1,000	,822
KP2	1,000	,904
KP3	1,000	,867
KP4	1,000	,794
KP5	1,000	,835
KP6	1,000	,637
KP7	1,000	,877
KP8	1,000	,874
KP9	1,000	,856
KP10	1,000	,860
KP11	1,000	,826
KP12	1,000	,838
KP13	1,000	,890
KP14	1,000	,798
KP15	1,000	,867
KP16	1,000	,912

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6,476	40,472	40,472	6,476	40,472	40,472	5,917	36,980	36,980
2	3,373	21,080	61,552	3,373	21,080	61,552	2,169	13,557	50,537
3	1,622	10,135	71,687	1,622	10,135	71,687	2,072	12,948	63,485
4	1,111	6,943	78,630	1,111	6,943	78,630	1,871	11,691	75,176
5	,875	5,470	84,100	,875	5,470	84,100	1,428	8,923	84,100
6	,611	3,822	87,921						
7	,407	2,543	90,465						
8	,336	2,102	92,567						
9	,289	1,805	94,372						
10	,249	1,559	95,932						
11	,164	1,026	96,957						
12	,140	,878	97,835						
13	,115	,718	98,553						
14	,113	,707	99,260						
15	,093	,583	99,843						
16	,025	,157	100,000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component				
	1	2	3	4	5
KP1	-,131	,735	,100	,490	,119
KP2	-,247	,709	,171	,034	,557
KP3	,190	,706	-,379	-,434	,001
KP4	,265	,716	-,435	,115	-,098
KP5	,830	-,004	-,136	,329	,139
KP6	,746	-,018	-,280	,034	,025
KP7	,762	-,473	,073	-,158	,206
KP8	,838	-,329	,099	-,050	,226
KP9	,775	-,338	,008	-,247	,283
KP10	,526	-,077	,662	,354	-,117
KP11	,802	,356	-,156	-,174	-,032
KP12	,743	,452	-,062	,161	-,228
KP13	,899	,034	,027	,281	,014
KP14	,811	-,106	-,165	-,036	-,316
KP15	,403	,564	,491	-,335	,180
KP16	,242	,452	,635	-,310	-,386

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
KP1	-,044	,100	,123	,755	,474
KP2	-,207	,217	,133	,268	,851
KP3	,056	,889	,196	,067	,176
KP4	,256	,675	,029	,513	,096
KP5	,905	,013	-,045	,115	,019
KP6	,748	,239	-,039	-,062	-,124
KP7	,740	-,164	,045	-,541	-,087
KP8	,829	-,142	,097	-,396	-,004
KP9	,738	-,005	,057	-,555	,017
KP10	,508	-,558	,514	,159	-,011
KP11	,698	,496	,305	-,007	,003
KP12	,681	,334	,353	,362	-,084
KP13	,919	-,024	,168	,121	-,042
KP14	,732	,185	,172	-,074	-,438
KP15	,232	,227	,736	-,072	,462
KP16	-,010	,082	,948	,069	-,024

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 10 iterations.

Component Transformation Matrix

Component	1	2	3	4	5
1	,945	,126	,260	-,117	-,097
2	-,074	,586	,395	,559	,428
3	-,102	-,624	,734	-,062	,241
4	,256	-,495	-,336	,758	,042
5	,158	-,078	-,354	-,309	,865

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.