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**THE INFLUENCE OF PERSONALITY, PERSON-ENVIRONMENT FIT,  
AND WORK ENGAGEMENT ON ADAPTIVE PERFORMANCE  
AMONG NURSES IN MALAYSIAN PUBLIC HOSPITALS**

**ATHIFAH NAJWANI BINTI SHAHIDAN**



**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA  
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**THE INFLUENCE OF PERSONALITY, PERSON-ENVIRONMENT  
FIT, AND WORK ENGAGEMENT ON ADAPTIVE PERFORMANCE  
AMONG NURSES IN MALAYSIAN PUBLIC HOSPITALS**



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**Thesis submitted to  
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## Abstract

Currently, performance and reputation of public hospitals' employees specifically nurses has become a central issue for the developing countries including Malaysia. However, to maintain employee's performance in today's work environment is so challenging due to many changes occur within the organization. Critically, globalization became a major contributor to organizational change especially in healthcare sector. Hence, adaptive performance has become an important issue for the nurses especially in critical unit like Emergency Department (ED) as they are facing with uncertainty and serious working condition. Thus, nurse's ability to cope and adapt fast with the changes in working environment can increase their performance as well as reduce patient's complaint. Therefore, this study intends to recognize factors contribute to enhance nurses' adaptive performance. Specifically, this study examines the relationship between personality-traits (PT), person environment (PE) fit, work engagement (WE), and adaptive performance (AP). The study will also determine the role of WE as a plausible mediating variable between PT, PE fit and AP. PT in this study was measure using Big Five Personality Traits which are agreeableness (AG), conscientiousness (CC), emotional stability (ES), extraversion (EX) and openness to experience (OE). Meanwhile, PE fit, in this study was measured using three dimensions; person-group (PG) fit, person-job (PJ) fit, and person-supervisor (PS) fit. Besides, a mediator of WE used vigor, dedication and absorption while AP measured as unidimensional in this study. Total 638 data set of questionnaires were distributed among nurses at ED in twelve Malaysia public hospitals and 430 set was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The statistical results of this study indicate that three dimensions of PT (AG, CC, and OE) and two dimensions of PE fit (PG fit and PJ fit) were found to be related to AP. Meanwhile, the study revealed that CC, ES, and EX (for PT) and PJ fit and PS fit (for PE fit) were related to WE. The result supports for positive significant relationship between WE and AP. The finding also found that WE mediates the relationship between three dimensions of PT (CC, ES, and EX) and two dimensions of PE fit (PJ fit and PS fit) to AP. Based on the findings, public hospitals' administrator should give more focus on nurse' traits and individual fit to boost their work engagement as well as enhancing their adaptive performance. Finally, the theoretical and practical contributions as well as limitations and recommendations for future research are also discussed in this thesis.

**Keywords:** adaptive performance, personality traits, person-environment fit, work engagement, nurses.

## Abstrak

Pada masa ini, prestasi dan reputasi kakitangan hospital awam khususnya jururawat telah menjadi isu utama bagi negara-negara membangun termasuk Malaysia. Walau bagaimanapun, untuk mengekalkan prestasi pekerja di persekitaran tempat kerja hari ini sangat mencabar kerana banyak perubahan telah berlaku di dalam organisasi. Secara kritis, isu globalisasi menjadi penyumbang utama kepada perubahan organisasi terutamanya dalam sektor kesihatan. Oleh itu, prestasi penyesuaian telah menjadi isu penting bagi jururawat terutamanya dalam unit kritikal seperti Jabatan Kecemasan (ED) kerana mereka menghadapi ketidakpastian dan keadaan yang serius. Oleh itu, keupayaan jururawat untuk mengatasi dan menyesuaikan diri dengan cepat terhadap perubahan dalam persekitaran kerja boleh meningkatkan prestasi mereka serta mengurangkan aduan pesakit. Oleh itu, kajian ini bertujuan untuk mengenal pasti faktor yang menyumbang kepada peningkatan prestasi penyesuaian jururawat. Secara khususnya, kajian ini meneliti hubungan antara ciri personaliti (PT), keserasian individu dengan persekitaran (PE), keterlibatan kerja (WE), dan prestasi penyesuaian (AP). Kajian ini juga akan mengkaji peranan WE sebagai pemboleh ubah pengantara yang wajar antara PT, PE dan AP. PT dalam kajian ini diukur menggunakan *Big Five Personality Traits* iaitu kesetujuan (AG), ketelitian (CC), kestabilan emosi (ES), *extraversion* (EX) dan keterbukaan kepada pengalaman (OE). Sementara itu, keserasian PE dalam kajian ini diukur menggunakan tiga dimensi; keserasian individu dengan kumpulan (PG), keserasian individu dengan kerja (PJ), dan keserasian individu dengan penyelia (PS). Selain itu, pemboleh ubah perantara WE menggunakan kecergasan, dedikasi dan keasyikan bekerja, manakala AP diukur sebagai unidimensi dalam kajian ini. 638 set data soal kaji selidik telah diedarkan di kalangan jururawat di ED di dua belas hospital awam Malaysia dan 430 set telah dianalisa menggunakan *Partial Least Squares Structural Equation Modeling* (PLS-SEM). Keputusan statistik kajian ini mendapati bahawa tiga dimensi PT (AG, CC, dan OE) dan dua dimensi keserasian PE (PG dan PJ) berkait dengan AP. Sementara itu, kajian menunjukkan bahawa CC, ES, dan EX (untuk PT) dan keserasian PJ dan PS (untuk keserasian PE) berkait dengan WE. Keputusan statistik menyokong hubungan positif yang signifikan antara WE dan AP. Penemuan ini juga mendapati bahawa WE mengantara tiga dimensi PT (CC, ES, dan EX) dan dua dimensi keserasian PE (keserasian PJ dan PS) dengan AP. Berdasarkan keputusan, pentadbir hospital awam perlu memberikan lebih tumpuan kepada personaliti jururawat dan keserasian mereka untuk meningkatkan keterlibatan kerja serta meningkatkan prestasi penyesuaian mereka. Akhirnya, sumbangan teoretikal dan praktikal serta batasan dan cadangan untuk penyelidikan di masa hadapan juga dibincangkan dalam tesis ini.

**Kata kunci:** prestasi penyesuaian, ciri-ciri keperibadian, keserasian individu dengan persekitaran, keterlibatan kerja, jururawat.



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## List of Abbreviations

AG	Agreeableness
AHA	American Hospital Association
ANA	Nurses Association
AP	Adaptive performance
AVE	Average Variance Extracted
CC	Conscientiousness
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
DA	Demands-Abilities
EFA	Exploratory Factor Analysis
ES	Emotional Stability
EX	Extraversion
HDI	Human Development Index
HEI	Higher Education Institution
HTMT	Heterotrait-Monotrait
ICN	The International Council of Nurses
KMO	Kaiser-Meyer-Olkin
KSAs	Knowledge, Skills, And Abilities
LMX	Leader-Members Exchange
MMA	Malaysian Medical Association
MOH	Ministry of Health
NS	Needs-Supplies
OE	Openness to experience
PCB	Public Complaint Bureau
PE	Person-Environment
PG	Person-group
PJ	Person-job
PO	Person-organization

PS	Person-supervisor
PT	Personality Traits
SEM	Structural Equation Modeling
SET	Social Exchange Theory
SISPAA	Sistem Pengurusan Aduan Awam
SOP	Standard of Procedure
SPSS	Statistical Package Social Science
SRMR	Root Mean Square Residual
SRMR	Standardized Root Mean Residual
TAT	Trait Activation Theory
TLI	Tucker-Lewis Index
TOP	Theory of Performance
UNSD	United Nation Statistic Department
UWES	Utrecht Work Engagement Scale
VE	Variance Extracted
VIF	Variance Inflation Factor
WE	Work engagement
WHO	World Health Organization
$\chi^2/df$	Chi-Square/Degree of Freedom

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

Interestingly, the performance and reputation of public hospitals' employees have become a central issue for developing countries (Negussie & Berehe, 2016). This is because the stability of a country's health level is needed to lead developing countries to be at a similar position as developed countries by 2020, particularly Malaysia. In addition, according to the United Nation Statistic Department (UNSD), an important criterion to any country being listed as a developed country is the measurement of its Human Development Index (HDI), which is life expectancy measuring the people's health and wellbeing. Based on the Human Development Data (1990-2015), Malaysia's HDI was ranked at 59th place in 2015 and is still left behind compared to other developed countries. Thus, in achieving this mission by 2020, the Malaysian government has to put serious attention on their health care sector particularly in the context of improving the service performance of healthcare staffs.

In the attempt of successfully achieving the mission, the government has allocated a huge budget for the healthcare sector compared to the other sectors (11th Malaysia Plan). It has been proved that the government's budget for Malaysia's Ministry of Health (MOH) has shown an increase over the years. For example, in 2017 MoH was given RM 25 billion as compared to RM 23.31 billion that was given in 2015 (Health Fact MoH, 2017). These figures show significant support given from the

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## APPENDICES

### Appendix A: Questionnaire



**Pusat Pengajian  
Pengurusan Perniagaan**  
SCHOOL OF BUSINESS MANAGEMENT

**Universiti Utara Malaysia**

Dear respective respondent,  
*Kepada responden yang dihormati,*

I am a Ph.D. scholar at Universiti Utara Malaysia. I am conducting research on “Relationship between Big Five Personality and Adaptive Performance among Nurses in Malaysia Public Hospitals”. I request you to participate in this study by answering the attached questionnaire that will only take about 10 minutes.

The questionnaire is anonymous, and your response will be used for the academic purpose only. If you have any questions or concerns about the questionnaire or about participating in this study, you may contact me at athifah2409@gmail.com , and you can also request for research findings through same email address.

*Saya merupakan seorang pelajar Ph.D. di Universiti Utara Malaysia dan sedang menjalankan penyelidikan mengenai "Hubungan antara Lima Personaliti Besar dan Prestasi Penyesuaian di kalangan Jururawat Hospital Awam Malaysia". Saya memohon jasa baik anda untuk turut serta menyumbang dalam kajian ini dengan menjawab soal selidik yang dilampirkan yang hanya mengambil masa sekitar 10 minit.*

*Soal selidik ini tidak melibatkan nama dan maklumat peribadi anda, jawapan anda hanya akan digunakan untuk tujuan akademik sahaja. Jika anda mempunyai sebarang soalan atau kemusykilan tentang soal selidik atau mengenai penyertaan dalam kajian ini, anda boleh menghubungi saya melalui emel athifah2409@gmail.com.*

Thanks for your cooperation.  
*Terima kasih di atas kerjasama anda.*

Sincerely,  
*Yang ikhlas,*

Athifah Najwani Shahidan  
PhD (Management) Scholar  
School of Business Management,  
Universiti Utara Malaysia,  
Sintok, 06010, Kedah Darul Aman  
Phone No : 011-11342724

Dr. Siti Norasyikin Abdul Hamid (Supervisor)  
PhD (Management)  
School of Business Management,  
Universiti Utara Malaysia,  
Sintok, 06010, Kedah Darul Aman.  
norasyikin@uum.edu.my

**SECTION A**  
**SEKSYEN A**

**Demographic information**  
*Maklumat demografi*

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.  
*Maklumat berikut adalah sulit dan hanya akan digunakan untuk tujuan kajian sahaja. Saya amat berterima kasih sekiranya anda dapat memberikan maklumat berikut.*

Please read the following statements and **TICK** (✓) in the appropriate box.  
Sila baca kenyataan berikut dan **TANDAKAN** (✓) pada petak yang berkenaan.

**1. Position / Jawatan**

- a. Sister / Ketua Jururawat
- b. Staff Nurse / Jururawat

**2. Grade / Gred**

- a. U29
- b. U32
- c. U36
- d. U41

**3. Gender / Jantina**

- b. Male / Lelaki
- b. Female / Perempuan

**4. Marital Status / Status Perkahwinan**

- a. Married/ Berkahwin
- b. Single / Belum Berkahwin
- c. Divorced/ Widow / Bercerai / Balu

**5. Age Group / Kumpulan Umur**

- a. 21-30
- b. 31- 40
- c. 41-50
- d. Above 51 / Atas 51

**6. Level of Highest Education / Tahap Pendidikan Tertinggi**

- a. Certificate / Sijil
- b. Diploma / Diploma
- c. Bachelor Degree / Sarjana Muda
- d. Master / Sarjana

**7. Please TICK (✓) specific range of your tenure working in the public hospitals**

*Sila TANDAKAN (✓) anggaran tepat bagi tempoh bekerja di hospital awam*

No. of years <i>Jumlah tahun</i>	TICK (☐) <i>TANDAKAN</i> (☐)
< 1	
1 – 5	
6 – 10	
11 – 15	
16 – 20	
21 – 25	
> 25	

**SECTION B, SECTION C, SECTION D, SECTION E:  
SEKYEN B, SEKYEN C, SEKSYEN D, SELSYEN E :**

For next four sections, please read the following statements and **TICK** (✓) the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

*Untuk keempat-empat seksyen berikutnya, sila baca pernyataan berikut dan TANDAKAN (✓) pada maklum balas yang mewakili pandangan anda. Kenyataan ini adalah berdasarkan Skala Likert 7 mata berikut:*

1	2	3	4	5	6	7
<b>Strongly Disagree</b> <i>Sangat Tidak Setuju</i>	<b>Disagree</b> <i>Tidak Setuju</i>	<b>Somewhat Disagree</b> <i>Agak Tidak Setuju</i>	<b>Neutral</b> <i>Berkecuali</i>	<b>Somewhat Agree</b> <i>Agak Setuju</i>	<b>Agree</b> <i>Setuju</i>	<b>Strongly Agree</b> <i>Sangat Setuju</i>

**SECTION B: Adaptive Performance  
SEKSYEN B : Penyesuaian Prestasi**

**How do you perceive about yourself when working?  
Bagaimana anda melihat diri anda semasa bekerja?**

		1	2	3	4	5	6	7
1	Remain composed when faced with difficult circumstances. <i>Kekal tersusun/teratur apabila berhadapan dengan keadaan yang sukar.</i>							
2	Remain cool when faced with difficult circumstances. <i>Kekal tenang apabila berhadapan dengan keadaan yang sukar.</i>							

3	Do not overact to unexpected situations. <i>Tidak bertindak keterlaluan terhadap situasi yang tidak dijangka.</i>										
4	Manage frustration well by working towards a solution, rather than blaming others. <i>Mengawal kekecewaan dengan baik dengan mencari penyelesaian berbanding menyalahkan orang lain.</i>										
5	Develop innovative methods of obtaining resources to get the job done. <i>Membangunkan kaedah yang inovatif untuk mendapatkan sumber bagi menyiapkan sesuatu pekerjaan.</i>										
6	Turns problems upside-down and inside-out to find fresh, new approaches. <i>Mengubahsuai masalah untuk mencari penyelesaian baru dan segar</i>										
7	Generate innovative ideas to solve complex problems. <i>Menjana idea inovatif untuk menyelesaikan masalah rumit.</i>										
8	Readily in response to unexpected changes. <i>Sentiasa bersedia untuk menghadapi perubahan yang tidak disangka.</i>										
9	Easily change gears in response to unexpected changes. <i>Mudah berubah untuk menghadapi perubahan yang tidak disangka</i>										
10	Willing to react even in uncertainty. <i>Saya bersedia untuk bertindak walaupun di dalam keadaan tidak pasti.</i>										
11	Take effective action, even when the situation is not clear. <i>Mengambil tindakan yang efektif, walaupun situasi tidak jelas.</i>										
12	Demonstrate enthusiasm for learning new skills and technology. <i>Mempamerkan semangat untuk mempelajari kemahiran dan teknologi baru.</i>										
13	Quickly learns new ways to perform previously unlearned tasks. <i>Cepat mempelajari kaedah baru untuk melaksanakan tugas yang tidak dipelajari sebelumnya.</i>										
14	Proficiently learns new ways to perform previously unlearned tasks. <i>Mempelajari kaedah baru dengan mahir untuk melaksanakan tugas yang tidak dipelajari sebelumnya.</i>										
15	Volunteers to attend training that will prepare self for new skills needed at work. <i>Menjadi sukarela untuk menghadiri latihan yang dapat memberi kemahiran baru yang diperlukan di tempat kerja.</i>										
16	Open-minded when dealing with others. <i>Berfikiran terbuka semasa berurusan dengan orang lain</i>										
17	Works well with people with different personalities. <i>Bekerja dengan baik dengan orang berlainan personaliti.</i>										
18	Develops effective relationships with people with different personalities. <i>Menjalinkan hubungan efektif dengan orang berlainan personaliti.</i>										
19	Demonstrates keen insight of others' behavior to work effectively with them.										

	<i>Menunjukkan keserasian terhadap tingkah laku orang lain supaya boleh bekerja secara efektif dengan mereka.</i>								
20	Adjusts own behavior to be able to work more effectively with others. <i>Menyesuaikan tingkah laku diri sendiri agar boleh bekerja dengan lebih efektif dengan orang lain.</i>								

**SECTION C: Big Five Personality Traits**  
**SEKSYEN C: Lima Tret Personaliti**

**To what extent do you agree with the following statement?**  
***Sejauh manakah anda bersetuju dengan kenyataan berikut?***

		1	2	3	4	5	6	7
1	I do my best to help others. <i>Saya akan membuat yang terbaik untuk membantu orang lain.</i>							
2	I get along well with others. <i>Saya boleh bergaul dengan baik dengan orang lain.</i>							
3	I see other people's point of view <i>Saya menghormati pandangan orang lain.</i>							
4	I am considerate. <i>Saya seorang yang bertimbang rasa.</i>							
5	Most of my friends like me. <i>Kebanyakan rakan-rakan saya menyukai saya.</i>							
6	I am conscientious of my work. <i>Saya teliti dengan kerja saya.</i>							
7	I am always looking for grow opportunity. <i>Saya sering mencari peluang untuk berkembang.</i>							
8	I try to do my best in everything that I do. <i>Saya mencuba untuk membuat yang terbaik dalam setiap perkara yang saya lakukan.</i>							
9	I am methodical. <i>Saya seorang yang teratur.</i>							
10	I am a leader. <i>Saya seorang pemimpin.</i>							
11	I am persuasive. <i>Saya seorang yang meyakinkan.</i>							
12	I am self-motivated. <i>Saya seorang yang bermotivasi.</i>							
13	I am energetic. <i>Saya seorang yang bertenaga.</i>							
14	I like to talk to people. <i>Saya suka bercakap dengan orang.</i>							
15	I handle pressure well. <i>Saya boleh menguruskan tekanan dengan baik.</i>							
16	I am good-tempered. <i>Saya seorang yang tidak panas baran</i>							

17	I rarely feel depressed. <i>Saya jarang berasa tertekan.</i>								
18	I like to try new things. <i>Saya suka mencuba perkara baru.</i>								
19	I take a holistic approach. <i>Saya mengambil pendekatan menyeluruh.</i>								
20	I am a creative person. <i>Saya seorang yang kreatif.</i>								

**SECTION D: Person Environment Fit**  
**SEKSYEN D: Kesesuaian Diri dan Persekitaran**

**To what extent do you agree with the following statement?**  
**Sejauh manakah anda setuju dengan kenyataan berikut?**

		1	2	3	4	5	6	7
1	My abilities fit the demands of my job. <i>Kebolehan saya sesuai dengan keperluan pekerjaan.</i>							
2	I have the right abilities to perform my job. <i>Saya mempunyai kebolehan yang sesuai untuk melaksanakan tugas saya.</i>							
3	There is a good match between the requirement of my job and my skills. <i>Terdapat padanan yang baik antara keperluan kerja dan kemahiran saya.</i>							
4	The match is very good between the demands of my job and my personal skills. <i>Terdapat padanan yang sangat baik antara keperluan kerja dengan kemahiran peribadi saya.</i>							
5	My training is a good fit with the requirements of my job. <i>Latihan saya sangat sesuai dengan keperluan pekerjaan saya.</i>							
6	My personal education provides a good match with the demands that my job places on me. <i>Pendidikan saya memberikan padanan yang baik dengan keperluan pekerjaan saya.</i>							
7	I possess the abilities needed to contribute to my work group. <i>Saya mempunyai kemampuan yang diperlukan untuk menyumbang kepada kerja kumpulan saya.</i>							
8	I believe my skills match those required by my work group. <i>Saya percaya kebolehan saya sesuai dengan keperluan kumpulan kerja saya.</i>							
9	The match is very good between the demands of my work group members and my personal skills. <i>Terdapat padanan yang sesuai antara permintaan ahli kumpulan kerja saya dengan kemahiran saya.</i>							
10	My training fits with the requirements of my work group members. <i>Kemahiran saya sesuai dengan keperluan ahli kumpulan kerja saya.</i>							

11	My education provides a good match with the demands of my work group members. <i>Pendidikan saya berpadanan dengan keperluan ahli kumpulan kerja saya.</i>								
12	My abilities fit the demands of my supervisor. <i>Kebolehan saya sesuai dengan kehendak penyelia saya.</i>								
13	I have the right abilities for doing my supervisor's order. <i>Saya mempunyai kebolehan sesuai untuk melaksanakan arahan penyelia saya.</i>								
14	There is a good match between the requirement of my supervisor and my work's skills. <i>Terdapat padanan yang baik antara keperluan penyelia dengan kemahiran kerja saya.</i>								
15	The match is very good between the demands of my supervisor and my personal skills. <i>Terdapat padanan yang baik antara permintaan penyelia dengan kemahiran personel saya.</i>								
16	My training fits with the requirements of my supervisor. <i>Latihan saya sesuai dengan kehendak penyelia saya.</i>								
17	My personal education provides a good match with the demands that my supervisor places on me. <i>Pendidikan saya berpadanan dengan kehendak yang ditetapkan oleh penyelia saya.</i>								

**SECTION E: Work Engagement**  
**SEKSYEN E: Penglibatan Kerja**

**How do you perceive yourself when working?**

***Bagaimana anda melihat diri anda semasa bekerja?***

		1	2	3	4	5	6	7
1	At my work, I feel that I am bursting with energy. <i>Semasa bekerja, saya rasa sangat bertenaga.</i>							
2	At my job, I feel strong and vigorous. <i>Semasa bekerja, saya rasa kuat dan bersemangat.</i>							
3	When I get up in the morning, I feel like going to work. <i>Semasa bangun pagi, saya rasa ingin ke tempat kerja.</i>							
4	I can continue working for very long period at a time. <i>Saya boleh terus bekerja untuk tempoh waktu yang lama.</i>							
5	At my job, I am very resilient, mentally. <i>Semasa bekerja, saya seorang yang mempunyai daya tahan secara mental.</i>							
6	At my work, I always persevere, even when things do not go well. <i>Semasa bekerja, saya sentiasa bersabar walaupun keadaan tidak berjalan lancar.</i>							
7	I find the work that I do full of meaning and purpose. <i>Saya dapati kerja yang saya lakukan, dilakukan dengan penuh bermakna dan mempunyai tujuan.</i>							

8	I am enthusiastic about my job. <i>Saya seorang yang bersemangat dengan pekerjaan saya.</i>																		
9	My job inspires me. <i>Pekerjaan saya memberi inspirasi kepada saya.</i>																		
10	I am proud of the work that I do. <i>Saya bangga dengan kerja yang saya lakukan.</i>																		
11	To me, my job is challenging. <i>Bagi saya, pekerjaan saya adalah mencabar.</i>																		
12	Time flies when I'm working. <i>Masa berlalu pantas semasa saya bekerja.</i>																		
13	When I am working, I forget everything else around me. <i>Apabila saya bekerja, saya lupa tentang perkara lain di sekeliling saya.</i>																		
14	I feel happy when I am working intensely. <i>Saya berasa gembira apabila saya bekerja dengan sepenuhnya.</i>																		
15	I am immersed in my work. <i>Saya asyik dengan kerja saya.</i>																		
16	I get carried away when I'm working. <i>Saya akan terbawa-bawa semasa bekerja.</i>																		
17	It is difficult to detach myself from my job. <i>Sukar bagi saya untuk melepaskan diri saya daripada pekerjaan saya.</i>																		

**Any Suggestions/Comments**  
**Cadangan / Komen**

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**THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT, IT IS GREATLY APPRECIATED.**  
**TERIMA KASIH UNTUK MASA DAN USAHA ANDA, KERJASAMA ANDA AMATLAH DIHARGAI**



## Appendix B : Discriminant Validity

### *Discriminant Validity-Loadings and Cross Loadings*

Const	Items	AP	AG	CC	EX	ES	OE	PJ	PG	PS	VG	DD	AB
<b>AP</b>	AP1	<b>0.649</b>	0.449	0.450	0.406	0.428	0.449	0.477	0.449	0.414	0.536	0.380	0.328
	AP2	<b>0.664</b>	0.437	0.428	0.393	0.445	0.464	0.479	0.482	0.429	0.531	0.399	0.310
	AP3	<b>0.734</b>	0.518	0.535	0.504	0.479	0.480	0.531	0.506	0.484	0.537	0.465	0.376
	AP4	<b>0.748</b>	0.574	0.539	0.511	0.510	0.467	0.561	0.553	0.499	0.547	0.531	0.381
	AP5	<b>0.759</b>	0.517	0.520	0.537	0.530	0.513	0.536	0.510	0.520	0.561	0.516	0.467
	AP6	<b>0.778</b>	0.555	0.606	0.504	0.428	0.499	0.560	0.509	0.530	0.548	0.562	0.359
	AP7	<b>0.777</b>	0.545	0.567	0.503	0.464	0.523	0.552	0.562	0.505	0.559	0.547	0.478
	AP8	<b>0.775</b>	0.523	0.506	0.497	0.422	0.490	0.553	0.539	0.537	0.543	0.562	0.478
	AP10	<b>0.587</b>	0.381	0.437	0.435	0.360	0.376	0.441	0.414	0.377	0.433	0.455	0.408
	AP11	<b>0.633</b>	0.385	0.468	0.406	0.377	0.416	0.445	0.429	0.414	0.486	0.457	0.439
	AP12	<b>0.772</b>	0.525	0.535	0.464	0.382	0.479	0.520	0.543	0.495	0.446	0.535	0.320
	AP13	<b>0.790</b>	0.586	0.571	0.534	0.468	0.557	0.589	0.584	0.552	0.504	0.556	0.417
	AP14	<b>0.772</b>	0.573	0.523	0.488	0.409	0.478	0.567	0.568	0.546	0.460	0.525	0.390
	AP15	<b>0.763</b>	0.602	0.544	0.519	0.509	0.538	0.577	0.579	0.563	0.510	0.522	0.479
	AP16	<b>0.822</b>	0.646	0.587	0.558	0.504	0.541	0.609	0.583	0.529	0.530	0.591	0.424
	AP17	<b>0.805</b>	0.624	0.604	0.593	0.482	0.537	0.606	0.600	0.562	0.522	0.602	0.444
	AP18	<b>0.811</b>	0.634	0.587	0.604	0.502	0.560	0.638	0.617	0.574	0.548	0.588	0.452
	AP19	<b>0.810</b>	0.619	0.530	0.548	0.468	0.528	0.581	0.585	0.567	0.517	0.572	0.376
	AP20	<b>0.808</b>	0.630	0.573	0.575	0.476	0.542	0.606	0.587	0.595	0.528	0.599	0.366
	<b>AG</b>	BFP2	0.672	<b>0.898</b>	0.675	0.615	0.544	0.535	0.627	0.578	0.570	0.587	0.596
BFP3		0.658	<b>0.916</b>	0.690	0.617	0.582	0.541	0.637	0.590	0.580	0.552	0.624	0.455
BFP4		0.638	<b>0.910</b>	0.680	0.588	0.518	0.514	0.603	0.566	0.566	0.501	0.564	0.401
BFP5		0.576	<b>0.771</b>	0.620	0.629	0.587	0.588	0.610	0.599	0.553	0.536	0.510	0.497
BFP6		0.587	0.682	<b>0.864</b>	0.676	0.569	0.600	0.608	0.565	0.562	0.592	0.601	0.495
<b>CC</b>	BFP7	0.647	0.647	<b>0.888</b>	0.631	0.510	0.627	0.639	0.603	0.572	0.584	0.623	0.461
	BFP8	0.625	0.661	<b>0.870</b>	0.621	0.448	0.584	0.629	0.631	0.564	0.523	0.630	0.361
	BFP9	0.600	0.651	<b>0.844</b>	0.691	0.570	0.587	0.580	0.590	0.545	0.579	0.574	0.427
	BFP11	0.616	0.634	0.686	<b>0.909</b>	0.663	0.660	0.660	0.637	0.619	0.643	0.625	0.495
<b>EX</b>	BFP12	0.636	0.662	0.726	<b>0.936</b>	0.658	0.733	0.689	0.678	0.658	0.657	0.663	0.513
	BFP13	0.595	0.621	0.658	<b>0.897</b>	0.630	0.652	0.648	0.663	0.627	0.627	0.644	0.479
	BFP15	0.592	0.642	0.581	0.717	<b>0.863</b>	0.660	0.552	0.588	0.561	0.551	0.541	0.421
<b>ES</b>	BFP16	0.519	0.524	0.520	0.561	<b>0.887</b>	0.581	0.482	0.473	0.497	0.595	0.489	0.416
	BFP17	0.461	0.485	0.470	0.567	<b>0.858</b>	0.631	0.439	0.410	0.416	0.559	0.447	0.479

<b>OE</b>	BFP18	0.579	0.523	0.605	0.660	0.597	<b>0.862</b>	0.561	0.580	0.536	0.543	0.584	0.473
	BFP19	0.614	0.590	0.643	0.688	0.658	<b>0.921</b>	0.588	0.611	0.579	0.591	0.561	0.474
	BFP20	0.581	0.551	0.606	0.651	0.668	<b>0.895</b>	0.571	0.583	0.559	0.576	0.525	0.544
<b>PJ</b>	PEF2	0.663	0.649	0.651	0.661	0.526	0.590	<b>0.908</b>	0.750	0.698	0.645	0.696	0.502
	PEF3	0.669	0.628	0.636	0.694	0.524	0.582	<b>0.927</b>	0.772	0.721	0.673	0.712	0.540
	PEF4	0.642	0.607	0.629	0.644	0.541	0.618	<b>0.877</b>	0.734	0.661	0.632	0.633	0.555
	PEF6	0.625	0.631	0.600	0.583	0.421	0.487	<b>0.837</b>	0.754	0.699	0.565	0.707	0.454
<b>PG</b>	PEF7	0.649	0.580	0.619	0.609	0.461	0.592	0.756	<b>0.843</b>	0.685	0.592	0.669	0.440
	PEF9	0.671	0.623	0.641	0.645	0.525	0.591	0.788	<b>0.922</b>	0.744	0.619	0.681	0.508
	PEF10	0.620	0.586	0.603	0.666	0.518	0.588	0.750	<b>0.912</b>	0.761	0.621	0.655	0.498
	PEF11	0.616	0.584	0.595	0.654	0.522	0.592	0.729	<b>0.890</b>	0.784	0.607	0.644	0.490
<b>PS</b>	PEF12	0.611	0.585	0.578	0.642	0.509	0.544	0.703	0.772	<b>0.899</b>	0.621	0.627	0.501
	PEF13	0.617	0.615	0.592	0.620	0.504	0.569	0.703	0.771	<b>0.919</b>	0.619	0.638	0.495
	PEF14	0.638	0.614	0.602	0.643	0.552	0.584	0.726	0.758	<b>0.920</b>	0.629	0.668	0.526
	PEF16	0.602	0.534	0.571	0.610	0.494	0.565	0.702	0.718	<b>0.884</b>	0.619	0.657	0.532
<b>VG</b>	WE1	0.607	0.580	0.582	0.627	0.492	0.542	0.634	0.613	0.555	<b>0.818</b>	0.666	0.486
	WE2	0.632	0.584	0.624	0.647	0.513	0.551	0.671	0.653	0.620	<b>0.839</b>	0.720	0.535
	WE3	0.522	0.471	0.524	0.570	0.550	0.510	0.542	0.515	0.530	<b>0.850</b>	0.537	0.567
	WE4	0.408	0.353	0.399	0.418	0.449	0.394	0.399	0.395	0.429	<b>0.752</b>	0.431	0.510
	WE5	0.588	0.500	0.549	0.597	0.610	0.574	0.599	0.584	0.610	<b>0.878</b>	0.641	0.536
	WE6	0.618	0.567	0.553	0.593	0.609	0.569	0.635	0.596	0.632	<b>0.807</b>	0.665	0.586
<b>DD</b>	WE7	0.673	0.587	0.612	0.656	0.577	0.593	0.698	0.668	0.669	0.733	<b>0.850</b>	0.569
	WE8	0.614	0.567	0.611	0.649	0.512	0.564	0.669	0.666	0.632	0.708	<b>0.897</b>	0.582
	WE9	0.606	0.542	0.597	0.621	0.495	0.556	0.684	0.665	0.636	0.671	<b>0.914</b>	0.546
	WE10	0.600	0.594	0.641	0.591	0.474	0.526	0.690	0.637	0.616	0.606	<b>0.897</b>	0.496
	WE11	0.549	0.577	0.592	0.537	0.403	0.461	0.624	0.592	0.552	0.504	<b>0.789</b>	0.453
<b>AB</b>	WE13	0.431	0.452	0.413	0.436	0.421	0.459	0.493	0.424	0.456	0.503	0.487	<b>0.835</b>
	WE14	0.555	0.491	0.505	0.484	0.398	0.474	0.576	0.526	0.540	0.580	0.649	<b>0.790</b>
	WE15	0.470	0.462	0.450	0.485	0.476	0.495	0.500	0.497	0.509	0.594	0.542	<b>0.886</b>
	WE16	0.326	0.308	0.277	0.362	0.365	0.396	0.356	0.350	0.374	0.461	0.351	<b>0.795</b>
	WE17	0.425	0.385	0.422	0.474	0.425	0.481	0.455	0.438	0.458	0.551	0.474	<b>0.854</b>

## Appendix C: SRMR Result

### *SRMR Result*

	<b>Saturated Model</b>	<b>Estimated Model</b>
<b>SRMR</b>	0.05	0.05
<b>d_ULS</b>	3.263	3.263
<b>d_G1</b>	2.641	2.641
<b>d_G2</b>	2.2	2.2
<b>Chi-Square</b>	5,058.24	5,058.24
<b>NFI</b>	0.773	0.773

## Appendix D: Common Method Variance

### Common Method Variance

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.116	17.644	17.644	11.116	17.644	17.644
2	7.225	11.469	29.113	7.225	11.469	29.113
3	5.730	9.095	38.208	5.730	9.095	38.208
4	2.032	3.226	41.434	2.032	3.226	41.434
5	1.818	2.885	44.318	1.818	2.885	44.318
6	1.552	2.464	46.783	1.552	2.464	46.783
7	1.520	2.412	49.195	1.520	2.412	49.195
8	1.420	2.254	51.449	1.420	2.254	51.449
9	1.378	2.187	53.636	1.378	2.187	53.636
10	1.308	2.076	55.712	1.308	2.076	55.712
11	1.188	1.886	57.598	1.188	1.886	57.598
12	1.156	1.835	59.433	1.156	1.835	59.433
13	1.114	1.769	61.201	1.114	1.769	61.201

14	1.080	1.714	62.916	1.080	1.714	62.916
15	1.054	1.673	64.589	1.054	1.673	64.589
16	.971	1.541	66.131			
17	.948	1.505	67.636			
18	.892	1.416	69.052			
19	.871	1.382	70.434			
20	.833	1.322	71.756			
21	.831	1.318	73.074			
22	.803	1.274	74.348			
23	.751	1.192	75.540			
24	.744	1.181	76.721			
25	.689	1.093	77.814			
26	.681	1.080	78.894			
27	.659	1.047	79.941			
28	.634	1.007	80.948			
29	.610	.968	81.916			
30	.599	.951	82.866			
31	.559	.887	83.753			
32	.540	.858	84.611			
33	.534	.847	85.458			
34	.513	.814	86.272			
35	.500	.794	87.066			
36	.489	.777	87.843			
37	.470	.746	88.589			
38	.449	.713	89.301			
39	.432	.686	89.987			
40	.416	.661	90.648			
41	.404	.642	91.290			
42	.393	.623	91.913			
43	.380	.604	92.517			

44	.365	.579	93.097
45	.352	.560	93.656
46	.330	.524	94.180
47	.327	.519	94.699
48	.316	.502	95.201
49	.302	.479	95.680
50	.284	.452	96.132
51	.277	.439	96.571
52	.266	.422	96.993
53	.236	.375	97.368
54	.227	.360	97.728
55	.220	.349	98.077
56	.205	.325	98.403
57	.200	.317	98.720
58	.183	.290	99.010
59	.164	.260	99.270
60	.156	.247	99.518
61	.138	.220	99.737
62	.092	.146	99.883
63	.074	.117	100.000

Extraction Method: Principal Component Analysis.

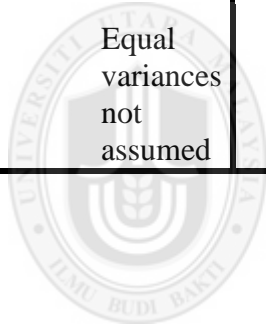
**Appendix E: Independent Samples Test**

**Independent Samples Test**

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Diff.	95% Confidence Interval of the Difference	
									Lower	Upper
AGMean	Equal variances assumed	.626	.429	1.367	428	.172	-.14773	.10805	-.36010	.06464
	Equal variances not assumed			1.273	63.174	.208	-.14773	.11605	-.37963	.08417
CCMean	Equal variances assumed	.063	.802	1.392	428	.165	-.15083	.10834	-.36377	.06210
	Equal variances not assumed			1.268	62.461	.209	-.15083	.11894	-.38856	.08689
EXMean	Equal variances assumed	1.466	.227	-.121	428	.904	-.01374	.11356	-.23695	.20947
	Equal variances not assumed			-.105	61.097	.917	-.01374	.13054	-.27476	.24728
ESMean	Equal variances assumed	2.501	.115	1.110	428	.267	-.14195	.12784	-.39323	.10933

	Equal variances not assumed			-.944	60.481	.349	-.14195	.15032	-.44259	-.15869
OEMean	Equal variances assumed	1.306	.254	-.161	428	.872	-.01959	.12170	-.25880	-.21962
	Equal variances not assumed			-.142	61.392	.888	-.01959	.13844	-.29639	-.25721
PJMean	Equal variances assumed	1.082	.299	-.402	428	.688	-.04119	.10252	-.24270	-.16033
	Equal variances not assumed			-.363	62.228	.718	-.04119	.11340	-.26786	-.18548
PGMean	Equal variances assumed	1.226	.269	-.278	428	.781	-.02890	.10409	-.23349	-.17569
	Equal variances not assumed			-.248	61.842	.805	-.02890	.11660	-.26200	-.20420
PSMean	Equal variances assumed	2.910	.089	-.671	428	.503	-.07222	.10770	-.28390	-.13947
	Equal variances not assumed			-.554	59.745	.582	-.07222	.13037	-.33302	-.18858
DDMean	Equal variances assumed	.187	.666	1.263	428	.207	-.13386	.10602	-.34225	-.07452
	Equal variances not assumed			1.204	64.017	.233	-.13386	.11114	-.35590	-.08817

ABMean	Equal variances assumed	1.673	.197	-.140	428	.888	-.01775	.12643	-.26626	-.23075
	Equal variances not assumed			-.124	61.600	.901	-.01775	.14279	-.30323	-.26772
APMean	Equal variances assumed	.059	.808	-.516	428	.606	-.05067	.09821	-.24370	-.14237
	Equal variances not assumed			-.492	63.973	.625	-.05067	.10308	-.25660	-.15527
VGMean	Equal variances assumed	.243	.622	-.323	428	.747	-.03775	.11674	-.26720	-.19170
	Equal variances not assumed			-.291	62.111	.772	-.03775	.12962	-.29684	-.22134



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