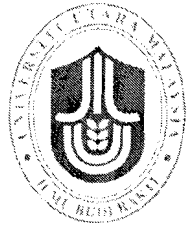


**THE RELATIONSHIP BETWEEN WORK LIFE BALANCE
AND JOB PERFORMANCE AMONG WORKING ADULT
STUDENTS IN UNIVERSITI UTARA MALAYSIA (UUM)**

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**MASTER OF HUMAN RESOURCES MANAGEMENT
UNIVERSITI UTARA MALAYSIA
APRIL 2014**



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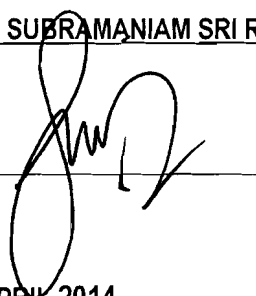
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ABSTRACT

Job performance is an individual output in terms of quality and quantity expected from every employee in a particular job. Individual performance is most of the determined by motivation and the will and ability to do the job. This study was conducted to find out the effect of work life balance on job performance among working adults students in Universiti Utara Malaysia (UUM) and used quantitative method in determining the relationship between all the independent variables (Work life Balance) and dependent variable (Job Performance). This study involved 146 respondents from Universiti Utara Malaysia. Researcher has distributed 350 sets of questionnaire to the respondents but researcher only received back 146 completed questionnaires. The questionnaire contains of 42 items that have used five point Likert scale. Each hypothesis was tested using Statistics Package for Social Science (SPSS) version 16.0. The obtained data were analyzed using descriptive analysis and inferential analysis namely correlation and regression. 6 hypotheses were formed after performed the inferential analysis was used to determine the relationship between independent variables and dependent variable. Dimensions of work life balance can be divided into six dimensions. They are workload, community, values, rewards, fairness and control. The results of the study showed that that most of the respondents agreed that the two dimensions which are work life (values) and work life balance (control) can increase their performance and productivity. As a conclusion, values and control can give positive effects to the working adults' students and organization through their good performance and productivity. The findings were discussed and recommendations for further research were also addressed.

Key word : Job Performance, Working Adults Students, Work Life Balance, Workload, Community, Values, Rewards, Fairness and Control

ABSTRAK

Prestasi kerja adalah output individu dari segi kualiti dan kuantiti yang dijangkakan daripada setiap pekerja dalam pekerjaan tertentu. Prestasi individu adalah kebanyakan yang ditentukan oleh motivasi dan semangat keupayaan untuk melakukan pekerjaan itu. Kajian ini dijalankan untuk mengetahui kesan keseimbangan kehidupan kerja terhadap prestasi kerja di kalangan pelajar dewasa yang bekerja belajar di Universiti Utara Malaysia (UUM) dan menggunakan kaedah kuantitatif dalam menentukan hubungan antara semua pembolehubah bebas (Keseimbangan Hidup Bekerja) dan pembolehubah bersandar (Prestasi Kerja). Kajian ini melibatkan 146 responden daripada Universiti Utara Malaysia. 350 set borang soal selidik telah diedarkan sendiri oleh penyelidik kepada responden. Daripada jumlah tersebut, hanya 146 orang yang telah memberikan kerjasama dan menjawab soal selidik tersebut dengan sempurna. Set soal selidik mengandungi 42 item yang menggunakan skala likert lima mata. Setiap hipotesis telah diuji dengan menggunakan perisian Statistic Package for Social Science (SPSS) versi 16.0. Data yang diperolehi dianalisis dengan menggunakan analisis deskriptif dan analisis inferensi iaitu analisis korelasi dan regresi. 6 hipotesis telah dibentuk selepas dilakukan analisis inferensi telah digunakan untuk menentukan hubungan antara pembolehubah bebas dan pembolehubah bersandar. Dimensi keseimbangan kehidupan kerja boleh dibahagikan kepada enam dimensi. Ia adalah beban kerja, masyarakat, nilai , ganjaran , keadilan dan kawalan. Keputusan kajian menunjukkan bahawa kebanyakan responden bersetuju bahawa kedua-dua dimensi yang keseimbangan kehidupan bekerja (nilai) dan keseimbangan kehidupan bekerja (kawalan) boleh meningkatkan prestasi dan produktiviti mereka. Kesimpulannya , nilai dan kawalan boleh memberi kesan positif kepada pelajar dewasa yang bekerja dan organisasi melalui prestasi yang baik dan produktiviti. Dapatan kajian dibincangkan dan cadangan untuk kajian lanjutan turut dikemukakan.

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LIST OF ABBREVIATIONS

Aue	Asia e-University
AWS	Areas Work life Survey
DV	Dependent Variable
IPTA	Institut Pengajian Awam
IV	Independent Variable
MARA	Majlis Amanah Raya
ODL	Open & Distance Learning
OUM	Open University Malaysia
OYA	Othman Yeop Abdullah Graduate School
PSPTN	Pelan Strategik Pengajian Tinggi Negara
UniRazak	Universiti Tun Abdul Razak
UUM	Universiti Utara Malaysia
WOU	Wawasan Open Universiti

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF STUDY

In the year 2020, Malaysia as an independent propose to state will become a country that is really developed, unite, able independent, progressive and prosperous. People will enjoy perfect life in a society that is democratic, tolerate, righteousness, fair, can compete, dynamic and has endurance that is high. In addition, create society that is independent living, peaceful and developed with confidence on oneself, proud with what achieved and strong face various problems. Malaysia society be can identified through effort to achieve glory, realise the all abilities, do not give in to anyone else, and are respected by other country's people. Therefore, educational innovation is major contributor to capital development is social and economic country. Education is also trigger creativity and generator innovation that complement young generation with skill needed to compete in job market, and become enabling development whole economy.

In generating human capital that is knowledgeable high and have the expertise in all fields. Governments has planned and drafting policy education policy to increase quality of human capital through national empowerment higher education. Higher education is national play very important role in effort transform Malaysia became a high income developed country that the people are competitive and innovative.

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APPENDIX A: QUESTIONNAIRE



QUESTIONNAIRE

Dear Participant,

I am a student at University Utara Malaysia and seeking your assistance in an important conducting a study on “The Relationship between Work life Balance and Job Performance among Working Adult Students in UUM”. Hence, I would appreciate if you could spare 10 minutes of your time to answer this questionnaire. All information given will be kept **CONFIDENTIAL** and will only be used for academic purposes.

Your participation in this study is completely voluntary. The completion and return of the enclosed questionnaire is taken to constitute your consent to participate in the study. Instructions for completing the survey questions are provided at appropriate points throughout the survey.

Please complete ALL questions in the survey and thanks you for your support.

Yours sincerely,

Nor Aliza Binti Ismail

Master of Human Resource Management (Candidate MHRM)

Universiti Utara Malaysia

HP: 017-9780186

Email: leez_aliza@yahoo.com

Instructions:

Please answer each question by checking off the one answer which best fits your job situation. If your answer does not fit exactly, please choose the answer which comes closest. For open ended questions, please write your answer.

SECTION A: BACKGROUND OF RESPONDENTS

1. What is your gender?

☐ Male ☐ Female

2. What is your age? _____

3. What is your marital status?

☐ Single ☐ Divorced
☐ Married ☐ Widowed

4. How long have you been working for the company? _____

5. What is the highest level of education that you have completed?

☐ SPM ☐ Diploma ☐ Master Degree
☐ STPM ☐ Bachelor Degree ☐ PhD

6. What is your Job Title?

☐ Manager ☐ Administrative worker
☐ Executive ☐ Skill Worker
☐ Non Executive

Other: Specify _____

7. What is your Job Status?

☐ Permanent ☐ Contract

Other: Specify _____

8. Income (Monthly)

☐

Less than RM 2, 000.00

☐

Between RM 2, 001.00 - RM 3,000.00

☐

Between RM 3,001.00 - RM 4,000.00

☐

Over RM 4,000.00

Instructions:

Please answer each question by checking off the one answer which best fits your job situation.

If your answer does not fit exactly, please choose the answer which comes closest.

SECTION B: WORKLOAD

STRONGLY DISAGREE	DISAGREE	UNCERTAINTY	AGREE	STRONGLY AGREE
1	2	3	4	5

QUESTION	1	2	3	4	5
1. I do not have time to do the work that must be done.					
2. I work intensely for prolonged periods of time.					
3. After work I come home too tired to do the things I like to do.					
4. I have so much work to do on the job that it takes me away from my personal interests.					
5. I have enough time to do what's important.					
6. I leave my work behind when I go home at the end of the workday.					

SECTION C: CONTROL

STRONGLY DISAGREE	DISAGREE	UNCERTAINTY	AGREE	STRONGLY AGREE
1	2	3	4	5

QUESTION	1	2	3	4	5
1. I have control over how I do my work.					
2. I can influence management to obtain the equipment and space I need for my work					
3. I have professional autonomy/independence in my work.					

SECTION D: REWARDS

STRONGLY DISAGREE	DISAGREE	UNCERTAINTY	AGREE	STRONGLY AGREE
1	2	3	4	5

QUESTION	1	2	3	4	5
1. I receive recognition from others in my work.					
2. My work is appreciated.					
3. My efforts usually go unnoticed.					
4. I do not get recognized for all the things I contribute.					

SECTION E: COMMUNITY

STRONGLY DISAGREE	DISAGREE	UNCERTAINTY	AGREE	STRONGLY AGREE
1	2	3	4	5

QUESTION	1	2	3	4	5
1. People trust one another to fulfill their roles.					
2. I am a member of a supportive work group.					
3. Members of my work group concentrate with one another.					
4. Members of my work group communicate openly.					
5. I don't feel close to my colleagues.					

SECTION F: FAIRNESS

STRONGLY DISAGREE	DISAGREE	UNCERTAINTY	AGREE	STRONGLY AGREE
1	2	3	4	5

QUESTION	1	2	3	4	5
1. Resources are allocated fairly here.					
2. Opportunities are decided solely on merit.					
3. There are effective appeal procedures available when I question the fairness of a decision.					
4. Management treats all employees fairly.					
5. Favoritism determines how decisions are made at work.					
6. It's not what you know but who you know that determines a career here.					

SECTION G: VALUES

STRONGLY DISAGREE	DISAGREE	UNCERTAINTY	AGREE	STRONGLY AGREE
1	2	3	4	5

QUESTION	1	2	3	4	5
1. My values and the organizations values are alike.					
2. The organization's goals are consistent with the organization's stated goals.					
3. My personal career goals are consistent with the organization's stated goals.					
4. This organization is committed to quality.					
5. Working here forces me to compromise my values.					

SECTION H: JOB PERFORMANCE

STRONGLY DISAGREE	DISAGREE	UNCERTAINTY	AGREE	STRONGLY AGREE
1	2	3	4	5

QUESTION	1	2	3	4	5
1. Adequately complete assigned duties.					
2. Fulfills the responsibilities specified in job description.					
3. Perform tasks that are expected of him or her					
4. Meets formal performance requirements of the job.					
5. Engages in activities that will directly affect his or her performance evaluation.					

APPENDIX B: DATA OUTPUT

Demographic Analysis

gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	44	30.1	30.1	30.1
	female	102	69.9	69.9	100.0
	Total	146	100.0	100.0	

age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 30 years	104	71.2	71.2	71.2
	between 31-40 years	34	23.3	23.3	94.5
	between 41-50	8	5.5	5.5	100.0
	Total	146	100.0	100.0	

marital status of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	51	34.9	34.9	34.9
	married	95	65.1	65.1	100.0
	Total	146	100.0	100.0	

working experience of repondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 years	11	7.5	7.5	7.5
	1-5 years	109	74.7	74.7	82.2
	>5years	26	17.8	17.8	100.0
	Total	146	100.0	100.0	

level of education of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	2	1.4	1.4	1.4
	Bachelor Degree	114	78.1	78.1	79.5
	Master Degree	30	20.5	20.5	100.0
	Total	146	100.0	100.0	

job title of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	4	2.7	2.7	2.7
	Executive	49	33.6	33.6	36.3
	Non Executive	25	17.1	17.1	53.4
	Administrative worker	51	34.9	34.9	88.4
	Skill worker	12	8.2	8.2	96.6
	Other	5	3.4	3.4	100.0
	Total	146	100.0	100.0	

job status in the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	126	86.3	86.3	86.3
	Contract	20	13.7	13.7	100.0
	Total	146	100.0	100.0	

income of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<RM 2,000.00	19	13.0	13.0	13.0
	between RM 2,001.00-RM 3,000.00	93	63.7	63.7	76.7
	between RM 3,001.00-RM 4,000.00	27	18.5	18.5	95.2
	Over RM 4,000.00	7	4.8	4.8	100.0
	Total	146	100.0	100.0	

Descriptive Statistics

Descriptive Statistics											
	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
jobperformance	146	1.80	3.00	4.80	4.0315	.35598	.127	-.859	.201	1.219	.399
meanwlb	146	1.69	2.79	4.48	3.7260	.26475	.070	-.085	.201	1.715	.399
Valid N (listwise)	146										

Reliability

The Reliability Analysis

The Reliability Analysis for Pilot Test

Workload

Reliability Statistics	
Cronbach's Alpha	N of Items
.614	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I do not have time to do the work that must be done.	17.80	7.388	.480	.389	.509
I work intensely for prolonged periods of time.	17.48	7.806	.618	.534	.475
After work I come home too tired to do the things I like to do.	17.42	7.636	.587	.749	.477
I have so much work to do on the job that it takes me away from my personal interests.	17.60	7.592	.494	.684	.506
I have enough time to do what's important.	18.12	10.598	-.036	.115	.705
I leave my work behind when I go home at the end of the workday.	18.28	9.471	.101	.116	.673

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.34	11.249	3.354	6

Control

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.873	.873	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have control over how I do my work.	7.54	2.580	.702	.524	.869
I can influence management to obtain the equipment and space I need for my work	7.78	2.298	.743	.597	.833
I have professional autonomy/independ ence in my work.	7.48	2.010	.836	.700	.745

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.40	4.857	2.204	3

Rewards

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.625	.602	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I receive recognition from others in my work.	10.1000	5.684	.216	.191	.661
My work is appreciated.	9.8800	5.781	.230	.164	.656
My efforts usually go unnoticed.	11.2200	2.910	.606	.576	.370
I do not get recognized for all the things I contribute	11.4000	2.571	.663	.585	.305

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.2000	6.694	2.58725	4

Community

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.603	.640	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
people trust one another to fulfill their roles.	14.0800	4.687	.547	.793	.451
i am a member of a supportive work group.	14.0200	4.551	.583	.760	.430
members of my work group concentrate with one another.	14.2200	4.624	.524	.304	.459
members of my work group communicate openly.	13.8200	4.518	.518	.325	.457
i don't feel close to my colleagues.	14.8200	7.008	-.146	.179	.807

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.548	2.920	3.920	1.000	1.342	.144	5

Fairness

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.609	.648	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
resources are allocated fairly here.	18.7400	2.686	.526	.518	.525
opportunities are decided solely on merit.	19.0800	2.279	.468	.350	.508
there are effective appeal procedures available when i question the fairness of a decision.	18.8600	2.613	.447	.344	.534
management treats all employees fairly.	18.5200	2.989	.055	.038	.680
favoritism determines how decisions are made at work.	19.5400	2.376	.423	.289	.530
it's not what you know but who you know that determines a career here.	19.6600	2.392	.300	.141	.592

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.8800	3.414	1.84767	6

Values

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.613	.628	5

Inter-Item Correlation Matrix

	my values and the organizations values are alike	the organization's goals are consistent with the organization's stated goals	my personal career goals are consistent with the organization's stated goals	this organization is committed to quality	working here forces me to compromise my values
my values and the organizations values are alike	16.1000	2.378	.323	.407	.584
the organization's goals are consistent with the organization's stated goals	16.0200	2.102	.437	.380	.529
my personal career goals are consistent with the organization's stated goals	16.1400	2.000	.432	.265	.526
this organization is committed to quality	16.0600	1.731	.396	.332	.552
working here forces me to compromise my values	16.2400	2.104	.296	.123	.598

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.1400	2.939	1.71440	5

Job Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.655	.684	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
adequately complete assigned duties.	17.0400	1.386	.481	.537	.580
fulfills the responsibilities specified in job description.	17.0400	1.386	.481	.354	.580
perform tasks that are expected of him or her.	17.0000	1.347	.453	.570	.585
meets formal performance requirements of the job.	16.8400	1.239	.343	.294	.648
engages in activities that will directly affect his or her performance evaluation.	16.8000	1.265	.363	.303	.631

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.1800	1.906	1.38048	5

The Reliability Analysis for Final Study

Workload

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.632	.661	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
i do not have time to do the work that must be done.	18.13	5.866	.518	.457	.522
i work intensely for prolonged periods of time.	17.99	6.628	.495	.420	.549
after work i come home too tired to do the things i like to do.	17.96	6.274	.541	.494	.526
i have so much work to do on the job that it takes me away from my personal interests.	18.05	6.231	.471	.482	.546
i have enough time to do what's important.	18.49	7.424	.167	.201	.658
i leave my work behind when i go home at the end of the workday.	18.66	7.068	.125	.197	.700

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.86	8.827	2.971	6

Control

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.637	.647	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
i have control over how i do my work.	7.67	1.036	.319	.123	.729
i can influence management to obtain the equipment and space i need for my work.	7.75	1.042	.466	.330	.517
i have professional autonomy/independence in my work.	7.45	.898	.582	.384	.347

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.44	1.889	1.375	3

Rewards

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.678	.693	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
i receive recognition from others in my work.	9.82	3.710	.370	.357	.673
my work is appreciated.	9.73	3.756	.354	.363	.680
my efforts usually go unnoticed.	11.15	2.087	.638	.521	.472
i don not recognized for all the things i contribute.	11.26	2.028	.595	.512	.519

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.99	4.648	2.156	4

Community

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.626	.693	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
people trust one another to fulfill their roles.	15.01	3.089	.461	.433	.538
i am a member of a supportive work group.	15.11	3.050	.565	.551	.502
members of my work group concentrate with one another.	15.13	2.955	.493	.497	.519
members of my work group communicate openly.	15.10	3.094	.471	.371	.535
i don't feel close to my colleagues.	16.94	3.107	.124	.019	.766

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.32	4.372	2.091	5

Fairness

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.629	.664	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
resources are allocated fairly here.	18.30	4.984	.365	.401	.591
opportunities are decided solely on merit.	18.66	3.992	.495	.302	.527
there are effective appeal procedures available when i question the fairness of a decision.	18.41	4.782	.479	.383	.560
management treats all employees fairly.	18.12	4.200	.493	.325	.533
favoritism determines how decisions are made at work.	18.92	4.705	.190	.071	.664
it's not what you know but who you know that determines a career here.	19.13	4.473	.272	.180	.628

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.31	6.063	2.462	6

Values

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.692	.728	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
my values and the organizations values are alike.	15.81	3.273	.533	.389	.618
the organization's goals are consistent with the organization's stated goals.	15.72	3.114	.523	.461	.613
my personal career goals are consistent with the organization's stated goals.	15.71	2.937	.639	.421	.567
this organization is committed to quality.	15.60	3.015	.438	.351	.646
working here forces me to compromise my values.	15.96	3.129	.242	.170	.761

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.70	4.488	2.118	5

Job Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.746	.754	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
adequately complete assigned duties.	16.17	2.281	.496	.329	.708
fulfills the responsibilities specified in job description.	16.12	2.393	.521	.326	.705
perform tasks that are expected of him or her.	16.23	2.204	.393	.156	.750
meets formal performance requirements of the job.	16.06	1.975	.567	.421	.679
engages in activities that will directly affect his or her performance evaluation.	16.05	1.928	.619	.458	.658

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.16	3.168	1.780	5

Correlation

Correlations

		jobperformance	meanworkload	workload	control	rewards	community	fairness	values
jobperformance	Pearson Correlation	1	.397**	.123	.409**	-.203*	.042	.280**	.567**
	Sig. (2-tailed)		.000	.139	.000	.014	.616	.001	.000
	N	146	146	146	146	146	146	146	146
meanworkload	Pearson Correlation	.397**	1	.541**	.536**	.233**	.462**	.758**	.711**
	Sig. (2-tailed)	.000		.000	.000	.005	.000	.000	.000
	N	146	146	146	146	146	146	146	146
workload	Pearson Correlation	.123	.541**	1	.166*	.028	.270**	.319**	.302**
	Sig. (2-tailed)	.139	.000		.045	.740	.001	.000	.000
	N	146	146	146	146	146	146	146	146
control	Pearson Correlation	.409**	.536**	.166*	1	-.161	.104	.382**	.451**
	Sig. (2-tailed)	.000	.000	.045		.052	.211	.000	.000
	N	146	146	146	146	146	146	146	146

rewards	Pearson Correlation	-.203*	.233**	.028	-.161	1	.047	-.013	-.114
	Sig. (2-tailed)	.014	.005	.740	.052		.574	.872	.170
	N	146	146	146	146	146	146	146	146
community	Pearson Correlation	.042	.462**	.270**	.104	.047	1	.405**	.187*
	Sig. (2-tailed)	.616	.000	.001	.211	.574		.000	.024
	N	146	146	146	146	146	146	146	146
fairness	Pearson Correlation	.280**	.758**	.319**	.382**	-.013	.405**	1	.477**
	Sig. (2-tailed)	.001	.000	.000	.000	.872	.000		.000
	N	146	146	146	146	146	146	146	146
values	Pearson Correlation	.567**	.711**	.302**	.451**	-.114	.187*	.477**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.170	.024	.000	
	N	146	146	146	146	146	146	146	146

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

* . Correlation is significant at the 0.05 level (2-tailed).

Multiple Regressions

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.608 ^a	.370	.343	.28863

a. Predictors: (Constant), values, rewards, community, workload, control, fairness

b. Dependent Variable: jobperformance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.796	6	1.133	13.596	.000 ^a
	Residual	11.579	139	.083		
	Total	18.375	145			

a. Predictors: (Constant), values, rewards, community, workload, control, fairness

b. Dependent Variable: jobperformance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.399	.365		6.565	.000			
	workload	-.029	.053	-.040	-.547	.585	.123	-.046	-.037
	control	.137	.061	.177	2.262	.025	.409	.188	.152
	rewards	-.075	.045	-.114	-1.662	.099	-.203	-.140	-.112
	community	-.049	.064	-.058	-.768	.444	.042	-.065	-.052
	fairness	.011	.074	.013	.154	.878	.280	.013	.010
	values	.412	.069	.491	5.937	.000	.567	.450	.400

a. Dependent Variable: jobperformance