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PERCEPTION OF YOUNG EMPLOYEES ON WORKING RELATIONSHIPS
WITH OLDER EMPLOYEES AT BANK SIMPANAN NASIONAL AND
AFFIN BANK IN SELANGOR.



Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirement for the
Master of Science (Management)



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ABSTRACT

Working satisfaction is one of the most important topics that need to be addressed. Currently, increasing number of young employees in the workforce is attracting more benefits for the organizations. With the new era of workforce involving different demographic background, working in team could lead to lower satisfaction in workplace. The main purpose of this study is to investigate the perception on working relationship with older employees in term of communicative teamwork, mutual learning and communicating feedback towards working satisfaction in Bank Simpanan Nasional and Affin Bank in Selangor.

The population of the study is limited to the young employees' who age 40 years and below working at Bank Simpanan Nasional and Affin Bank in Selangor with the total population of 240 employees.

Data analysis/statistical method used in this study are descriptive analysis, reliability test, normality test, multiple regression and Pearson's correlation analysis.

A total of 103 respondents participated in the study. The response rate for this study was 51.5% with 103 returned questionnaires.

Data were analyzed using SPSS 20.0. The theory used in this study is Communication Accommodation Theory (CAT). CAT considers that communicators that are members of different social groups may influence interpersonal communication. The result showed that there is a significant relationship between communicative teamwork, communicating feedback and mutual learning towards working satisfaction

Keyword: Working satisfaction, communicative teamwork, mutual learning, communicating feedback.

ABSTRAK

Kepuasan kerja adalah salah satu topik penting yang perlu diberi perhatian. Pada masa ini, peningkatan bilangan pekerja muda dalam tenaga kerja boleh menarik lebih banyak faedah ke arah organisasi. Dengan era baru yang melibatkan latar belakang demografi yang berlainan dalam tenaga kerja, bekerja dalam pasukan boleh membawa kepada kepuasan bekerja yang lebih rendah. Tujuan utama kajian ini adalah untuk menyiasat persepsi tentang hubungan kerja dengan pekerja yang lebih tua dari segi kerja berpasukan, pembelajaran bersama dan maklum balas komunikatif terhadap kepuasan bekerja di Bank Simpanan Nasional dan Affin Bank di Selangor. Populasi kajian ini terhad kepada pekerja muda yang berumur 40 tahun dan ke bawah yang bekerja di Bank Simpanan Nasional dan Affin Bank di Selangor dengan jumlah populasi seramai 240 orang pekerja. Analisis data / kaedah statistik yang digunakan dalam kajian ini adalah analisis deskriptif, ujian kebolehppercayaan, ujian normal, regresi berganda dan analisis korelasi Pearson. Seramai 103 responden menyertai kajian ini. Kadar tindak balas untuk kajian ini adalah 51.5% dengan soal selidik sebanyak 103. Data dianalisis dengan menggunakan SPSS 20.0. Teori yang digunakan adalah Teori Penginapan Komunikasi (CAT). CAT berpendapat bahawa komunikator adalah ahli kumpulan sosial yang berbeza boleh mempengaruhi komunikasi interpersonal. Keputusan menunjukkan terdapat hubungan yang signifikan antara kerja berpasukan, pembelajaran bersama, maklum balas komunikatif dan kerja berpasukan terhadap kepuasan bekerja.

Kata kunci: Kepuasan bekerja kerja berpasukan, pembelajaran bersama, maklum balas komunikatif.

ACKNOWLEDGEMENT

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Firstly, I would like to extend gratitude to the Almighty for giving me strength and patience to complete my dissertation. I feel grateful because with His permission and His mercy, I have been able to complete the task within the prescribed time.

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A million thanks to my parents A Aziz Mohamod and Sarinah Jamaluddin who have never stopped praying for my success and supporting me financially and emotionally.

In addition, thousands of appreciations go to the staff at Bank Simpanan Nasional and Affin Bank for their corporation and willingness to provide data and information for this study.

Finally, I also want to thank all the people involved directly or indirectly who have contributed towards the completion of my dissertation. Your hard work in helping me complete this dissertation is very tremendously appreciated.

Thank you.

Azhana Binti A Aziz
School of Business Management (SBM)
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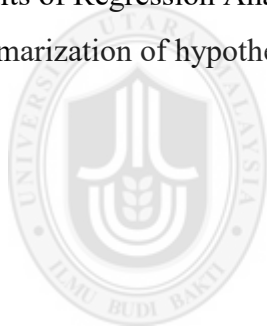
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CHAPTER 1

INTRODUCTION

1.0 Introduction

This study presents an overview of the factors influencing the working relationship and employees working satisfaction among young employees in Bank Simpanan Nasional and Affin Bank. Background of the study, problem statement, the research questions and research objectives were discussed in this chapter.

1.1 Background of the Study

The service industry is critical for the process of economic growth. According to Yee, Ooi, Wing (2007), service sector is an important engine of the worldwide economy development and it keeps on emerging strongly. Service industry that includes personalized exercises requires cooperating and intervention among individuals and technology or machine. Some of the main services may involve transportation, telecommunication, education, financial services etc. Discussion of

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APPENDICES

APPENDIX A

Questionnaires

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NO:



**Perception of Young Employees on Working Relationships with Older Employees in Bank
Simpanan Nasional and Affin Bank at Selangor.**

Dear Sir/Madam,

My name is Azhana Binti A Aziz. I am a postgraduate student from MSc Management, Universiti Utara Malaysia. I am now currently doing a research paper on Perception of Young Employees on Working Relationships with Older Employees in Bank Simpanan Nasional and Affin Bank at Selangor.

Thank you for agreeing to participate in this study. Your participation will no doubt present valuable contribution to this study. This study seeks your response to important matters with regards to working relationship towards satisfaction of working with older employees.

I would be grateful if you could take some of your valuable time to complete this questionnaire. Your kind assistance is highly appreciated.

Please be assured that all data collected and analyzed will be treated as strictly confidential and is used for this study only. The result will not in any way be prejudicial or detrimental to the image of any individuals or groups.

Any further enquiries or clarifications regarding this questionnaire may be forwarded to the undersigned.

Thank you very much for your time and cooperation.

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Persepsi Pekerja Muda terhadap Hubungan Kerja Terhadap pekerja yang lebih Berumur di Bank Simpanan Nasional dan Affin Bank di Selangor

Tuan/ puan,

Nama saya Azhana Binti A Aziz. Saya merupakan pelajar pascasiswazah dari Sarjana Sains (Pengurusan) Universiti Utara Malaysia. Saya kini sedang membuat kertas penyelidikan mengenai Persepsi Pekerja Muda terhadap Hubungan Kerja Terhadap pekerja yang lebih Berumur di Bank Simpanan Nasional dan Affin Bank di Selangor.

Terima kasih kerana bersetuju untuk terlibat dalam kajian ini. Penglibatan saudara/i amatlah berharga dalam kajian ini. Kajian ini adalah untuk mencari maklumbalas berkaitan hubungan kerja terhadap kepuasan bekerja dengan pekerja yang lebih berumur.

Saya amatlah bersyukur sekiranya saudara/i dapat meluangkan masa dalam melengkapkan soal selidik ini. Budi baik saudara/i amatlah saya hargai.

Untuk makluman, semua data yang dikumpul dan dianalisa adalah sulit serta digunakan untuk kajian ini sahaja. Hasil kajian ini tidak akan menjadi prejudis atau menjatuhkan maruah seseorang atau kumpulan.

Untuk sebarang pertanyaan atau pencerahan berkaitan soal selidik ini, saudara/i boleh hubungi nombor dibawah.

Terima kasih atas kerjasama dan masa yang diluangkan.

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QUESTIONNAIRE
SOAL SELIDIK

**SECTION A: SATISFACTION WORKING
WITH OLDER EMPLOYEES**

**SEKSYEN A: KEPUASAN BEKERJA DENGAN PEKERJA
YANG LEBIH BERUMUR**

The following are self-descriptive statements regarding perception on satisfaction working with older employees.

Pernyataan berikut menjelaskan diri anda tentang persepsi terhadap kepuasan bekerja dengan pekerja yang lebih berumur.

Instruction: Based on the scale 1 to 5, please **circle** your answer on the following question

*Arahan: Berdasarkan skala 1 hingga 5, **bulatkan** pilihan jawapan pada soalan berikut*

1	2	3	4	5
Strongly Disagree <i>Sangat Tidak Setuju</i>	Disagree <i>Tidak Setuju</i>	Neutral <i>Neutral</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat Setuju</i>

1	I am satisfied working with the older employees. <i>Saya berpuas hati bekerja bersama pekerja yang lebih berumur.</i>	1	2	3	4	5
2	I am satisfied receiving high support and guidance from the older employees. <i>Saya berpuas hati menerima sokongan dan tunjuk ajar daripada pekerja yang lebih berumur.</i>	1	2	3	4	5
3	I am satisfied with the knowledge gained while working with the older employees. <i>Saya berpuas hati dengan ilmu yang diperoleh semasa bekerja dengan pekerja yang lebih berumur</i>	1	2	3	4	5

4	I am satisfied with the older employees' ability that I cannot challenge them. <i>Saya berpuas hati dengan keupayaan pekerja yang lebih berumur di mana saya tidak dapat menandingi mereka.</i>	1	2	3	4	5
5	I am satisfied with the contribution of the older employees. <i>Saya berpuas hati dengan sumbangan pekerja yang lebih berumur</i>	1	2	3	4	5
6	I am satisfied with the older employees' guidance in improving my performance. <i>Saya berpuas hati dengan tunjuk ajar daripada pekerja yang lebih berumur dalam meningkatkan prestasi saya.</i>	1	2	3	4	5
7	I am satisfied with the learning experience gained while working with the older employees. <i>Saya berpuas hati dengan pengalaman belajar semasa bekerja bersama pekerja yang lebih berumur</i>	1	2	3	4	5
8	I am satisfied working with the older employees for their help to increase my tolerance. <i>Saya berpuas hati bekerja dengan pekerja yang lebih berumur atas bantuan mereka untuk meningkatkan toleransi saya.</i>	1	2	3	4	5

**SECTION B: SATISFACTION ON WORKING
RELATIONSHIP WITH OLDER EMPLOYEES
SEKSYEN B: KEPUASAN TERHADAP HUBUNGAN KERJA
BERSAMA PEKERJA YANG LEBIH BERUMUR**

Instruction: Based on the scale 1 to 5, please **circle** your answer on the following question

*Arahan: Berdasarkan skala 1 hingga 5, **bulatkan** pilihan jawapan pada soalan berikut*

1	2	3	4	5
Strongly Disagree <i>Sangat Tidak Setuju</i>	Disagree <i>Tidak Setuju</i>	Neutral <i>Neutral</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat Setuju</i>

PART A / BAHAGIAN A

Communicative Teamwork / Komunikasi Berkumpulan

1	Older employees are able to work with people of different ages. <i>Pekerja yang lebih berumur mampu bekerja dengan orang yang berbeza umur.</i>	1	2	3	4	5
2	Older employees are good team players. <i>Pekerja yang lebih berumur adalah ahli pasukan yang baik.</i>	1	2	3	4	5
3	Older employees put team goals above their own. <i>Pekerja yang lebih berumur mengutamakan matlamat pasukan daripada matlamat individu</i>	1	2	3	4	5
4	Older employees can listen to others openly. <i>Pekerja yang lebih berumur boleh mendengar secara terbuka terhadap orang lain.</i>	1	2	3	4	5
5	Older employees help the team in decision making. <i>Pekerja yang lebih berumur menolong kumpulan dalam membuat keputusan.</i>	1	2	3	4	5

PART B / BAHAGIAN B
Mutual Learning/ Pembelajaran Bersama

1	I learn a lot from the older employees' experience. <i>Saya banyak belajar daripada pengalaman pekerja yang lebih berumur.</i>	1	2	3	4	5
2	We learn from each other new skills to perform work. <i>Kami belajar kemahiran baharu untuk melaksanakan tugas antara satu sama lain.</i>	1	2	3	4	5
3	I learn to accept comments positively from older employees. <i>Saya belajar untuk menerima komen secara positif daripada pekerja yang lebih berumur.</i>	1	2	3	4	5
4	I learn to manage time properly from older employees. <i>Saya belajar mengurus masa dengan baik daripada pekerja yang lebih berumur..</i>	1	2	3	4	5

PART C / BAHAGIAN C
Communicating Feedback / Menyampaikan Maklumbalas

1	I receive sincere feedback for my work from the older employees. <i>Saya menerima maklumbalas yang ikhlas mengenai kerja saya daripada pekerja yang lebih berumur.</i>	1	2	3	4	5
2	I receive suggestions from the older employees for growth and development. <i>Saya menerima cadangan daripada pekerja yang lebih berumur untuk peningkatan dan pembangunan.</i>	1	2	3	4	5
3	I receive sincere comments from older employees for work improvement. <i>Saya menerima komen yang ikhlas daripada pekerja yang lebih berumur untuk penambahbaikan kerja.</i>	1	2	3	4	5

4	Older employees appreciate my contribution in helping them. <i>Pekerja yang lebih berumur menghargai sumbangan saya dalam membantu mereka.</i>	1	2	3	4	5
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SECTION C: DEMOGRAPHIC PROFILE
SEKSYEN C: LATAR BELAKANG

Please **tick (/)** your answer
Sila tandakan (/) untuk jawapan anda.

- 1) **Gender** **Male** **Female**
Jantina *Lelaki* *Perempuan*
- 2) **Race** **Malay** **Chinese**
Keturunan *Melayu* *Cina*
- Indian** **Others**
 India *Lain-lain*
- 3) **Age group** **25 years old and below**
Kumpulan Umur *25 tahun kebawah*
- 26-30 years old**
 26-30 tahun
- 31-35 years old**
 31-35 tahun
- 36 – 40 years old**
 36 – 40 tahun
- 4) **Marital Status** **Single** **Married**
Status Perkahwinan *Bujang* *Berkahwin*
- Others**
 Lain- lain
- 5) **Length of services** **Below 1 year**
Tahun Bekerja *Bawah 1 tahun*

- 1 – 5 years**
1 – 5 tahun
- 6 – 10 years**
6 – 10 tahun
- 10 years and above**
10 tahun dan ke atas

THANK YOU
TERIMA KASIH



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APPENDIX B

Data analysis SPSS



1 Frequency Table

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	40	38.8	38.8	38.8
	female	63	61.2	61.2	100.0
	Total	103	100.0	100.0	

Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	malay	76	73.8	73.8	73.8
	chinese	14	13.6	13.6	87.4
	indian	9	8.7	8.7	96.1
	others	4	3.9	3.9	100.0
	Total	103	100.0	100.0	

Age Group					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 years old and below	28	27.2	27.2	27.2
	26-30 years old	30	29.1	29.1	56.3
	31-35 years old	21	20.4	20.4	76.7
	36-40 years old	24	23.3	23.3	100.0
	Total	103	100.0	100.0	

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	44	42.7	42.7	42.7
	married	58	56.3	56.3	99.0
	others	1	1.0	1.0	100.0
	Total	103	100.0	100.0	

Length Of Services					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below than 1 year	14	13.6	13.6	13.6
	1-5 years	39	37.9	37.9	51.5
	6-10 years	27	26.2	26.2	77.7
	10 years and above	23	22.3	22.3	100.0
	Total	103	100.0	100.0	

2. Descriptives

Descriptive Statistics				
	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Working Satisfaction	103	3.5570	.08034	.81533
Communicative Teamwork	103	3.4194	.08349	.84738
Mutual Learning	103	3.5947	.07605	.77184
Communicating Feedback	103	3.6238	.07689	.78033
Valid N (listwise)	103			

3. Reliability

Scale: (Dv) Working Satisfaction

Case Processing Summary			
		N	%
Cases	Valid	103	100.0
	Excluded ^a	0	.0
	Total	103	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.941	8

Item Statistics			
	Mean	Std. Deviation	N
i am satisfied working with the older employees	3.54	.937	103
i am satisfied receiving high support and guidance from the older employees	3.61	.877	103
i am satisfied with the knowledge gained while working with the older employees	3.55	.926	103
i am satisfied with the older employees' ability that i cannot challenge them	3.36	1.119	103
i am satisfied with the contribution of the older employees	3.55	1.007	103

i am satisfied wiith the older employees' guidance in improving my performance	3.56	.977	103
i am satisfied with the learning experience gained while working with the older employees	3.63	.950	103
i am satisfied working with the older employees for their help increase my tolerance	3.64	.938	103

Scale: (Iv1) Communicative Teamwork

Case Processing Summary			
		N	%
Cases	Valid	103	100.0
	Excluded ^a	0	.0
	Total	103	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics

Cronbach's Alpha	N of Items
.923	5

Item Statistics			
	Mean	Std. Deviation	N
older employees are able to work with people of different ages	3.41	.964	103
older employees are good team players	3.45	.997	103

older employees put team goals above their own	3.43	.946	103
older employees can listen to others openly	3.31	1.010	103
older employees help the team in decision making	3.50	.928	103

Scale: (Iv2) Mutual Learning

Case Processing Summary			
		N	%
Cases	Valid	103	100.0
	Excluded ^a	0	.0
	Total	103	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics

Cronbach's Alpha	N of Items
.874	4

Item Statistics			
	Mean	Std. Deviation	N
i learn a lot from the older employees' experience	3.63	.918	103
we learn from each new skill to perform work	3.63	.897	103
i learn to accept comments positively from older employees	3.58	.823	103

i learn to manage time properly from older employees	3.53	.978	103
--	------	------	-----

Scale: (Iv3) Communicating Feedback

Case Processing Summary			
		N	%
Cases	Valid	103	100.0
	Excluded ^a	0	.0
	Total	103	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.900	4

Item Statistics			
	Mean	Std. Deviation	N
i receive sincere sincere feedback for my work from the older employees	3.63	.918	103
i receive suggestions from the older employees for growth and development	3.73	.899	103
i receive sincere comments from the older employees for work improvement	3.53	.850	103
older employees appreciate my contribution in helping them	3.60	.889	103

4. Intercorrelation

Correlations					
		Working Satisfaction	Communicative Teamwork	Mutual Learning	Communicating Feedback
Working Satisfaction	Pearson Correlation	1	.814**	.780**	.779**
	Sig. (2-tailed)		.000	.000	.000
	N	103	103	103	103
Communicative Teamwork	Pearson Correlation	.814**	1	.777**	.763**
	Sig. (2-tailed)	.000		.000	.000
	N	103	103	103	103
Mutual Learning	Pearson Correlation	.780**	.777**	1	.822**
	Sig. (2-tailed)	.000	.000		.000
	N	103	103	103	103
Communicating Feedback	Pearson Correlation	.779**	.763**	.822**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	103	103	103	103

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

5. Regression

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 ^a	.736	.728	.42550
a. Predictors: (Constant), Communicating Feedback , Communicative Teamwork , Mutual Learning				
b. Dependent Variable: Working Satisfaction				

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.881	3	16.627	91.836	.000 ^b
	Residual	17.924	99	.181		
	Total	67.806	102			
a. Dependent Variable: Working Satisfaction						
b. Predictors: (Constant), Communicating Feedback , Communicative Teamwork , Mutual Learning						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.275	.210		1.311	.193
	Communicative Teamwork	.427	.084	.444	5.066	.000
	Mutual Learning	.238	.105	.225	2.267	.026
	Communicating Feedback	.267	.101	.256	2.645	.010
a. Dependent Variable: Working Satisfaction						

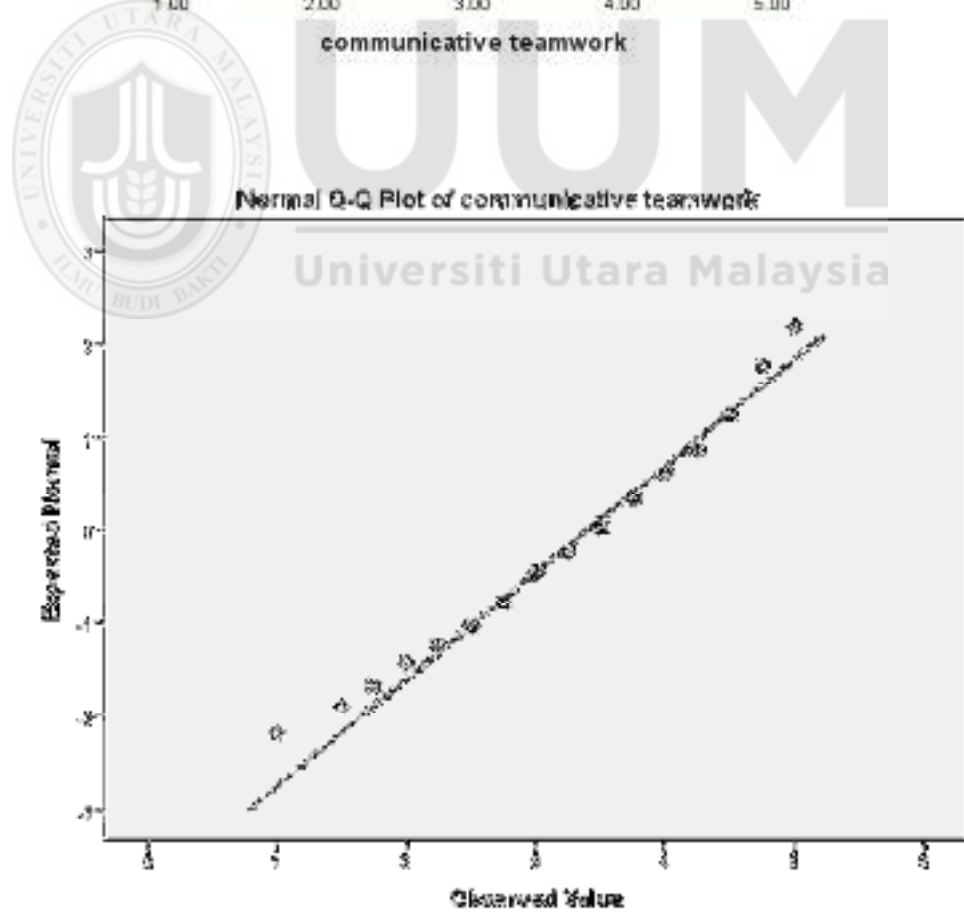
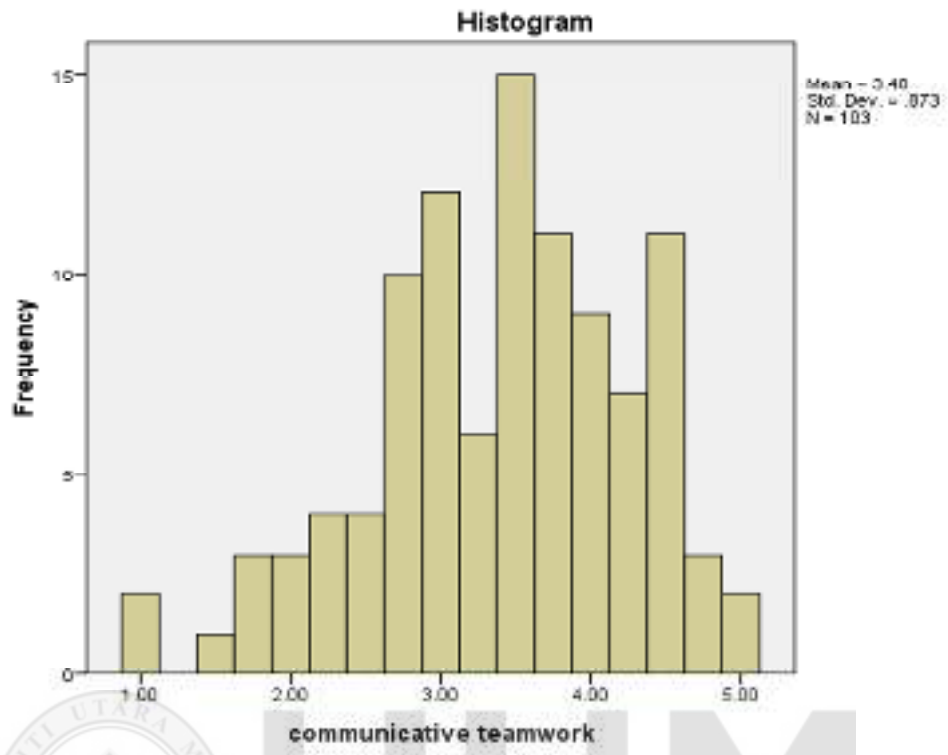
6 Normality test

Normality test communicative teamwork

Descriptive				
			Statistic	Std. Error
communicative teamwork	Mean		3.3981	.08599
	95% Confidence Interval for Mean	Lower Bound	3.2275	
		Upper Bound	3.5686	
	5% Trimmed Mean		3.4284	

	Median	3.5000	
	Variance	.762	
	Std. Deviation	.87268	
	Minimum	1.00	
	Maximum	5.00	
	Range	4.00	
	Interquartile Range	1.25	
	Skewness	-.472	.238
	Kurtosis	-.064	.472

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statisti c	df	Sig.	Statisti c	df	Sig.
communicative teamwork	.110	103	.004	.971	103	.022
a. Lilliefors Significance Correction						

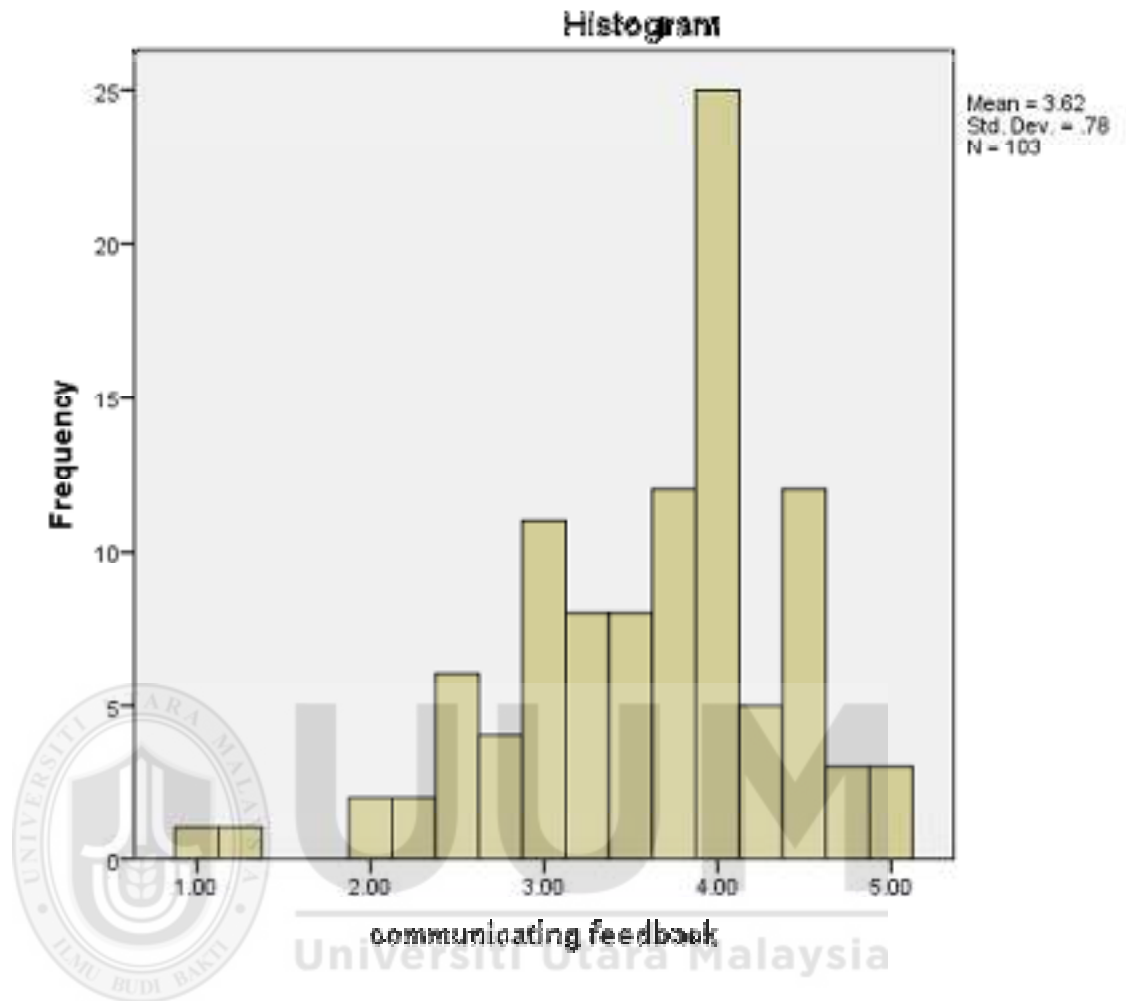


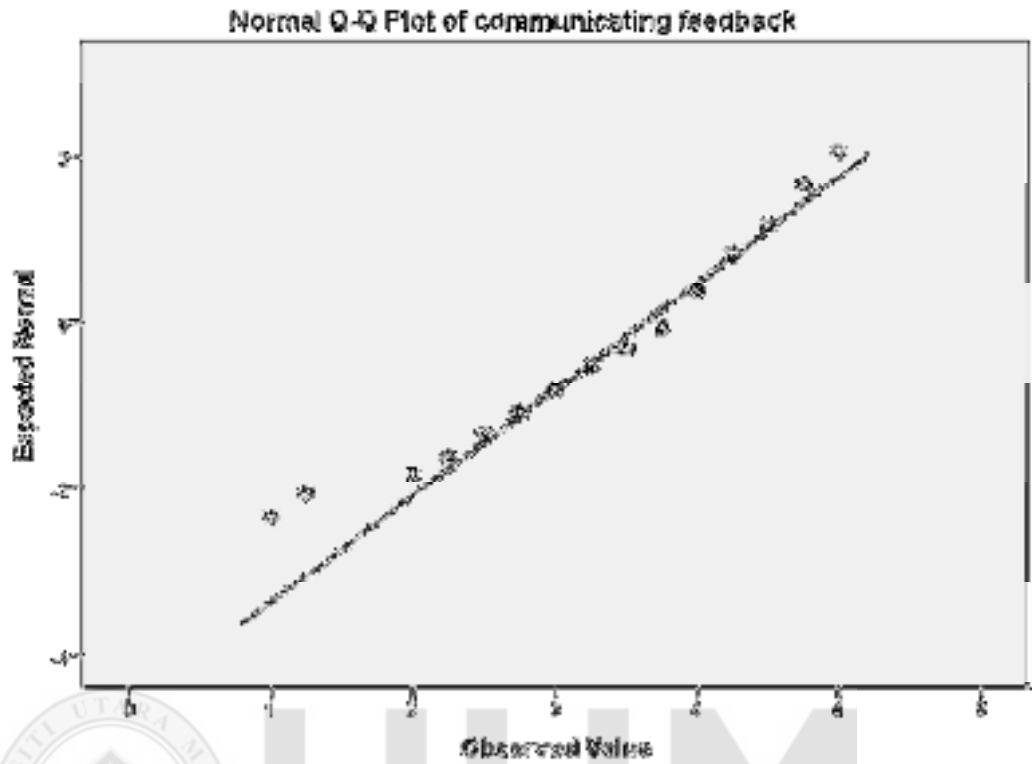
Normality test communicative feedback

Descriptives				
			Statistic	Std. Error
communicating feedback	Mean		3.6238	.07689
	95% Confidence Interval for Mean	Lower Bound	3.4713	
		Upper Bound	3.7763	
	5% Trimmed Mean		3.6591	
	Median		3.7500	
	Variance		.609	
	Std. Deviation		.78033	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.00	
	Skewness		-.773	.238
	Kurtosis		.775	.472

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
communicating feedback	.151	103	.000	.948	103	.001

a. Lilliefors Significance Correction



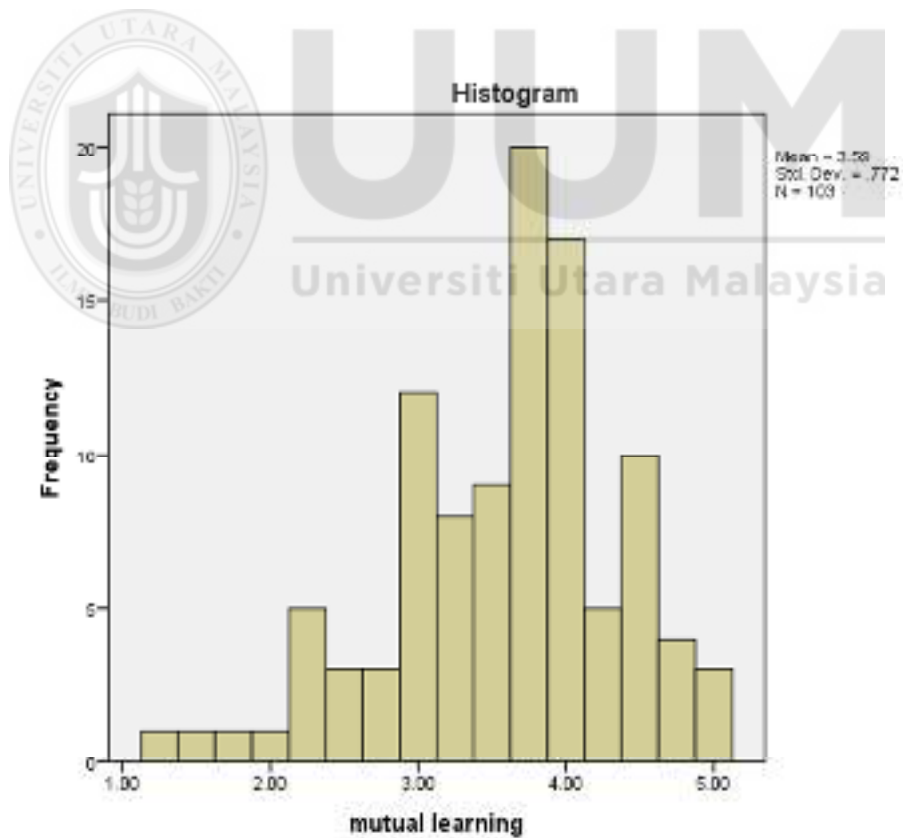


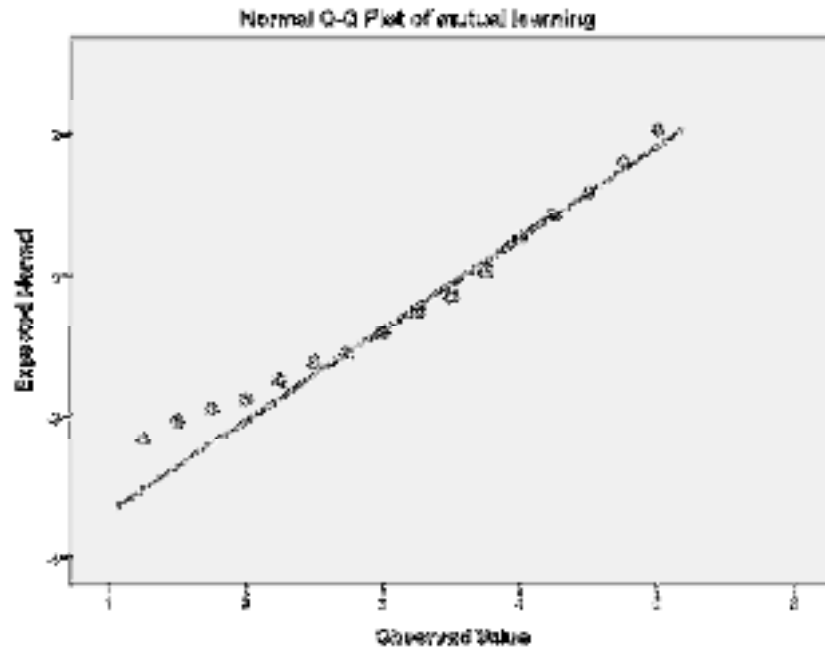
Normality test mutual learning

Descriptives				
			Statistic	Std. Error
mutual learning	Mean		3.5947	.07605
	95% Confidence Interval for Mean	Lower Bound	3.4438	
		Upper Bound	3.7455	
	5% Trimmed Mean		3.6241	
	Median		3.7500	
	Variance		.596	
	Std. Deviation		.77184	
	Minimum		1.25	
	Maximum		5.00	
	Range		3.75	
	Interquartile Range		1.00	

	Skewness	-.623	.238
	Kurtosis	.374	.472

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statisti c	df	Sig.	Statisti c	df	Sig.
mutual learning	.153	103	.000	.960	103	.004
a. Lilliefors Significance Correction						



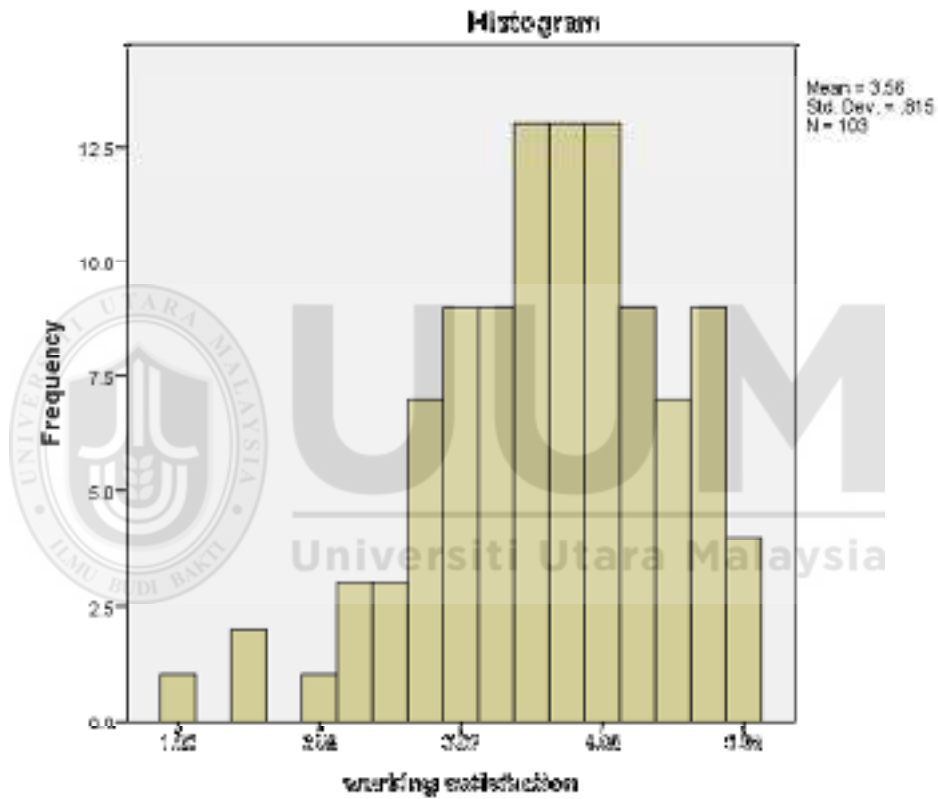


		Statistic	Std. Error	
working satisfaction	Mean	3.5570	.08034	
	95% Confidence Interval for Mean	Lower Bound	3.3977	
		Upper Bound	3.7164	
	5% Trimmed Mean	3.5932		
	Median	3.6250		
	Variance	.665		
	Std. Deviation	.81533		
	Minimum	1.00		
	Maximum	4.88		
	Range	3.88		
	Interquartile Range	1.13		
	Skewness	-.570	.238	
	Kurtosis	.303	.472	

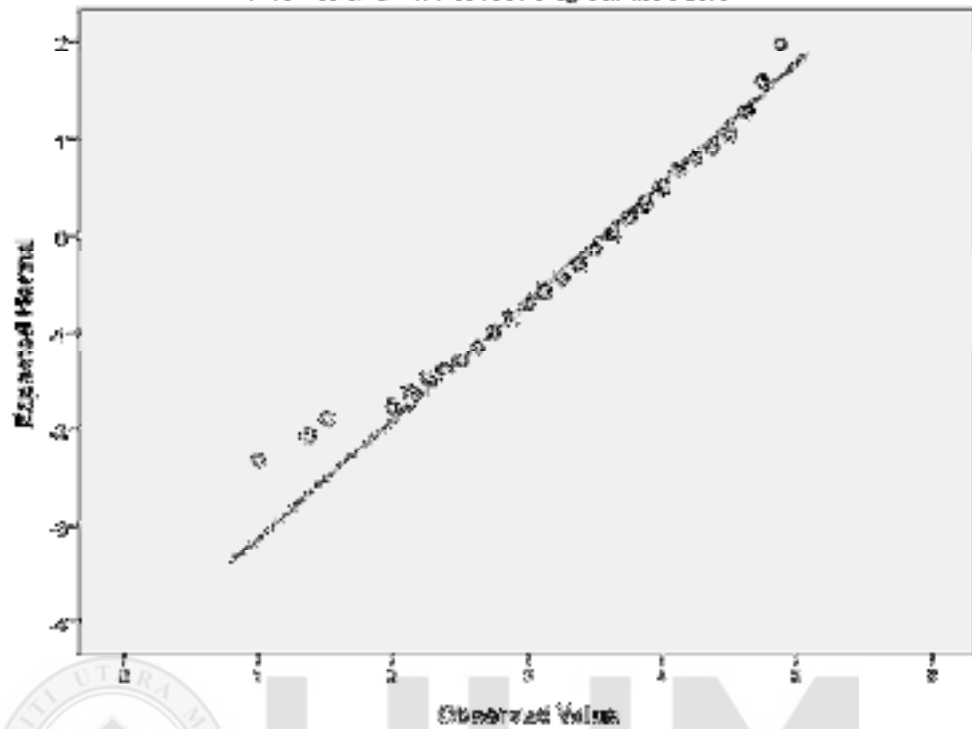
Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
working satisfaction	.072	103	.200*	.970	103	.018

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction



Normal Q-Q Plot of working satisfaction



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