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探討柬埔寨工作特性、工作滿意、工作投入與工作態度
對工作績效之影響－以工作職能與工作賦權為中介變數

The Study of the Influence Among Job Characteristics, Job
Satisfaction, Involvement, Job Attitude on Job Performance
in Cambodia: Mediation Effect of Job Competency, Job

Empowerment

孟蘇斐

Sopheak Mung

指導教授：紀信光 博士

Advisor: Hsin-Kuang Chi, Ph.D.

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The Study of the influence Among Job Characteristics, Job Satisfaction,
Involvement, Job Attitude on Job Performance in Cambodia: Mediation
Effect of Job Competency, Job Empowerment

研究生：孟蘇菲 Hung Sophak

經考試合格特此證明

口試委員：紀信光
廖英凱
白德普

指導教授：紀信光

系主任(所長)：初秉昇

口試日期：中華民國 108 年 12 月 25 日

Letter of Recommendation for ABT Masters

Mung Sopheak, a student of NHU Master Program for Business Administration for 2 years, has completed all of the courses and theses required for graduation.

1. In terms of studies, Mung Sopheak has acquired 36 credits, passed all of the obligatory subjects such as Strategic management, Business research method, Operation management, Management science etc. (Please refer to transcript.)
2. In terms of theses, Mung Sopheak has completed the following:
 - i. Master thesis: The study of the influence among job characteristics, job involvement, job attitude on job performance in Cambodia --Mediation Effect of job satisfaction, job competency and job empowerment
 - ii. Conference: The study of the influence among job characteristics, job involvement, job attitude on job performance in Cambodia --Mediation Effect of job satisfaction, job competency and job empowerment

I believe that Mung Sopheak has already received full formative education of NHU Master Program for Business Management and is qualified to apply for Master's Degree Examination. There-fore, I hereby recommend his/her preliminary paper, The study of the influence among job characteristics, job involvement, job attitude on job performance in Cambodia --Mediation Effect of job satisfaction, job competency and job empowerment

Academic Advisor:



Date: 10/12/12

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南華大學企業管理學系管理科學碩士班

108 學年度第 2 學期碩士論文摘要

論文題目：探討柬埔寨工作特性、工作滿意、工作投入與工作
態度對工作績效之影響－以工作職能與工作賦權為
中介變數

研究生：孟蘇斐

指導教師：紀信光 博士

論文摘要內容：

這項研究旨在調查不同變量之間的相互關係，即工作特征，工作能力，工作滿意度，工作參與度，工作態度和工作績效，並且主要集中於工作績效的影響因素。每個組織都需要深入了解上述因素，以維護，發展和提高組織績效。通過了解所有這些驅動因素，組織可以確保組織的目標得以實現。這項研究旨在通過測量工作特征，工作能力，工作授權，工作參與度，工作態度，工作滿意度和工作績效，並通過中介和調節作用來檢查員工的績效。最初的研究使用工作問卷的定量方法作為調查方法，該方法是通過對柬埔寨總共360名在職員工和企業主的問卷進行定量調查的方法進行的。報告還總結了調查結果的某些含義，可以為組織，年輕企業家和企業主提供有關如何改善員工工作績效的深刻見解。最後但並非最不重要的一點是，為深思熟慮的證據提供了一些可能的未來研究方向。然後，將為以後的研究改進提供建議。

關鍵字：工作特徵、工作能力、工作授權、工作參與度、工作態度、工作滿意度、工作績效

Title of Thesis: The Study of the influence Among Job Characteristics, Job Satisfaction, Involvement, Job Attitude on Job Performance in Cambodia: Mediation Effect of Job Competency, Job Empowerment

Department: Master Program in Management Sciences, Department of Business Administration, Nanhua University

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Degree Conferred: M.B.A

Name of Student: Sopheak Mung

Advisor: Hsin-Kuang Chi

ABSTRACT

This study aims to investigate the interrelationships among different variables, namely job characteristics, job competency, job empowerment, job satisfaction, job involvement, job attitude, and job performance and mainly concentrate on the influence factors of the job performance. Every organization is required to understand deeply about the above factors to maintain, develop, and increase organizational performance. By understanding all of those driving forces factors, organizations can ensure the organization's goals will be accomplished. This study aims to examine the employee's performance by measuring job characteristics, job competency, job empowerment, job involvement, job attitude, job satisfaction, and job performance with both mediation and moderation effect. The primary research used the quantitative method of job questionnaires as the survey method that was conducted by using the quantitative method of surveying the questionnaire of total 360 respondents who are employed and the business owners in Cambodia. It also concluded some of the implications of the findings, which can provide organizations, young entrepreneurs, and business owners some insightful on how to improve employees' job performance. Last but not least, offered some directions for possible future

researches are showed as considerate evidence. Then, the recommendations will be provided for future study improvement.

Keywords: Job Characteristics, Job Competency, Job Empowerment, Job Involvement, Job Attitude, Job Satisfaction, Job Performance



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CHAPTER ONE

INTRODUCTION

1.1 Research Background and Research Motivation

In today world, the human resource sector has taken part in a vital role in organization development and on the verge of changing for adapting the new context base on job characteristics. The jobs are developing day by day and the people are moving and changing their behavior depends on the jobs accordingly. On the trend of human resource management, the whole workforces are required to know their job precisely. We all accept that people are complicated and working with people is even more complicated and sophisticated, because of individuals have distinct characteristics and different attitudes towards their working environment. Thus, the study of the influence among job characteristics, job competency, job empowerment, and job satisfaction on job performance crucially impact on organizational success. According to the evidence from the past research, we understand that among job characteristics, job competency, job empowerment and job satisfaction are all connected as well as have relationship with job performance. Initially, employees need to understand the type of job characteristic which they are doing and then they will understand more about the other important elements such as job competency, job empowerment, and job satisfaction and so on will definitely lead to increase job performance.

Secondly, this research would contribute a lot to the Human Resource Department in Cambodia context and beyond in terms of providing solid information base on the details factors of human resource management within every organization. Beyond that, this research would facilitate the main functions of human resources management so-called planning, organizing, directing, and controlling, forecasting, performance appraisal, and so on.

Through the details result finding of this research, the human resource department can apply it to improve their performance by focusing on the crucial areas such as giving the clear definition of job characteristics to employees, to improve skills competently in every employee, how to delegate the power to employees and make them feel satisfied with their jobs. More than that make sure that the employees are willing to get involved with their job as well as organization to commit the best result of their works and finally increase their job performance.

Thirdly, this research would contribute the fruitful and practical information to the recruitment and selection department which are known as the very important function in every human resource decision, basically in Cambodia. The recruitment and selection department is the main player part for every organization, as it played in various action mainly in attracting, sourcing and finding the right candidates for filling in vacancies in an organization, therefore this research would help the recruiters in Cambodia as a blueprint for recruiting potential candidates to fill in the right positions and promoting the productivity through the right evaluation which obtains from the contribution of this research in particular. Moreover, by using the knowledge review from the research it would help human resource personnel to adjust the strategies as well as the technique in recruiting and selecting the right candidates effectively. Moreover, it would provide the practical concept for retaining the pool candidates to stay with the company longer and makes them feel attached more to their workplace through satisfaction and work commitment.

Job characteristic defined by Price and Muller (1986) As to the extent to which a job requires many activities of different skills that would be the set of various actions in performing the job is requiring the use of a variety of skills and knowledge of the employees as involved some of the main factors such as task identity, variety of skill, job autonomy. Employees are required to have insight knowledge about their job characteristics for beneficial to them to improve their performance and competitive advantage in their job. By knowing job characteristics employees could narrow down their skills, identify their tasks, and develop their talents efficiently. In the current world, the way we work has been changed and the job even updated faster than ever. Therefore, the leader in the organization, especially the human resource department, needs to updated knowledge about job characteristics and make sure that the employees are given all the important information about their job. However, job satisfaction plays a critical role in ensuring organizational performance. Though the employees who are satisfied with their job they are more likely to perform their better or in a different level of performance. According to the theory of common sense from Fisher (2003), has stated the happy employees are those who increase more productive, or those individuals who are satisfied with their jobs, they will commit more on their jobs and most likely will perform better on the current holding jobs. Many organizational leaders likely also believe that satisfaction causes performance and would expect that organizational efforts aimed at improving employee satisfaction will result in increases in performance.

The job competency is useful to enhance human performance at work. Employees who have high competency tend to be more competitive and achieve more in their careers. It's undeniable that every organization are in need of employees who have the full set of skills and knowledge to perform the job for them. Undoubtedly, the employee who has high competency will

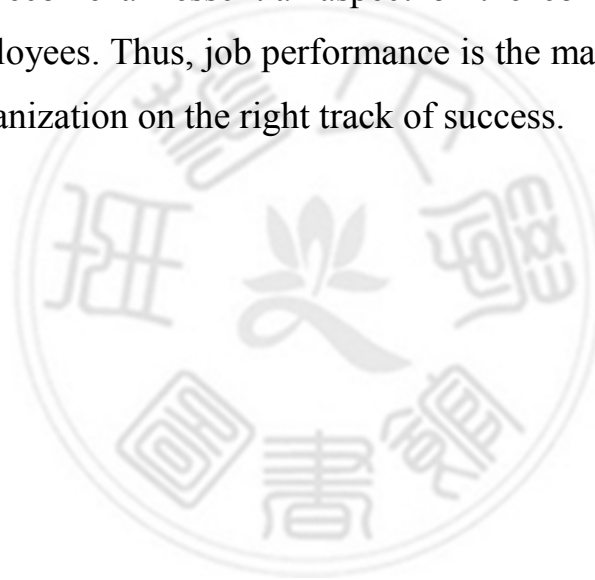
perform better than the other who doesn't. Armstrong (2006) suggested that job competency may lead to high levels of individual performance as well as overall organizational performance.

As a further matter, job empowerment is crucial to strengthening the employee's performance as well as employees' satisfaction. The previous research have found the people who worked in the hotel got psychological empowerment can improve the level of efficiency of their works. When employee consider he/her work is delightful and important, the level of their performance also increased, understanding that they are capable to complete the relevant tasks at the actual work by themselves and lowering down the level of a feeling of uncertainty (Hechanova et al.,2006). In addition, the organization which practice empowerment culture can actually increase the positive attitude of their employees. Practices of empowerment have positive effects on organizational success from an organizational psychology perspective since workers generate positive attitudes and behaviors (Riordan et al., 2005). Employees who are empowered will increase their performance since the empower itself can provide them with the flexibility to respond to unpredictable circumstances, improve the quality of service user experiences and make more efficient use of their time with more productivity.

Job involvement is an essential element to help organization goals outreach. Once employees involve with their job, they become an active participants in his/her job and actively engaged in it. Glew et al. (1995) defined the engagement of employees' aims to increase the participation of stakeholders in decisions that affect the organizational efficiency and well-being of employees. Job attitude refers to employees are more likely to show positive behavior when employees are satisfied with what they are doing, they dedicated more with their work and their organizations with a strong

commitment to their institution as organizational citizenship behavior (OCBs) engagement.

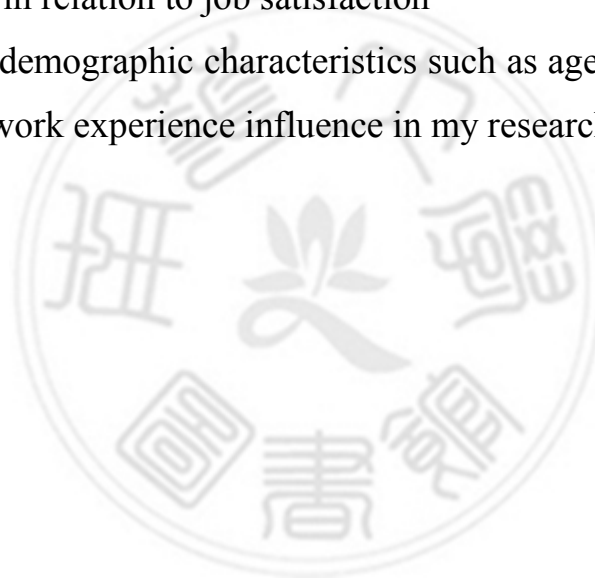
There is only an accurate way to measure whether one organization is on the right trend, or its business operation is going well or not is to check their employee's performance. The job performance is the way in which employees perform their job in the high level of performance and increase productivity and accuracy in problem-solving. Mohd Rashid et al. (2016) job performance is the way of how employees performing their work in strategically communicating with customers and solving the problems that occurred. It has become an essential aspect of the company to assess the success of its employees. Thus, job performance is the main driving force that has driven the organization on the right track of success.



1.2 Research Objective

There are four primary objectives in this study to give a clear view of what this study is all about

- To inspect the connection between the seven variables: Job characteristics, job competency, job empowerment, job satisfaction, job involvement, job attitude, and job performance
- To study the mediation effects of job competency, job satisfaction and job empowerment while job characteristics in relation to job performance
- To investigate the moderation effects of job involvement, job attitude while job characteristics in relation to job satisfaction
- To discover how demographic characteristics such as age, gender, education, income level and work experience influence in my research model



1.3 The Procedure and Research Structure

First of all, this research chose a human topic related to the university students and the employed, and then showed the research background, objectives and motivations. After that, a literature review was shown in relation to job characteristics, job competency, job empowerment, job satisfaction, job involvement, job attitude and job performance, especially about the interrelationship among seven researches constructs above. Thirdly, conceptual model and hypotheses with interrelationships between each construct were explored. Then, the questionnaire and data sample was designed, focused on the Cambodia university students and the employed. Next, data analysis and test had occurred. After that, the discussion about these variables had been shown based on the results. Finally, the conclusions and implications were showed base on the results of this thesis. The respondents are Cambodia university students who are studying in Cambodia and the currently employed people who are working in Cambodia. The methodology to analyze data and hypotheses will be these techniques:

- Descriptive Statistic Analysis
- Factor Loading and Reliability Test
- The Independent Sample t-test
- ANOVA (one-way analysis of variance)
- Regression Analysis (Multiple regression and Hierarchical Regression)

The research process is describing in Figure 1.1 as below:

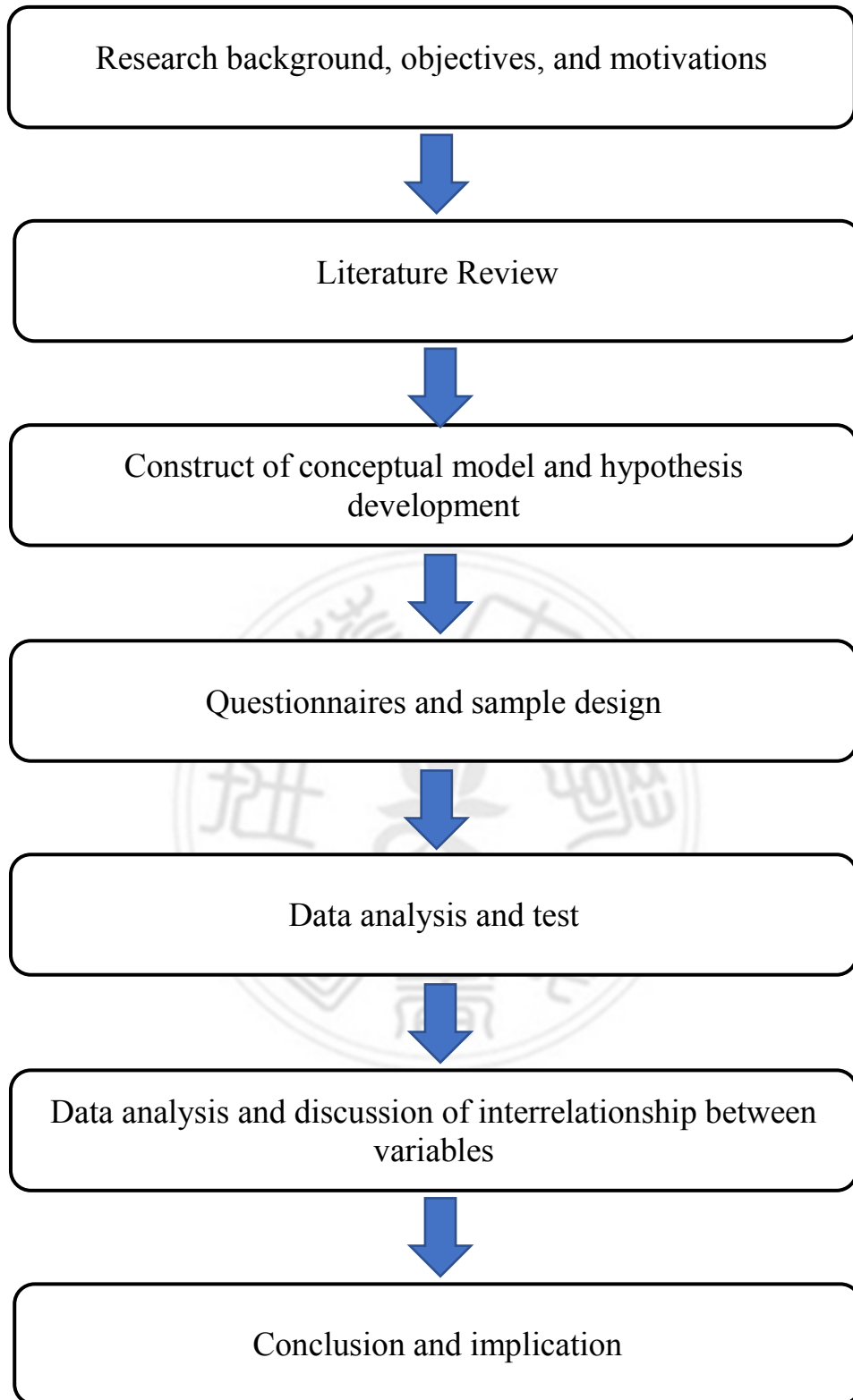


Figure 1.1 Research process

Source: Original Study

The content of this study was divided into five chapters which are summarized of each chapter below:

- Chapter one: Introduction

Chapter one will show the research background, research objective and research motivation of the study, bases on the research process and establishment of conceptual model to raise the objectives.

- Chapter two: Literature Review

Chapter two will focus on the relationship of literature review which regarding to job characteristics, job competency, job empowerment, job satisfaction, job involvement, job attitude and job performance. The definition of each research constructs will also be defined and explained.

- Chapter three: Method of research

Chapter three will show the framework model and construct measurements with the research design for this study were outlined. Besides, sampling plan, questionnaire design, data collecting process and technique methodologies have been discussed as well.

- Chapter four: Research Analysis and Finding

Chapter four will show the rate of respondents' characteristics in the first table. After that, will be the table of descriptive statistics for questionnaire items. Next, the result table of factor loading and reliability test for each item of research constructs will be presented in the middle part of chapter four. After that, the results for each hypothesis would be presented for detailed discussion.

- Chapter Five: Conclusions and suggestions

Chapter five will summarize the main results in this study as well as the discussion and implication. Based on the results, the suggestion and recommendation for future researches will be presented.

CHAPTER TWO

LITERATURE REVIEW

This chapter discussed the previous studied regarding the seven constructs: Job characteristics, job competency, job involvement, job attitude, job satisfaction, job empowerment, and job performance that related theories. How those variables have relationship and interrelation with one another.

2.1 Job Characteristics

Many researchers over the years have done researches on job characteristics. Literally, job characteristic is explained as the degree to which a variety of different activities, are required in the performance of the work such as task identity, variety of skills, job autonomy it requires the use of a variety of employees' expertise, knowledge and skills combined to processing the performance characteristics (Hackman et al., 1974). As the research from Coelho and Augusto (2010) have argued the task identity allows workers to believe in the perception as the job is important, meaningful and valuable; it will also inspire employees to work more intelligently and to accomplish more. Task identification is the degree to which the employee completes a job as the whole process of doing and recognizable workpieces that are required to put effort and the level of understanding from the beginning to the end of the job with the actual result (Hackman et al. 1976). The identity of the role has been adapted and explicated as to what degree an individual can do the job from start to finish (Hackman & Oldham, 1976). They pursuing the relevant research in 1974 and further clarified the autonomy is the extent to which a job is given workers flexibility, independence and discretion to schedule their work and to decide the procedures to be used to perform in their actual works, it would be the given of the sense of freedom in order to

let employees to accomplish their jobs. In autonomy, jobs are more dependent on the effort, initiative and decision of the employee than on the adequacy of supervisory instructions or compliance with standard operating procedures, in doing so employees actually have the freedom to find the way of which they prefer to do and familiarize with it. When job autonomy is high; it provides employees the personal control that enables them to manipulate as well as manage their environment to make it less stressful and more accomplishments as rewarding (Ganster et al., 1989). By Coelho and Augusto (2010) suggested that autonomy will inspire workers and encourage them to try out new initiative innovation and learn from them the performance outcome and to use their skills related to the areas of territory owned or controlled by their own responsibility. A variety of skills referred to the extent to which an employee needs to use different knowledge, skills and talents to apply to her job (Hackman et al., 1976). Nair and Vohra (2010) have found Knowledge workers who view their job as lacking a variety of skills are likely to feel isolation or estrangement from the part of their colleagues and are less likely to work or take care of workplace events.

2.2 Job Competency

Job competency refers to the ability of employees which they carry out to be performed in their daily works. As it involves with ability to present and communicate personal knowledge, skills and competence to the inside organization and outside organization so-called the labor market (Blonk et al., 2013). Cushman and Craig (1976) suggested managers should have listening and negotiation skills because they are the core abilities and they are the key factors in communication skills that reflected as the competency. According to Schultz (1975), the competencies are imperative for an innovation that allows individuals or employees to participate actively in at least one activity

that can transform new ideas into acquiring productivity in the operation. Career competencies have been played in very essential roles in present dynamic work environments it's increasingly important in applying to the working environment. Arthur et al. (1995) discussed that personal competence such as skills or having the necessary ability and knowledge to perform the job successfully should represent various forms of knowledge. Career skills can be divided into three types: "knowing why," "knowing who" and "knowing how" skills. The first category concerns career motivation, the personal significance of work and identification of themselves at work. The second category concerns networks and contacts relevant to the career. The third category includes skills relevant to the job and knowledge related to the job. Additionally, employees with high professional skills and high competency tend to achieve a high level of employee involvement and job engagement because "knowing why" can explain them the reason of doing they current job and that career skills can also inspire individuals as an internal motivation. The working individuals who obtain a high level of internal motivation tend to be performed their work more because they have an inner desire to commit more time and devote more energy to their professional careers. (Brown, 1996). Moss et al., (2007) also argued that a person with higher career competence might increase job performance to higher levels because they hold the ability to do something successfully and efficiently. According to recent labor market trends, in terms of increasing the transition, more versatility has involved in escalating demands on workers to take more accountability and responsible for the level of performance of their jobs and their careers management (Segers & Inceoglu, 2012).

2.3 Job Empowerment

In modern organizations, the new ways of working have been created to facilitate the organizational workflow. An effective team working and individuals empowerment are important for increasing productivity at work. By team working and individual empowering, organizations gain synergy. Practicing empowerment in the organization often take the form to move forwards in a purposeful way of human resource management practices, such as sharing information with one another, autonomy through working boundaries and limitation, and responsibility for the team (Seibert et al., 2004). Wall, Cordery, and Clegg (2002) found that the lower-level the clear decision-making power of the employee and the responsibility are contributed to the way to achieve the desired result and succeeded it. Empowerment is a term or a conceptual theory that connects individual strengths, skills, and natural systems of assistance and constructive actions to social policy and social change with the competent of individuals and proactive behavior. Therefore, the term empowerment is strongly connected to people's motivation and individual satisfaction (Somech, 2005). Employees who can take decisions on their own and implement changes respectively are likely to take more responsibility for their work and maybe more driven to produce a product or service of high quality (Thamizhmanii, 2010). Due to the wide range of departing from traditional conceptions of the employer-employee relationship, the organizations have gradually realized the importance of empowering as it leads to workers' motivation and providing them with incentives for involvement to participating in decision-making and self-governed (Park et al., 2014). According to Jackson & Schuler (1989), companies adopt empowerment practices by promoting knowledge, risk-taking and commitment of employees because it will take part in strengthening the organizational performance. Particularly, the previous

researched also argued that practices of empowerment boost the human capital of businesses by giving workers the opportunity to make best use of their knowledge and skills to the jobs that carry on (Riordan et al., 2005). By Zhang & Bartol, (2010) the empowerment management is essentially cultivated and preserving a condition of beneficial the organization-employee relations.

2.4 Job Involvement

Job involvement refers to be positive energetic participation in one's work or the determining level of engagement to the degree individual is actively participating or involving in their work. Job involvement was defined as the achievement of the needs of employees and enables them to be satisfied the accomplishment of their job engagement. Glew et al. (1995) defined the engagement of employees' aims to increase the participation of stakeholders in decisions making that affect organizational efficiency and well-being of employees. This can be explained and be predicted in four factors (power, information, knowledge and skill, and rewards) all are the key determinant factors that encourage the participation of workers or employees. Pierce et al. (2002) recommended leaders are required to support the participation of employees in driving and accelerating organizational change through the individual's involvement. As stated by Lodhal and Kejner (1965) job involvement as the extent to which end people have recognized the psychological identity in their job value and the importance of having it in their dignity and reputation. As claimed by Kanungo (1982) and Fletcher (1998) have been discussed that job involvement should have been viewed as an involvement of identifying the state of psychologically reinforced by a perception or learning moment of an acceptance faith. Furthermore explanation by Lodahl and Kejner (1965) job involvement is relatively to the

healthy and positive participation of an employee in the workplace. In contrast, the state of being alienated of the workplace was seen as its opposite direction which involving loss of identity and alienation from the working condition. As such job involvements allude to cognitive or psychological connection state with one's work which has been identified precisely (Kanungo, 1982). Elloy, Everett, and Flynn (1995) job involvement refers to a cognitive tied as a fasten relationship together among people can form with their job participation. By Paullay, Alliger, and Stone-Romero (1994) have argued job involvement as a psychological involvement state in which individual is cognitively aware, engaged and concerned with his or her current job. DeCarufel and Schaan (1990) were stated job involvement raised higher work performance. Cheng and Hsieh, (2010) denoted that job involvement is the product which produced from the positively results from the workforce which was generated and organizational culture. Job involvement is also having been considered as the essential key factor affecting the quality of employees 'performance and organizational results withhold (Zhang, 2014). Through improving job involvements the organization be able to enhance and improve work engagement accelerating organizational commitment, job satisfaction and maximizing the greater size of efficiency of an employee as well as decreases absenteeism and attrition, and increases organizational performance (Lambert and Paoline, 2012).

2.5 Job Attitude

Job attitude refers to individuals attitude tend to be showing positive behavior as employees being happy with their work, they will commit to their organizations with a strong commitment through the devote actions as causes highly involved in organizational citizenship behavior (OCBs). Ramlee et al., (2016) job attitude referred to natural emotions and values on the part of workers profoundly influence how they deal with and view the surrounding environment. Attitudes have sharpened the way from a mental point of view as we look at things and how we feel about it the way that our attitude has sharpen, therefore it's not immense when the attitude of the employees effect their perception or the way they are thinking of their working environment. Ricketta (2008) job attitude shows the positive behaviors of employees and has been notable as the fulfillment of the priority goals of the company to be accomplished. Job attitude influences the workers' performance. Overall, employees' attitude to their satisfaction and engagement is a critical point for attaining and achieving better output (Velnampy, 2008). According to Lee and Chen (2013) job attitude is the fundamental factor for ensuring the quality of delivery services to the customers. Stated by Bolino et al., (2002) workers tend to be offering more activities if they are enjoyed to what they are being done, literally they will put more commitment to their responsibility works. Judge and Kammeyer-Mueller (2012) defined job attitude as an evaluation of one's work, sharing one's emotions, create one's values and offer more commitment to their job. Parker et al. (2003) suggested depends on meta-analysis of the literature on organizational behavior supports the notion that psychological environment influences on job satisfaction and organizational engagement. Christiansen, Sliter, and Frost (2014) found that workers appeared to be less happy at work when carrying out work tasks that were incompatible with their arrangements and their preferences or not familiarize

with. Studying job attitudes is essential because they are helping us to be predictable the thing such as behaviors that will enlarge the quality of job performance and removal actions (Harrison, Newman, & Roth, 2006). There was increasing awareness of the strong influence of organizational culture on employee actions and attitudes towards the relevant job was given the impact on achieving job satisfaction and organizational commitment (Yazdani and Yaghoubi, 2011; Khan, Mariyum, Pasha & Hasnain, 2011; Goldeston, 2007; Aarons & Sawitzky, 2006). Additionally, job attitude can affect both inside and outside the actions of the company. As we can say, workers who consider social responsibility in the company would influence the way of thinking of employees to be thinking in positive attitude to their work and more likely to take part in supporting to their workplace with disposition (Ramlee et al., 2016). According to David, Daniel and Philip (2006) job attitudes is interacted in the positive relationships between and organizational behavior. Additionally, job attitude showed up as having a significantly related to a deeper understanding on work behavior in the organization. The positive working attitude to the workforce will lead individuals to participate more efficiently in the workplace; this healthy bond will coordinate working engagement effectively. (Ramlee et al., 2016) as claimed by Ackfeldt and Coote (2005) job attitude is a combination of the component of job satisfaction and contribution to organizational commitment would be predicted the variable of organizational citizenship behavior. Ying et al., (2016) job attitude is containing of the two substantial elements namely job satisfaction and organizational commitment.

2.6 Job Satisfaction

Job satisfaction refers to people's feelings of being satisfied with their job such as working conditions, career development, which acts as a motivation to work. Job satisfaction is a considerable importance employee attitude with a major influence on the mental, emotional and behavioral aspects of the work and life of individuals. It also has many implications for well-being as a part of employees' satisfaction and impacts on both parties' workers and organizations (Judge and Klinger, 2008). Weiss (2002) distinguished the employee's satisfaction as an affirmative state of emotion and arising of showing feelings from the evaluation of an individual's work. When the level of job satisfaction becomes higher, it will inspire employees to put more effort and commitment eventually will raise up their performance and success of the organization as a whole (Bayarcelik & Findikli, 2016). Hwa Ko (2012) Job satisfaction is the first step and the fundamental strategies for every organization to be implemented because it will reduce the number employee turnover as well as increase the retention of employees for the organization. Employee behaviour, high quality of service and customer satisfaction all cultivate from job satisfaction as a necessary base (Arnett et al., 2002). Job satisfaction has been a functional of the relationship between the perceiving expectations of employees about work and the reality working they actually obtain from that job, therefore it's important for representing the interest that workers to their employment expectation (Hwa Ko, 2012). Job satisfaction indicators provide two main sectors of motivation namely intrinsic and extrinsic satisfaction. Intrinsic satisfaction is calculated by the level of achievement, the freedom that they got, while extrinsic satisfaction involves salary, promoted opportunity, and relationships with other coworkers and working conditions (Mount and Bartlett, 2002). Job satisfaction is a behavioral measurement that relates knowledge of past experiences and

rewards current job interactions, is the perceived connection between what workers expect to get and what the actual thing they receive from their jobs and reflected the emotional measurement on how important or beneficial to them in their career life (Lawler, 1995). As stated by Frye and Mount (2007) they have exhibited job satisfaction as a good and optimistic emotional condition arising from the evaluation of employee's position and work experience. As claimed by previous study job satisfaction was not isolated because of the main affected through the conditions of job and company such as equal compensation, incentives for growth, involvement in the form of support from supervisors, benefits from working conditions, learning leadership styles and participation in decision-making (Chang & Lee, 2007; Herzberg, 1966; Mansoor & Tayib, 2010). The importance of job satisfaction have found as an essential indicator, which can cause employee behaviors toward organization to be positive that will affect organizational performance and function of it (Rowden, 2002).

2.7 Job Performance

Job performance referred to the way that workers demonstrate the ability to their job as well as increasing productivities and accuracy to resolve the problems with the positive result. Mohd Rashid et al (2016) job performance is the way in which employees perform theirs in terms of delivering services to satisfy customers. It turned to be a significant measurement of the organizational performance as using job performance for measuring employees' performance. The performance of the employees represents as outcomes or results of the behavior of everyone that showing through their performance (Sonnetag and Frese,2002). According to Bartram (2005) have been argued that it has predicted that workers with good knowledge of their work will do their job effectively. Job performance alludes to behaviors related to organizational objectives that are controlled by each individual in the whole workforce (Babin and Boles,1996; Ellinger et al., 2008). Murphy (1989), defined job performance is consequence and outcome performed which demonstrates by the worker of specific tasks comprising standard base on given job descriptions and indicating the effects of other factors such as maintaining good interpersonal relations, absenteeism, and withdrawal behaviors, substance abuse and other behaviors that enlarge the amount of danger or trouble at workplace and organization as a whole.

2.8 Hypotheses Development

2.8.1: Job characteristics with job performance

Job characteristics are related significantly to job satisfaction and performance (Daniel J. Brass, 1981). Another research found that job characteristics were significant relationship to citizenship performance (Bono et al.,2006). The previous study also explored by analyzing the work involved as a reasonable attitude that mediated the relationship between job characteristics and job performance (Yean et al.,2015). After tested the hypothesis the result showed that when a job allows workers to make a practical utilizing a variety of skills to perform the job, the level of motivation can be gained. The theory also implies that the personality of the job concerns the desire to be more holistic and consistent with the work at hand.

Hypothesis H1: *There is a significant effect between job characteristics and job performance*

2.8.2: Job characteristics with job empowerment

Job characteristics and job empowerment have significant relationships with one another. According to the research have been conducted by Senecal and Kosetnre (1997) has identified the investigation and uncovered that job characteristic were primarily engaged in empowering of employees, which have shown by the results was tested between these two variables, the amount of stated variation in each empowerment aspect. Moreover, based on the analysis at specific points, job characteristics tend to be related in opposite ways to different aspects of empowerment. For example, operating in an autonomous environment, seemed to promote feelings of autonomy and effect, but such contexts often challenged competency and literally impact the feelings of workers. As we can say job characteristics provides the better environment to the people but it depends on the competent of individuals in

particular how to manage those challenge. Providing autonomy environments also significantly associated with the autonomy of personal sentiments in line with responsibility and ability of employees, and related positively to having an impact through employee's work.

Hypothesis H2: *There is a significant effect between job characteristics and job empowerment*

2.8.3: Job empowerment with job performance

Job empowerment has significant relationship with job performance. According to many researches have been done before argued that for strengthening psychological for employees through empowerment, has provided the majority of staff, mostly they accepted that they believed the hotel was motivated to complete their tasks; this evidence found by Chiang and Jang's studies (2008) among employees in Taiwan hotel, where the psychological empowerment of hotel staff in Taiwan seemed not so high. The previous research confirmed that psychological empowerment has strength the emotion of workers to have a positive impact on job performance (Chiang & Hsieh, 2012). As stated by Hechanova et al., (2006) has noted job performance of hotels has been increased after enhancing employees' psychological empowerment. Literally, when every employee consider their job work important and given such meaningful to them, they tend to increase their level of improvement and job performance, by believing they can complete related tasks or relevant job on their own at work and have less feeling of uncertainty (Liden et al., 2000). By extended from past research was shown the job empowerment has effected positively related to job performance that would be helpful for elaborating the relationships between other variables and performance simultaneously in term of delivering or delegate power (Chen et al., 2007). Moreover, the researcher also found an

individual empowerment predicted individual performance positively, which in turn added to influence on performance as a whole team. Teams with less power distance from the supervisor they can get power to decide or discuss what to do are more likely to achieve more positive results because of the importance of trust in their organization the cutting some bureaucratic work or procedure that might be wasting time.

Hypothesis H3: *There is a significant effect between job empowerment and job performance*

2.8.4: Job characteristics with job competency

The study discussed the findings of the results and indicated job characteristics existing in the environment of working could be particularly significant to related job and welfare when people have sharpened their working environment proactively and improving professional skills and competent (Tims & Akkermans, 2017). On the other hand, due to the previous study has pointed the unique illustrative the power of the variable job crafting (element of job characteristics) held job competent and behavioral determining above and beyond directly of the relationship and job characteristics perspective. One explanation may be that work crafting and career skills and competency need some particular autonomy, which would indicate that the direction of interpretation is implicit in both other directions, at least in terms of autonomy. Nevertheless, this argument also has been discussed as people's understanding of job-related and autonomy are more likely to have a closely related to the commitment of their work compared to work-related skills or career abilities or job competency, Which can be considered to be the important constructs in the name of the relationship between the research variable. In other words, the condition of employment with ample the contributed from social care, flexibility and learning

opportunities will promote the advancing of career competent and professionalism, which would then encourage people to work in other levels of involvement with their works.

Hypothesis H4: *There is a significant effect between job characteristics and job competency*

2.8.5: Job competency with job performance

There were a numbers of past researched found job competency and job performance have significant relationship with one another. As the result, from previous researched conducted by Tutu and Constantin (2012) have found the job competency and job performance were having relationship with one another, have stated that there was significant relationship between the variables of performance and competency has existed; the positive correlations were found among job performance and job competency with significant accepted, as the statistical acceptance of job competency requirement, the ability was corresponding to the index. On the other hand, the researchers also found that even though the qualifications, skill competence and knowledge of the workforce contribute to the criterion of job requirements, but do not give confidence and declare that the individuals will be increased their performance or to be the high performer in the workplace. Moreover, the researchers have underlined Two main contributions of the research, namely the recognition and acceptance of existence that competent solely was significant factor but not qualified enough for predicted or guarantee that high level of performance will be measured and, secondly, understand the fact that the other confidential individual variables as the intimated may influence job performance the relationship with job competency and might affect job performance and such. This analysis of the research also showed that there was good support for all the theories about job

competency and performance. The results showed that skills competent were significantly related to job performance. Moreover, the researchers had all been found the result to have come to an end that it is very necessary for workers to be professional in order to perform well in their jobs (June & Mahmood, 2011). Dhanakumars and Linders (2001) have found that job performance and competency in relationship with each other. Moreover, Heffernan and Flood (2000) claimed there was a positive relationship between skills competent and job performance.

Hypothesis H5: *There is a significant effect between job competency and job performance*

2.8.6: Job characteristics with job satisfaction

The previous researched have conducted the relationship between job characteristics with job satisfaction and there were relationship between these two variables for many years. Katsikea, Theodosiou, Perdakis & Kehagias, (2011) found the structural well built and positive influence between the essential characteristics of job autonomy, skill variety with job satisfaction. Ali et al., (2014) has claimed the previous hypotheses of job characteristics and job satisfaction are supported. However, as mentioned in the research conducted by Biggs (2003) was found the contradiction results with the other researches as a variety of skills seemed to be not strongly related in relationship with job satisfaction because of the respondents came from the different backgrounds in term of work field, education and so on. Charkhabi, Alimohammadi and Charkhabi (2014) have found job characteristics was fulfilled job satisfaction base on the required of job satisfaction such as the necessity provided by autonomy and job significance that would give impact on employees to feel self-esteem and competency for releasing the amount of stress and tension from their jobs. The instalment of job characteristics will

enable us to improve job satisfaction and reduction of the job demanding and thereafter forces at workplace and the surrounding environment. Hauffet et al., (2015) have found relationship of job characteristics was significantly related to job satisfaction; there were a moderation effect of those variable related to other element of socio-economic and role of culture. They confirmed job characteristics, and employees attributes, impacts on job satisfaction are specific for characteristics differences among groups of respondents in a particular countries, society or community. Moreover, the other cultural dimensions also affected the relationship of variables job characteristics and job satisfaction (House et al., 2004; Peltokorpi & Froese, 2014; Trompenaars, 1993) this could be because of cross-cultural and diverse nationality differences that would impacted relationship among job characteristics and job satisfaction.

Hypothesis H6: *There is a significant effect between job characteristics and job satisfaction*

2.8.7: Job satisfaction with job performance

Wong et al., (2018) have been conducted the research and found the significance of job satisfaction in which have full mediation effect on job performance as the determinant factor. Even though there were many social psychologists claim that attitudes predict behaviors that are acceptable and corresponding. In contrast, the industrial-organizational psychologists have been continued to argued about the majority centered attitude of jobs (job satisfaction) was not relevant to the majority focused actions of the jobs (job performance). Patton et al., (2001). Base on the theory of common sense from Fisher (2003) the satisfied individuals are the most productive workers, or those who are happy with what they do are tend be performance better in jobs and normally increase the productivity at work. Jebran et al., (2018) found job

satisfaction significantly mediated the relationship among personal job fit, literally explained the jobs and the worker are get along well with each other and job performance. In addition, this result can indicated there were significant relationship of job satisfaction and job performance.

Hypothesis H7: *There is a significant effect between job satisfaction and job performance*

2.8.8: Job involvement with job satisfaction

Employees involved deeply in their own work, they surely satisfy with it, therefore, job involvement and job satisfaction have significant relationship with one another. Kuruüzüm et al. (2009) have created and tested for the structural model of organizational commitment model that hypothesized a relationship among job involvement, job satisfaction and organizational commitment. Due to this model, job involvement was relatively involved to the dedication to company, which is affected job satisfaction inside the company. As the conclusion, it has been shown the result of relationship between work engagement and job satisfaction is significantly related. As mentioned by Khan and Nematı (2011) and Yeh (2013) on the discussion about analysis of job involvement was significantly related in relationship as well as the impact on job satisfaction; they are unambiguous. In addition, the research results have indicated that while work stressed was significantly associated to job satisfaction but with intrinsic motivation negatively, and they are significant linked to job involvement. In men respondents, there was negative effect on job satisfaction with work overload and role conflict but in contrast, those variables are significantly connected to job involvement; among women respondents, intrinsic motivation is negatively connected to work overload but also significantly related to job involvement (Susan J. Lambert. 1991). There was the evidence from previous researched have been

tested several hypothesized relationships between the relationships of various variables such as job involvement, job stress, job satisfaction, and organizational commitment and burnout they were all supported, so it can be explained that job involvement and job satisfaction have a relationship with each other (Baker et al., 2009). Therefore, job satisfaction and job involvement were significantly connected with one another, the more employees involved with the job the more they were satisfied with it as they found the true motivation to complete their own tasks and counted as their accomplishment.

Hypothesis H8: *There is a significant effect between job involvement and job satisfaction*

2.8.9: Job attitude with job satisfaction

The right job attitude is really important to ensure the productivity of the workplace. The right job attitude will bring positive thinking about their job and definitely it will create job satisfaction. The researchers have been conducting some researches related to employee attitudes and job satisfaction in sequence to understand better in terms of the relationship of the research's construct. Job satisfaction has been the chosen working mindset of the employees and has caught up interested in many researchers in studying organizational behaviors (Wright, 2005). According to (Ying et al., 2016) have been discussed the statistical analysis evaluation between the relationship of job satisfaction organizational commitments (an essential element of job attitude) with correlation and the results revealed a statistically significant correlation between these variables. Moreover, another research has been conducted by Ackfeldt and Coote (2005) has found job attitudes include the component of organizational commitment and engagement, and job satisfaction directly predicted the effect of the actions of organizational citizenship behavior. Cheri Ostroff (1992) has found that there was significant

relationship involving job satisfaction and job attitude. According to an analysis of the correlation connected job satisfaction and organizational commitment in between was shown that statistically significant correlation (Ying et al., 2015). Thus, job attitude and job satisfaction are significantly related because when employees possess the right attitude with their own job they will definitely satisfy to work more. Individuals who have the right attitude toward their job and organization are likely to lead to having job satisfaction.

Hypothesis H9: *There is a significant effect between job attitude and job satisfaction*

2.8.10: Job empowerment is a mediator between job characteristics and job performance

Job empowerment creates for increasing individual and organizational output to support workers achieve those individuals' objectives as allowing them to take part in participation in the making decision, inspecting their responsible works and finding the solution around the way to be fixed the issues (Seibert, 2004). Kimolo (2013) have been studied the establishment and found out there were significant relationship practices and employee strategies of job performance with psychological empowerment. In addition, Chow et al. (2006) suggested the fact that empowering is essentially related to improving performance in the workforce. Based on the findings by previous researched have found a close association between employee psychological empowerment and employee job performance has been recognized. From the result analysis disclose the meaning of significant relationship of some variables such as competency, self-determination and influence on employee job performance, all the constructive variables were expected to influence employee performance. Psychological empowerment predicted employee

performance and one substantial element of psychological empowerment was found to be the most active component in accelerating company competent and employees' performance. Therefore, workers tend to be committed to having an increased quality of job performance if they considered their job interesting or important to them, they are more likely to produce the better productivity, when they are free to make decisions about how to do their job (Ölçer F & Florescu M. S, 2015). S. Pentareddy and L. Suganthi (2015) have argued empowerment has played a role as a mediator between job characteristics the commitment individuals, the high empowerment would impact the relationship of job characteristics and job performance. Job characteristics influence the significance of empowerment and job performance (Wallach & Mueller, 2006).

Hypothesis H10: *Job empowerment mediates the relationship between job characteristics and job performance*

2.8.11: Job competency is a mediator between job characteristics and job performance

There were many researchers have conducted the study related to the mediation influence of job competency. By Tutu and Constantin (2012) have found there was significant relationship between performance and job competency. Moore et al (2003) suggested that the development strategies including training techniques should have been focused on the relationship and connection of the present horizontal amount of certain skills needed and should be demonstrated through an immediate supervisor or managers and measured the effect of training outcome on employees' performance. On the assumption of selection the employees, recruiting or hiring someone who is already able to demonstrate the behavioral competence required for performance excellence would be more cost-effective for the employment

process. Dhanakumars and Linders (2001) have found job performance and competency were in positive relationship related. Moreover, Heffernan and Flood (2000) have discussed the relationship effect among job competency and job performance and showed that there were significantly related. By Tims and Akkermans (2017) have been discovered the working environment and job characteristics can be particularly important for relevant work and employees welfare as individuals have not sharpen their surrounding environment at working place proactively and improving career competent which required at workplace. By Blonk et al.(2013) have uncovered the work environment with adequate social support, flexibility, and development opportunities can promote the development of career competent and skills variety, which can then encourage employees to involve with their job in highly levels of commitment and job engagement, therefore the job performance also increase respectively.

Hypothesis H11: *Job competency mediates the relationship between job characteristics and job performance*

2.8.12: Job satisfaction is a mediator between job characteristics and job performance

Charkhabi, Alimohammadi and Charkhabi, (2014) have examined the mediating effect of job satisfaction on the relationship between job characteristics and health outcomes and found there were significant. Consistent with Hackman and Oldham's model, the existence of job characteristics will satisfy job satisfaction needs such as the need for autonomy and job significance and leading employees to feel self-worth and competence and decrease their stress. Ali et al., (2014) has claimed that all hypotheses between job characteristics and job satisfaction are supported. However, research conducted by Biggs (2003) contradicted the current study

where skill variety has a weak relationship with job satisfaction due to the differing backgrounds of the respondents. Wong et al., (2018) have been conducted the research and found the importance of job satisfaction, which fully-mediates the effects of these determinants on job performance. Yet, although most social psychologists would argue that attitudes do predict corresponding behaviors, industrial-organizational psychologists continue to hold the view that the most focal attitude about the job (job satisfaction) is unrelated to the most focal behavior on the job (job performance) Patton et al., (2001). The researchers have found the result of perceived job characteristics were significantly and positively related to citizenship performance (Bono et al.,2006).

Hypothesis H12: *Job satisfaction mediates the relationship between job characteristics and job performance*

2.8.13: Moderation of job involvement on job characteristic and job satisfaction

Khan and Nemati (2011) and Yeh (2013) have declared the finding of job involvement was significantly effects on job satisfaction and is unequivocal. In addition, the data indicated that there was a controversial opposite while work stressed was negatively connected to job satisfaction and intrinsic motivation, but it was associated positively with job involvement. Base on their study, work overload and position conflict among men respondents were associated with negative impact to job satisfaction, in contrast, it is associated with positive impact to job involvement; women respondents, work overload was associated with negative related to intrinsic motivation, but was associated with positive related to job involvement (Susan J. Lambert. 1991). There were some hypothesized relationships that were endorsed between the variables of job involvement, work stress, job

satisfaction and organizational commitment and burnout (Baker et al., 2009). Additionally, job involvement was significantly related to the recorded level of emotional exhaustion of correctional individuals. Hackman and Lawler (1971) proposed that there was effect job involvement on job satisfaction according to their study. Morris and Venkatesh (2010) have advanced and tested a model of how and why the introduction of an ERP program influences the relationship between the job characteristics and job satisfaction of workers in the organization. They theoretician the indicating a connection of relationships among components of JCM's five job features (Job Characteristics Model) and the introduction of the ERP program moderated the impact on job satisfaction variety of skill, job autonomy and the amount of feedback provided where all of those components would enhance job satisfaction. On the other hand, and significance job, task identity, had a clear positive impact on job satisfaction but were not the moderation effects.

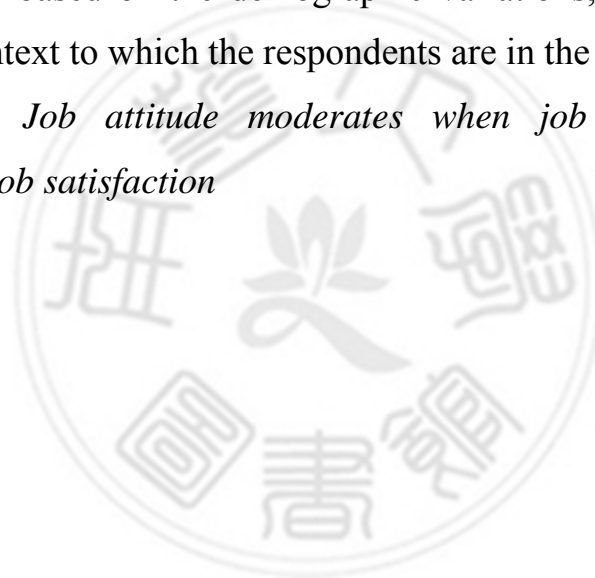
Hypothesis H13: *Job involvement moderates when job characteristics in relationship with job satisfaction*

2.8.14: Moderation of job attitude on job characteristic and job satisfaction

By Cheri Ostroff (1992) there was significantly relationship involving the variables of job attitude and job satisfaction. A working disposition is a series of assessment of your work whether it is negative or positive it will effect one's feelings towards his/her job, due to this phenomenon, job attitude will affect their job satisfaction. From the previous research that has been explored there was a correlation significantly related to the variables of job satisfaction and job attitude towards the contribution to organizational commitment in between (Ying et al., 2015). Katsikea, Theodosiou, Perdikis & Kehagias, (2011) found that the job characteristics (autonomy) have a significant

positively correlation with job satisfaction. When employees understand their own job they can decide what to do which means they have the right to decide the technique forward the perform duties also the degree of independent judgment and as a discretionary for their job that will influence them to feel satisfied with their job. Ali et al., (2014) have claimed all theories and hypothesis tested are endorsed between job satisfaction and job characteristics were supported. Biggs (2003) has been investigated and found there was a contradicted with the other researched due to characteristics of the data analysis, as it's The association between job characteristics. Job satisfaction will be influenced based on the demographic variations, as the respondents come from the context to which the respondents are in the particular group.

Hypothesis H14: *Job attitude moderates when job characteristics in relationship with job satisfaction*



CHAPTER THREE

RESEARCH METHODOLOGY

The objectives of chapter three are to explain the framework model and The hypotheses with the measurement of the seven researches constructs. Besides, it also introduces the research method to test the hypotheses mentioned above. First of all, the chapter will describe the proposed conceptual framework and hypotheses to be tested. Next, are the sampling plan, questionnaire design, and the data analysis techniques that would be shown in this chapter as well.

3.1 The Research Model

This study had developed a research framework based on the literature review in chapter two; then, the hypotheses would be mentioned according to the model, (see Figure 3.1).

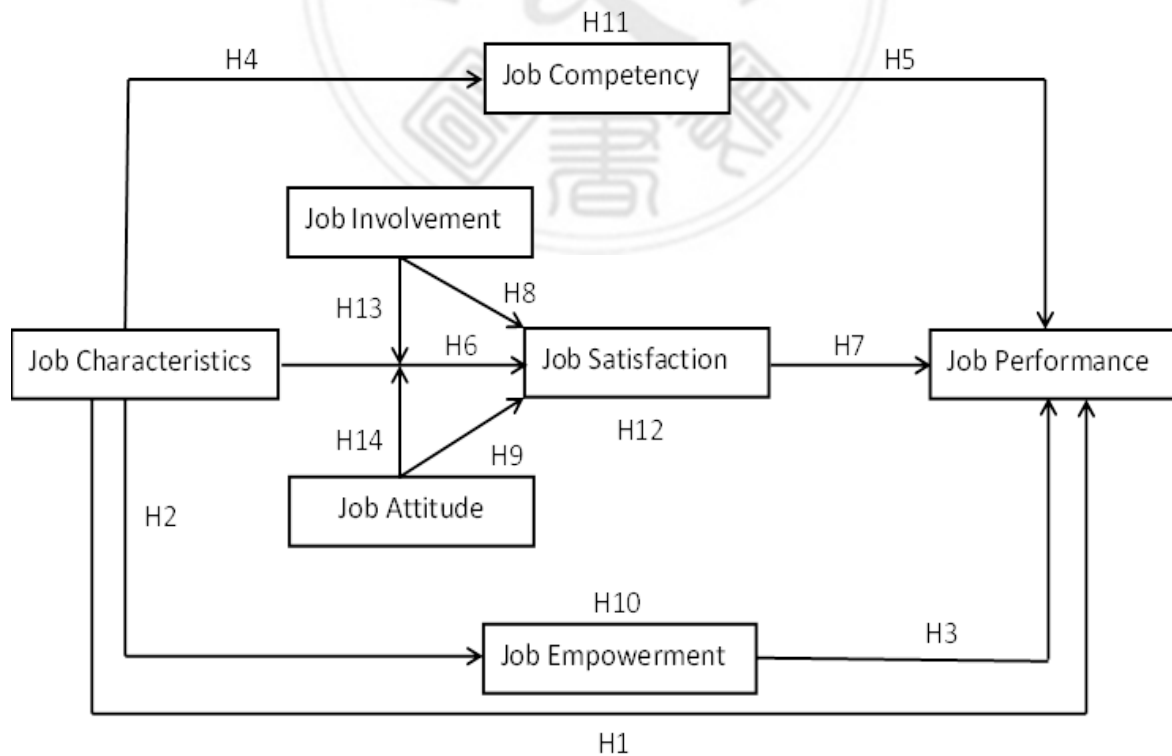


Figure 3.1 Research Model

Job characteristics are considered as independent variables, while job performance is considered as a dependent variable. In addition, job competency and job empowerment act as mediating variables and job involvement, job attitude treated as moderating variables. According to Figure 3.1 and the above literature mentioned the hypotheses were constructed as below: H1. There is a significant effect between job characteristics and job performance.

H2. There is a significant effect between job characteristics and job empowerment.

H3. There is a significant effect between job empowerment and job performance.

H4. There is a significant effect between job characteristics and job competency.

H5. There is a significant effect between job competency and job performance.

H6. There is a significant effect between job characteristics and job satisfaction.

H7. There is a significant effect between job satisfaction and job performance.

H8. There is a significant effect between job involvement and job satisfaction.

H9. There is a significant effect between job attitude and job satisfaction.

H10. Job empowerment mediates the relation between job characteristics and job performance.

H11. Job competency mediates the relation between job characteristics and job performance.

H12. Job satisfaction mediates the relation between job characteristics and job performance.

H13. Job involvement moderates when job characteristics in relation with job satisfaction.

H14. Job attitude moderates when job characteristics in relation with job satisfaction.

3.2 Instrument

There is the survey conducted to collect data for variables of the study. The research questionnaire with 62 items is developed to obtain the responses from university students who currently study and the employed who currently working in Cambodia. The research questionnaires were divided into two sections. The first one consisted of seven constructs: job characteristics (9 items), job competency (5), job empowerment (9 items), job involvement (8 items), job attitude (6 items), job satisfaction (10 items), and job performance (14 items). The second part was demographics which included gender, age, education level, incomes working experience and employment (see appendix). The comprehensive questionnaire contents of the research are shown in the Appendix. The seven-point scale named Likert-type scales with “1” equivalent to “strongly disagree”, “2” equivalent to “disagree”, “3” equivalent to “slightly disagree”, “4” equivalent to “neutral”, “5” equivalent to “strongly agree”, “6” equivalent to “agree” and, “7” equivalent to “slightly agree”. These scales were used to be measured the variables. The respondents were asked to answer voluntarily based on their opinion for the survey.

3.3 Translation

To collect the data for research, the principal respondents are Cambodia university students and the employed. Therefore, the Khmer language plays an essential role in data collection. In typically, the survey was designed by English, after that, the Khmer language was used to translate all questionnaire items into Khmer. It is to provide convenience to respondents to answer fast and accurately. Last but not least, the questionnaire items are translated back to English to check for any bias and correction. To complete this questionnaire, the Cambodian nationality, currently a lecturer who is teaching at university and graduated from Assumption University, Thailand majored in business administration and has excellent skills in English as well as the Khmer language, was asked to give his suggestion for all the questionnaire items from English to translate into Khmer, to ensure that nothing is different between the Khmer version and English version. Then, double check by translating Khmer back into English one more time to make sure again. Lastly, the incorrect words were removed and the final version of the questionnaire in the Khmer language was completed after being carefully discussed and modified.

3.4 Pilot Test

A pilot test was conducted in Khmer version as a trial test to strengthening the questionnaire's effectiveness. A pilot test was equipped by using google form sending to the respondents in Cambodia, and 50 responses were collected. Consequently, this trial data is analyzed in reliability test to get the internal consistency of each item and factors. The acceptance amount of validity of internal consistency would be reflected in the α value not less than 0.70 for the study. As the results of the Cronbach's α was shown that the questionnaires of each variable had relatively high coefficient α higher than 0.70

3.5 Construct measurement

This study has studied seven research constructs, after that the interrelationship among these variables also be assessed. The main identified constructs are job characteristics, job competency, job empowerment, job satisfaction, job involvement, job attitude, and job performance. Each construct has its operational conceptions, and measurement items and the appendix tables present the questionnaire items for this study.

3.5.1 Job characteristics

Hackman et al. (1974) job characteristics defined as the degree to which a variety of different activities, are required in the performance of the work such as task identity , variety of skills, job autonomy it requires the use of a variety of employees ' expertise, knowledge and skills combined to processing the performance characteristics. There are 9 items questionnaires as shown below:

(JCH1). I understand my job role and job responsibility clearly

(JCH2). I clearly understand the job requirement of my position

(JCH3). Understanding job characteristics can enable employees to perform their well

(JCH4). I can apply my skills and knowledge to my current job precisely

(JCH5). I can apply my skills and knowledge to my current job precisely

(JCH6). I can complete all the tasks which required

(JCH7). My job is required a variety of skills and knowledge

(JCH8). My ability is fit with my current job perfectly

(JCH9). I have variety of skills and knowledge which are responded to my job well

3.5.2 Job competency

Job competency refers to involving with ability to present and communicate personal knowledge, skills and competencies to the internal organization and external organization so-called the labor market (Blonk et al.,2013) The list of five questionnaire items for construct showed below:

(JC1). I can present skills and knowledge to meet with requirements in my current job

(JC2). I am capable enough to work in this position

(JC3). I can solve any problems that occurred in my role effectively and efficiently

(JC4). I have critical thinking and analyst skills that can make difficult decision with an optimal profit

(JC5). I am competent at emotional intelligence

3.5.3 Job empowerment

Wall, Cordery, and Clegg (2002) job empowerment refers to the lower-level the clear decision-making power of the employee and the responsibility are

contributed to the way to achieve the desired result and succeeded it. The list of all nine questionnaires items are shown in the following:

(JE1). I am fully authorized to make the decision as well as prioritize my tasks

(JE2). I am encouraged to design better ways of doing things.

(JE3). I am authorized to make immediate decisions which necessary for accomplishing the assigned tasks

(JE4). My division listens to employee feedback to make improvements.

(JE5). I can decide what to plan my work.

(JE6). I often share my idea in deciding on my department

(JE7). During the discussion do you involve the discussion or not?

(JE8). Involving decision making is my responsibility to the company

(JE9). I often share my opinion with my manager in order to solve the problem

3.5.4 Job Involvement

Job Involvement refers to active participation of employees with their job, by fulfilling the needs enables employees to achieve their personal performance (Zopiatis et al.,2014). Below will show the list of all fifteen questionnaires items:

(JI1). I always finish given task earlier than scheduled

(JI2). I am personally highly involved with my job as it significantly impacts on my performance

(JI3). I contributed all of my interest and energy to my job

(JI4). I contribute my skills and knowledge to improving the quality and quantity of the given tasks

(JI5). I always perform given task accuracy and effectively

(JI6). Producing the best result of work is my inner accomplishment

(JI7). I am personally involved much with my job

(JI8). To me, employee's engagement and involvement is the most important thing to make a company success

3.5.5 Job Attitude

Ramlee et al., (2016) job attitude referred to natural emotions and values on the part of workers profoundly influence how they deal with and view the surrounding environment. From a mental point of view, attitudes shape the way we look at things and how we feel about it it the way that our attitude has shapen, therefore it's not immense when the attitude of the employees effect their perception or the way they are thinking of their working environment. The list of all six questionnaire items is shown below:

(JA1). This company is the best place for me to work

(JA2). The company's wage rate is higher than other companies

(JA3). My job makes the best use of my abilities

(JA4). My job has inspired me to be the best version of myself

(JA5). My company provides the positive environment to challenge myself more

(JA6). My boss always encourages and trusted my ability

3.5.6 Job Satisfaction

Job satisfaction refers to people's feelings of being satisfied with their job such as working conditions, career development, which take roles as motivation to work. (Ali et al.,2014). The list of the questionnaire items is shown below:

(JS1). I am satisfied with all the benefits that the company provided me

(JS2). I am happy to see myself improving day by day through working in my current job

(JS3). I feel that I am an important person for my company

(JS4). I like my coworkers and my workplace

(JS5). My colleagues are very helpful and supportive

(JS6). I really like the working environment in my company

(JS7). I am enjoying working in my current company.

(JS8). I am enjoyed working with my current career and my company

(JS9). My company promoted the staff fairly without any unfair promotion

(JS10). I'm really appreciated to have been awarded so far from my company

3.5.7 Job performance

Mohd Rashid et al (2016) job performance is the way in which employees perform theirs in terms of delivering services to satisfy customers. It turned to be a significant measurement of the organizational performance as using job performance for measuring employees' performance. The questionnaire items are shown below:

(JP1). I managed to plan my work so that it is done on time

- (JP2). All my plans were optimal due to my ability to manage it effectively
- (JP3). I knew how to set right priority tasks and get it done effectively and efficiently
- (JP4). I was able to perform my work well with minimal time and effort
- (JP5). I came up with creative solution to new problems
- (JP6). I have achieved more than my boss expected
- (JP7). I'm constantly improving my performance at work
- (JP8). I have done my tasks accuracy
- (JP9). I carefully follow the standard and procedure of my work
- (JP10). My job accuracy is significantly for achieving the best result of work
- (JP11). I usually finish my tasks before the deadline
- (JP12). I always challenge myself by increasing the pace of works
- (JP13). I can fix the problems efficiently and effectively
- (JP14). I have scored the most in critical thinking and flexibility in my job

3.5.8 Demographic

The demographic characteristics had designed to investigate the different features among every respondent, who took part in this survey. According to other studies in the past and the measurement needed for this study, the individual demographic features could be measured by the following indicators:

- Genders
- Ages
- Working experiences
- Education levels
- Incomes
- Employment status

3.6 Sampling Plan and Data Collection

Data collection consisted of five steps. Firstly, identifying related research variables through literature review and advice from the thesis advisor. The second step was completed the drafting of the survey questionnaires. The third step, translating the research questionnaires into Khmer and then translate back into English one more time to double-check the meaning of the items remained the 62 same. Fourthly, conducting the pilot test for a pre-test of the Khmer questionnaires to check α (Alpha) value. 50 respondents were invited for the pre-test. Based on the pre-test, an internal consistency reliability coefficient of each item was computed. If the consistency reliability coefficient of each question cannot be achieved, the questionnaire will be modified one more time as a result to reach the greater consistency. The final step was delivered the Khmer questionnaire indirectly and directly to Cambodian respondents. When the data was totally completed, it could be used for analyzing in the following step.

The data in this thesis was collected by mailing 360 questionnaires items to university students, workers and business owners in Cambodia. The sample planning was designed to ensure that the precise characteristics of respondents are encompassed in this study. The students and employees, who are studying and working in Phnom Penh the capital city of Cambodia, were asked for answering the survey. Due to the time and convenience of collecting data, a part of the survey questionnaires was sent to 350 students and employees directly through the dean of the universities and the management team of the companies who in charge of managing the staffs. It took approximately two months (from August to September 2019) for completing the survey. In total, 360 survey questionnaires were delivered directly to the students and employees afterward 350 were returned and used.

3.7 Data Analysis Procedure

The software program named SPSS version 22 was operated to calculate the data. To test the hypotheses developed from this study, six methodological techniques were adopted:

- Descriptive Statistic Analysis
- Factor Analysis and Reliability
- Independent Sample T-test
- The analysis of One-way of variance ANOVA
- The analysis of Simple Linear Regression
- The analysis of Multiple Regression
- The analysis of Hierarchical Regression

3.7.1 Descriptive Statistic Analysis

To measure the characteristics of the variables, the method named Descriptive Statistics Analysis is extremely useful. It calculates the means of each variable, plus the standard deviations also mentioned.

3.7.2 Factor loading analysis and Reliability tests

Factor analysis:

The goal of factor analysis is to examine the underlying variance structure of the set of correlation coefficients. Factor analysis not only accumulated to summarize or reduce data but also the exploratory or confirmatory purposes. Factory analysis assumes that a small number of unobserved variables are responsible for the correlation between a large numbers of observed variables. In other words, the latent cannot be directly observed, but they affect other observable variables. Factor analysis uses to assume that the variance of each observed variables comes from two parts: a common part shared with other variables that stimulus correlation among them, and a unique part that is different from other variables. The common parts are called factors, and these factors represent the latent constructs. Measurement items with factor loadings greater than 0.6 will be selected as the accepted items for factor analysis results.

Reliability:

After running reliability test, Item-to-total Correlation and Cronbach's α will be shown. These results measure the correlation of each item to the sum of the remaining items within one factor. This approach presumes that the total score is valid and thus the extent to which the item correlates with the total score is

indicative of convergent validity for the item. Items with correlation lower than 0.5, will be deleted from analysis process.

3.7.3 Independent Sample t-test

To test whether the differences between two groups in relation with single variable, an independent sample t-test is used for this case. In this study, it was applied to compare the differences between males and females in the seven constructs: job characteristics, job competency, job empowerment, job satisfaction, job involvement, job attitude, and job performance.

3.7.4 One Way Analysis of Variance (ANOVA)

One Way Analysis of Variance is used to test whether the differences between more than two groups in relation to one variable, one-way ANOVA was used in this study. In this study, it was applied to compare the differences between demographic variables (i.e., Genders, Ages, Educational Levels, Incomes, working experiences and employment status) of the respondents in the seven constructs: job characteristics, job competency, job empowerment, job satisfaction, job involvement, job attitude, and job performance. The analysis will be significant with t-value higher than 1.96, also the p-value equal or lower than 0.05, if significant then we check the Levene test, If no significant we check with Scheffe, if significant check with Dunnett T3 and then compare it.

3.7.5 Regression Analysis

Simple Linear Regression

The simple linear regression analysis is used to analyze the relationship between two variables or factors, which the value being predicted is the dependent variable and the value used to predict is called independent variable. It is commonly used in research as it establishes that a correlation exists between variables. The goal of simple linear regression analysis is to

indicate how variables are related or to what extent variables are associated with each other. In this study, the simple linear regression analysis was conducted to examine the relative impact between the seven constructs comprise of job characteristics, job competency, job empowerment, job satisfaction, job involvement, job attitude, and job performance.

Multiple Regression Analysis

The multiple regression analysis is used to analyze the relationship between a single dependent variable and several independent variables. Thus, the primary purpose of multiple regression analysis is to predict the dependent variable with a set of independent variables. Another objective of multiple regression is to maximize the overall predictive power of the independent variables as represented in the variate. Multiple regression analysis can also meet an objective comparing two or more sets of independent variables to determine the predictive power of each variate. The analysis will be significant when the R^2 higher than 0.1 ($R^2 > 0.1$), correlation higher than 0.3 and F-value is higher than 4. In this study, the multiple regression analysis was conducted to examine the mediating variable of job competency between independent variable of job characteristics and dependent variable of job performance, mediating variable of job empowerment between independent variable of job characteristics and dependent variable of job performance, mediating variable of job satisfaction between independent variable of job characteristics and dependent variable of job performance.

Hierarchical Regression Analysis

To test how moderating variable of job involvement effect on the relationship between the independent variable of job characteristics and the dependent variable of job satisfaction and moderating variable of job attitude effect on

the relationship between the independent variable of job characteristics and the dependent variable of the job satisfaction, and the method named hierarchical regression analysis was conducted.



CHAPTER FOUR

DATA ANALYSIS AND RESULTS

This chapter includes a section of the empirical results of the research. The first section is the descriptive analysis of the respondents including the response rates, characteristics of the respondents, and the measurement results of variables. The second section is the results of factor analysis and the reliability tests of measurement scales which consist of principal component factor analysis, item-to-total correlation, and Cronbach's α . The third section is the confirmatory factor analysis. The final parts present the results of data analysis associated with each research hypothesis.

4.1 Descriptive Analysis

Descriptive Analyses are presented in this section to provide information about the characteristics of respondents and means and standard deviations of relevant research variables. The respondent rate is also presented in this chapter.

4.1.1 Characteristic of Respondents

The respondents' characteristics are displayed in Table 4-1. Six major categories: genders, ages, educational levels, work experience, employment status and incomes were collected and measured.

Table 4-1 Characteristic of Respondents in This Research (n=350)

Items	Description	Frequency	Percentage %
Genders	Female	188	53.7
	Male	162	46.3

Table 4-1 Characteristic of Respondents in This Research (n=350)

(Continued)

Items	Description	Frequency	Percentage %
Ages	Under 20	56	16
	20-25	153	43.7
	26-30	55	15.7
	31-35	42	12
	36-40	44	12.6
Level of education	High school fresh graduated	58	16.6
	Bachelor	174	49.7
	Master	93	26.6
	Doctoral/PhD	25	7.1
Work experiences	1-2	115	32.9
	2-3	87	24.9
	3-4	43	12.3
	4-5	47	13.4
	More than 5	58	16.6
Employment status	Full-time	286	81.7
	Part-time	59	16.9
	Self-employed	1.4	1.4
Incomes	Less than 200\$	48	13.7

Items	Description	Frequency	Percentage %
	200\$-300\$	92	26.3
	300\$-400\$	88	25.1
	400\$-500\$	89	25.4
	Above 500\$	33	9.4

Source: Original Study

Table 4-1 shows that there are 53.7% of respondents are female and 46.3% are male. 16% of the respondents are under 20 years old, while 43.7%, 15.7%, 12% and 12.6% are from 20 to 25 years old, 26 to 30 years old, 31 to 35 years old and 36 to 40 years old, respectively. 16.6% of the overall respondents are fresh graduates from high school, whereas 49.7% are bachelors, 26.6% are masters, and 7.1% are doctorate or Ph.D. About income, the rate of the respondents that receive less than \$200/per month is 13.7%, about 26.3% of the respondents receive an income between \$200 to \$300/per month, also 25.1% of the respondents are those who receive a monthly income around \$300 to \$400 and the percentage of the total number of respondents receive \$400 to \$500/per month is 25.4% and above \$500/per month is 9.4%. Most of the respondents are full time employees (81.7%), 16.9% of them are part time employees awhile and about 1.4% of the respondents are self-employed.

4.1.2 Measurement Results for Relevant Research Variables

The descriptive statistics of the questionnaire items are presented in Table 4-2. The descriptive statistics identify the mean value and the standard deviation of the research questionnaire. Table 4-2 also illustrates the description of each item. This descriptive analysis recruits 9 items for job characteristics, 5 items for job competency, 9 items for job empowerment, 8 items for job involvement, 6 items for job attitude, 10 items for job satisfaction, 14 items for job performance.

The mean value and standard deviation describe the tendency of the participants for each relevant construct. The overall tendency of our questionnaire participant's opinions is summarized in Tables 4-2..

The mean value and standard deviation describe the tendency of the participants for each relevant construct. The overall tendency of our questionnaire participant's opinions is summarized in Tables 4-2.

Table 4-2 Descriptive Analysis for Questionnaire Items

Items	Descriptions	Mean	Std. Deviation
Job Characteristics			
JCh1	I understand my job role and job responsibility clearly	6.50	1.091
JCh2	I clearly understand the job requirement of my position	6.50	1.080
JCh3	I understand every process to complete my tasks	6.39	1.080
JCh4	Understanding job characteristics can enable employees to perform their well	6.42	1.166

Items	Descriptions	Mean	Std. Deviation
JCh5	I can apply my skills and knowledge to my current job precisely	6.40	1.133
JCh6	I can complete all the tasks which required in my current position effectively and efficiently	6.45	0.964
JCh7	My job is required a variety of skills and knowledge	6.54	0.961
JCh8	My ability is fit with my current job perfectly	6.47	0.988
JCh9	I have variety of skills and knowledge which are responded to my job well	6.47	0.980
Job Competency			
JC1	I can present skills and knowledge to meet the requirements in my current job	6.58	0.817
JC2	I am capable enough to work in this position	6.68	0.760
JC3	I can solved any problems that occurred in my role effectively and efficiently	6.64	0.794
JC4	I have critical thinking and analyst skills that can make difficult decision with an optimal profits	6.55	0.847
JC5	I am competent at emotional intelligence	6.38	0.830
Job Empowerment			

Items	Descriptions	Mean	Std. Deviation
JEM1	I am fully authorized to make the decision as well as prioritize my tasks	6.03	0.979
JEM2	I have received encouragement to come up with a new solution and better ways of doing things	6.28	1.020
JEM3	I have received the supports and authority to make immediate decisions which necessary for accomplishing the assigned tasks	6.48	1.009
JEM4	My department uses employee's feedback to make improvements in planning	6.46	1.069
JEM5	I have enough involvement in making decisions that affect my work role	6.52	0.980
JEM6	I often share my idea to my department and always accepted	6.53	0.982
JEM7	During the discussion, I always involve and interact with the discussion process	6.52	1.025
JEM8	Involving decision making is my responsibility to the company	6.46	1.077
JEM9	I often take part in problem-solving and share my opinion to my manager in order to solve the problems	6.29	1.101
Job Involvement			

Items	Descriptions	Mean	Std. Deviation
J11	I always finish the given tasks earlier than scheduled	6.40	1.024
J12	I am personally highly involved with my job as it significantly impacts on my performance	6.37	1.088
J13	I contributed all of my interest and energy to my job	6.39	1.184
J14	I contribute my skills and knowledge to improving the quality and quantity of the given tasks	6.43	1.140
J15	I always perform given task accuracy and effectively	6.37	1.135
J16	Producing the best result of work is my inner accomplishment	6.50	0.944
J17	I am personally involved much with my job	6.52	0.875
J18	To me, employee's engagement and involvement are the most important thing to make a company success	6.51	0.852
Job Attitude			
JA1	This company is the best place for me to work	6.52	0.817
JA2	The company's wage rate is higher than other companies	6.06	0.778

Items	Descriptions	Mean	Std. Deviation
JA3	My job makes the best use of my abilities	6.54	0.833
JA4	My job has inspired me to be the best version of myself	6.66	0.826
JA5	My company provides the positive environment to challenge myself more	6.64	0.836
JA6	My boss always encourages and trusted my ability	6.56	0.945
Job Satisfaction			
JS1	I am satisfied with all the benefits that company provided me	6.01	1.177
JS2	I am happy to see myself improving day by day through working in my current job	6.06	1.220
JS3	I feel that I am an important person for my company	6.20	1.298
JS4	I like my coworkers and my workplace	6.20	1.330
JS5	My colleagues are very helpful and supportive	6.23	1.355
JS6	I really like the working environment and working condition in my company	6.19	1.385
JS7	The company has set up a career plan for me clearly	6.10	1.360
	I am enjoyed working with my current		

Items	Descriptions	Mean	Std. Deviation
JS8	career and my company	6.24	1.291
JS9	My company promoted the staff fairly with any unfair promotion	6.30	1.263
JS10	I'm really appreciated to have been awarded so far from my company	6.19	1.348
Job Performance			
JP1	I am able to manage and plan my work so that it is done on time	6.55	1.004
JP2	All my planning were optimal due to my ability to manage it effectively	6.51	1.003
JP3	I knew how to set right priority tasks and get it done effectively and efficiently	6.36	1.031
JP4	I was able to perform my work well with minimal time and effort	6.31	1.083
JP5	I came up with creative solution to new problems	6.27	1.040
JP6	I achieved more than my boss was expected	6.24	1.001
JP7	I'm constantly improving my performance at work	6.38	1.044
JP8	I have done my tasks accuracy and precisely	6.45	1.063
JP9	I carefully follow the standard and procedure of my work	6.51	1.080

Items	Descriptions	Mean	Std. Deviation
JP10	My Job accuracy is significantly important for achieving the best result of work	6.52	1.047
JP11	I usually finish my tasks before the deadline	6.45	1.085
JP12	I always challenge myself by increasing the pace of works	6.48	1.075
JP13	I can fix the problems efficiently and effectively	6.46	1.031
JP14	I have scored the most in critical thinking and flexibility in my job	6.46	1.002

Source: Original Study

4.2 Factor Analysis and Reliability

In order to identify the dimensionalities and reliability of the research constructs the measurement items ‘purification procedure was conducted as necessary. The purification process includes factor analysis, which contains factor loading, the eigenvalue of the factors extracted from the measurement items. After factor analysis, to identify the internal consistency and reliability of the construct measurement, the item-to-total correlation, Cronbach’s alpha are calculated.

- Factor loading higher than 0.6
- Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) higher than 0.5

- Eigenvalue higher than 1
- Reliability test: Item-to-total correlation equal to or higher than 0.5;
Cronbach's Alpha is equal to or higher than 0.6.

4.2.1 Job Characteristics

According to the previous chapter, job characteristics were measured by 9 questionnaire items. Table 4-3 presented the results of factor loadings, eigenvalue, the percentage of variance explained, item-to-total correlation, Cronbach's α for the measurement of job characteristics construct. After conducting factors analysis and reliability process, the dimensions of factor identified to explain the job characteristics, there are 9 items that used to explain job characteristics.

All items have factor loading greater than 0.6, and the highest is JCh2 with a factor loading of 0.918 indicating this item had the highest relation to job characteristics construct. All of the item to total correlation are greater than 0.5, Cronbach's α greater than 0.6 and Eigenvalue greater than 1 as shown below, job characteristics Cronbach's $\alpha = 0.964$ and Eigen-value = 7.011 and. Relative advantage components had accumulated a total of 77.899 % of explained variance which shows these are important underlying factors for this construct. Based on all criteria, we can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4-3 Results of Factor Analysis and Reliability Tests on Job Characteristics

Research Constructs	Research Items	Factor Loading	Eigen value	Cumulative Explained	Item-to total correlation	Cronbach's Alpha
Job Characteristics (KMO = 0.942)	JCh		7.011	77.899		0.964
	JCh2	0.918			0.896	
	JCh1	0.904			0.878	
	JCh4	0.901			0.874	
	JCh5	0.893			0.865	
	JCh3	0.891			0.862	
	JCh7	0.870			0.832	
	JCh8	0.861			0.820	
	JCh6	0.853			0.811	
	JCh9	0.849			0.807	

Source: Original Study

4.2.2 Job Competency

Job Competency is the mediator variable which was measured by 5 questionnaire items. Table 4.4 presented the results of factor loadings, eigenvalue, the percentage of variance explained, item-to-total correlation, Cronbach's α for the measurement of job competency construct. After conducting factor analysis and reliability process, the dimensions of factor identified to explain the job competency, 5 items have been tested. All items have factor loading greater than 0.6, and the highest is JC2 with a factor loading of 0.901 indicating this item had the highest relation to job competency factor. All of the items to total correlation are greater than 0.5, Cronbach's α greater than 0.6 and Eigenvalue greater than 1 as shown below, and the components had accumulated a total of 69.912% of explained variance which shows these are important underlying factors for this

construct. Based on all criteria, we can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4-4 Results of Factor Analysis and Reliability Tests on Job Competency

Research Constructs	Research Items	Factor Loading	Eigen value	Cumulative Explained	Item-to total correlation	Cronbach's Alpha
Job Competency (KMO= 0.861)	JC		3.496	69.912		0.891
	JC2	0.901			0.827	
	JC3	0.884			0.800	
	JC4	0.828			0.722	
	JC1	0.780			0.658	
	JC5	0.779			0.663	

Source: Original Study

4.2.3 Job Empowerment

Job empowerment is the mediator variable which was measured by 9 questionnaire items. Table 4-5 presented the results of factor loadings, eigenvalue, the percentage of variance explained, item-to-total correlation, Cronbach's α for the measurement of job competency construct. After conducting factor analysis and reliability process, the dimensions of factor identified to explain the job competency 9 items. All items have factor loading greater than 0.6, and the highest is JEM7 with a factor loading of 0.913 indicating this item had the highest relation to job empowerment construct. All of the item to total correlation are greater than 0.5, Cronbach's α greater than 0.6 and Eigenvalue greater than 1 as shown below, job empowerment Cronbach's $\alpha = 0.946$ and Eigen-value = 7.107 with accumulated a total of 78.963% of explained variance which shows these are important underlying factors for this construct. Based on all criteria, we can

conclude that the reliability and internal consistency of this factor are acceptable.

Table 4-5 Results of Factor Analysis and Reliability Tests on Job Empowerment

Research Constructs	Research Items	Factor Loading	Eigen value	Cumulative Explained	Item-to total correlation	Cronbach's Alpha
Job Empowerment (KMO = 0.946)	JEM		7.107	78.963		0.946
	JEM7	0.913			0.887	
	JEM6	0.911			0.883	
	JEM5	0.904			0.875	
	JEM3	0.902			0.874	
	JEM8	0.900			0.872	
	JEM4	0.899			0.869	
	JEM2	0.873			0.838	
	JEM9	0.855			0.818	
	JEM1	0.836			0.795	

Source: Original Study

4.2.4 Job Involvement

Job involvement was measured by 8 questionnaire items. Table 4-6 presented the results of factor loadings, eigenvalue, and the percentage of variance explained, item-to-total correlation, Cronbach's α for the measurement of job involvement construct. After conducting factor analysis and reliability, all items have factor loading greater than 0.6 and the highest is JI3 with factor loading of 0.900 indicating this item had the highest relation to job involvement construct. All of the item to total correlation are greater than 0.5, Cronbach's α greater than 0.6 and Eigenvalue greater than 1 as shown below, information understandability Cronbach's $\alpha = 0.949$ and Eigen-value =5.909. Information reliability had accumulated a total of 73.861% of explained variance which shows these are important underlying factors for this

construct. Based on all criteria, we can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4-6 Results of Factor Analysis and Reliability Tests on Job Involvement

Research Constructs	Research Items	Factor Loading	Eigen value	Cumulative Explained	Item-to total correlation	Cronbach's Alpha
Job Involvement (KMO = 0.926)	JI		5.909	73.861		0.949
	JI3	0.900			0.869	
	JI4	0.897			0.866	
	JI2	0.889			0.854	
	JI5	0.888			0.852	
	JI1	0.870			0.831	
	JI6	0.848			0.796	
	JI7	0.789			0.722	
	JI8	0.785			0.719	

Source: Original Study

4.2.5 Job Attitude

Job attitude is the moderator variable which was measured by 6 questionnaire items. Table 4-7 presented the results of factor loadings, eigenvalue, the percentage of variance explained, item-to-total correlation, Cronbach's α for the measurement of job attitude construct. After conducting factor analysis and reliability process, all items have factor loading greater than 0.6 and the highest is JA4 with a factor loading of 0.890 indicating this item had the highest relation to job attitude construct. All of the item to total correlation are greater than 0.5, Cronbach's α greater than 0.6 and Eigenvalue greater than 1 as shown below, job attitude Cronbach's $\alpha = 0.922$ and Eigenvalue = 4.325 with had accumulated a total of 72.091% of explained variance which shows these are important underlying factors for this construct. Based on all criteria, we can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4-7 Results of Factor Analysis and Reliability Tests on Job Attitude

Research Constructs	Research Items	Factor Loading	Eigen value	Cumulative Explained	Item-to total correlation	Cronbach's Alpha
Job Attitude (KMO = 0.889)	JA		4.325	72.091		0.922
	JA4	0.890			0.830	
	JA5	0.885			0.825	
	JA3	0.880			0.816	
	JA1	0.848			0.776	
	JA6	0.811			0.728	
	JA2	0.774			0.683	

Source: Original Study

4.2.6 Job Satisfaction

Job satisfaction was measured by 10 questionnaire items. Table 4-8 presented the results of factor loadings, eigenvalue, the percentage of variance explained, item-to total correlation, Cronbach's α for the measurement of job satisfaction construct. After conducting factor analysis and reliability process, all items have factor loading greater than 0.6 and the highest is JS5 with a factor loading of 0.923 indicating this item had the highest relation to job satisfaction construct. All of the item to total correlation are greater than 0.5, Cronbach's α greater than 0.6 and Eigenvalue greater than 1 as shown below, job satisfaction Cronbach's $\alpha = 0.967$ and Eigenvalue = 7.720 with accumulated a total of 77.197% of explained variance which shows these are important underlying factors for this construct. Based on all criteria, we can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4-8 Results of Factor Analysis and Reliability Tests on Job Satisfaction

Research Constructs	Research Items	Factor Loading	Eigen value	Cumulative Explained	Item-to total correlation	Cronbach's Alpha
Job Satisfaction (KMO = 0.941)	JS		7.720	77.197		0.967
	JS5	0.923			0.900	
	JS4	0.921			0.895	
	JS3	0.916			0.890	
	JS2	0.913			0.886	
	JS9	0.886			0.860	
	JS1	0.881			0.847	
	JS8	0.857			0.823	
	JS6	0.850			0.818	
	JS7	0.833			0.798	
	JS10	0.797			0.754	

Source: Original Study

4.2.7 Job performance

Job performance was measured by 14 questionnaire items. Table 4-9 presented the results of factor loadings, eigenvalue, and the percentage of variance explained, item-to-total correlation, Cronbach's α for the measurement of job performance construct. After conducting factor analysis and reliability process, all items have factor loading greater than 0.6 and the highest is JP10 with a factor loading of 0.934 indicating this item had the highest relation to job performance construct. All of the item to total correlation are greater than 0.5, Cronbach's α greater than 0.6 and Eigenvalue greater than 1 as shown below, job performance Cronbach's $\alpha = 0.983$ and Eigen-value = 11.473 with accumulated a total of 81.948% of explained variance which shows these are important underlying factors for this construct. Based on all criteria, we can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4-9 Results of Factor Analysis and Reliability Tests on Job Performance

Research Constructs	Research Items	Factor Loading	Eigen value	Cumulative Explained	Item-to total correlation	Cronbach's Alpha
Job Performance (KMO = 0.976)	JP		11.473	81.948		0.983
	JP10	0.934			0.922	
	JP9	0.931			0.918	
	JP1	0.928			0.915	
	JP2	0.923			0.909	
	JP12	0.922			0.909	
	JP11	0.922			0.908	
	JP8	0.908			0.892	
	JP13	0.906			0.890	
	JP14	0.905			0.888	
	JP7	0.895			0.878	
	JP3	0.891			0.873	
	JP4	0.885			0.866	
	JP5	0.878			0.859	
	JP6	0.841			0.818	

Source: Original Study

4.3 Independent Sample t-test

The aim of this part is to identify the differences between males and females into the above 7 variables. The independent sample t-test used to compare means for male and female respondents on their opinion of job characteristics, job competency, job empowerment, job involvement, job attitude, Job satisfaction and job performance in this study. The significant results were p-value less than 0.05, and t-value could not be lower than 1.96. The independent t-test results were presented in Table 4-10. It showed that female respondents only have higher mean score in job competency (JC), while male respondents have a higher mean score in the other factors and constructs. However, t-test results indicated that there are no differences between males and females.

Table 4-10 T-test Results

Construct	Factor	Male	Female	t-value	p-value
		n = 162	n = 188		
Job Characteristics	JCh	6.4877	6.4433	446	.856
Job Competency	JC	6.5321	6.6011	-953	.341
Job Empowerment	JEM	6.4095	6.3942	156	.876
Job Involvement	JI	6.4769	6.4096	705	.481
Job Attitude	JA	6.5185	6.4849	439	.661
Job Satisfaction	JS	6.2228	6.1351	715	.475
Job Performance	JP	6.4475	6.4145	326	.745

Note: *p<.05, **p<.01, ***p<.001

Source: Original Study

4.4 One-way Analysis of Variance ANOVA

To compare the dissimilarity of the dimension's mean score based on respondent's ages, educational level, incomes, work experience and employment status, the one-way ANOVA was conducted. This method is widely used in studies involving two or more groups. With the aim of gaining further understanding, one-way ANOVA was performed so as to find the significant difference factors of job characteristics, job competency, job empowerment, job involvement, job attitude, job satisfaction and job performance among each group. The one-way ANOVA produces a one-way analysis of variance of a quantitative dependent variable by a single factor as known as an independent variable.

4.4.1 Ages

There were statistically significant differences in some factors within the seven constructs among different age groups. Job competency checked with Anova JC ($F=2.911$, $p=.022$, $p<0.05$) significant, checked with levene= 2.694 , $p=0.003$, $p<0.05$ significant, checked with Dunnett T3 where the mean group: (5)= 6.8455 , (2)= 6.5085 , (1)= 6.5000 , checked with Dunnett T3: (5)>(2)>(1). Job empowerment (JEM) checked with Anova JEM ($F=3.382$, $p=.010$, $p<.000$), checked with levene= 5.676 , $p=.000$, $p<.001$, checked with Dunnett T3 where the mean group: (4)= 6.7593 , (1)= 6.3254 , (3)= 6.3232 , checked with Dunnett T3: (4)>(1)>(2). Job involvement (JI) checked with Anova JI ($F=3.531$, $p=.008$, $p<.01$), checked with levene= 9.082 , $p=.000$, $p<.001$, checked with Dunnett T3 where the mean group: (5)= 6.7585 , (1)= 6.4710 , (3)= 6.3881 , checked with Dunnett T3: 5)>(1)>(3). Job attitude checked with Anova JA ($F=2.635$, $p=.034$, $p<0.05$) significant, checked with levene= 5.364 , $p=0.000$, $p<0.001$ significant, checked with Dunnett T3 where the mean group: (5)= 6.7386 , (1)= 6.5655 , (2)= 6.3976 , checked with Dunnett

T3: (5)>(1)>(2), in the others factors there are no statistically significant differences. The results showed in the table 4.11.

Table 4-11 Results of the Difference of the Factors within the Seven Constructs among Group of Age Levels

Factor	Under 20 (1)	20-25 (2)	26-30 (3)	31-35 (4)	36-40 (5)	F- value	P- value	Scheffe or Dunnett T3
JCh	6.3611	6.4415	6.4222	6.3677	6.8157	1.936	.104	NS
JC	6.5000	6.5085	6.4909	6.6952	6.8455	2.911	.022	(5)> (2)>(1)
JEM	6.3254	6.2854	6.3232	6.7593	6.6566	3.382	.010	(4)> (1)>(2)
JI	6.4710	6.3881	6.1568	6.6310	6.7585	3.531	.008	(5)> (1)>(3)
JA	6.5655	6.3976	6.6000	6.4087	6.7386	2.635	.034	(5)> (1)>(2)
JS	5.9768	6.1242	6.2036	6.4214	6.3386	2.220	.302	NS
JP	6.3827	6.3702	6.3636	6.4694	6.7419	1.485	.206	NS

Note: *p<.05, **p<.01, ***p<.001

Source: Original Study

4.4.2 Work experience

There were statistically significant differences in some factors within the seven constructs among different work experience groups. Job competency checked with Anova JC ($F=4.559$, $p=.001$, $p=0.001$) significant, checked with levene= 5.335, $p=0.000$, $p<0.001$ significant, checked with Dunnett T3 where the mean group: (5)=6.8138, (1)=6.5252, (2)=6.5172, checked with Dunnett T3: (5)>(1)>(2). Job empowerment (JEM) checked with Anova JEM ($F=3.831$, $p=.005$, $p<.01$), checked with levene=7.571, $p=.000$, $p<.001$, checked with Dunnett T3 where the mean group: (5)=6.6839, (1)=6.3623, checked with Dunnett T3: (5)>(1), in the others factors there are no statistically significant differences. The results showed in table 4-12 below.

Table 4-12 Results of the Difference of the Factors within the Seven Constructs among Group of Work Experiences

Factor	1-2 years (1)	2-3 years (2)	3-4 years (3)	4-5 years (4)	More than 5 years (5)	F-value	P-value	Scheffe or Dunnett T3
JCh	6.4744	6.3550	6.2610	6.6785	6.5824	1.696	.150	NS
JC	6.5252	6.5172	6.3023	6.7149	6.8138	4.559	.001	(5)>(1)>(2)
JEM	6.3623	6.2874	6.1008	6.6336	6.6839	3.831	.005	(5)>(1)
JI	6.4489	6.3506	6.2122	6.5080	6.6746	2.026	.090	NS
JA	6.5957	6.3238	6.3721	6.5922	6.5977	2.719	.030	NS
JS	6.0035	6.2483	6.1023	6.4170	6.2672	1.406	.231	NS
JP	6.3410	6.3752	6.4037	6.6140	6.5579	1.051	.381	NS

Note: * $p<.05$, ** $p<.01$, *** $p<.001$

Sources: Original Study

4.4.3 Educational Levels

There were statistically significant differences in some factors within the seven constructs among different educational levels groups. Job empowerment checked with Anova JEM ($F=1.893$, $p=.130$, $p>0.05$) no significant, checked with levene= 4.093 , $p=0.007$, $p<0.01$ significant, checked with Dunnett T3 where the mean group: (4)= 6.8089 , (2)= 6.3927 , (3)= 6.3536 , (1)= 6.3276 , checked with Dunnett T3: (4)>(2)>(3)>(1). Job involvement (JI) checked with Anova JI ($F=1.400$, $p=.242$, $p>.05$) no significant, checked with levene= 3.642 , $p=.013$, $p<.05$ significant, checked with Dunnett T3 where the mean group: (4)= 6.7800 , (1)= 6.4698 , (3)= 6.4059 , (2)= 6.4009 , checked with Dunnett T3: (4)>(1)>(3)>(2), in the others factors there are no statistically significant differences. The results showed in table 4-13 below.

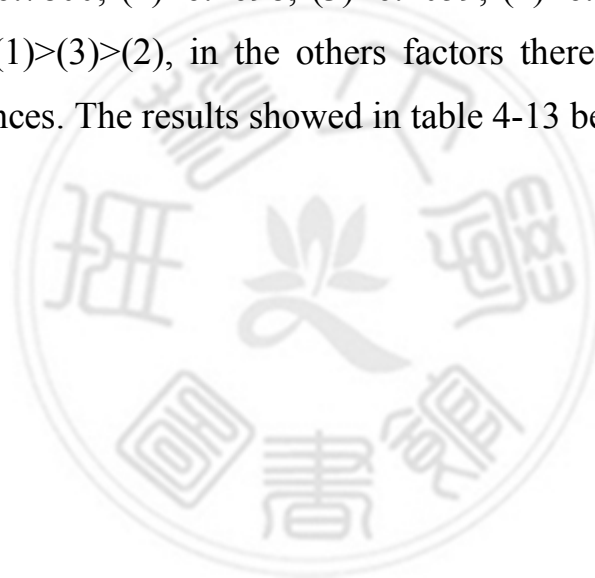


Table 4-13 Results of the Difference of the Factors within the Seven Constructs among Group of Educational Levels

Factor	High school fresh graduate (1)	Bachelor (2)	Master (3)	Doctoral/ PhD (4)	F-value	P-value	Scheffe or Dunnett T3
JCh	6.364	6.5064	6.4337	6.5111	.398	.754	NS
JC	6.5034	6.5414	6.6215	6.7200	.883	.450	NS
JEM	6.3276	6.3927	6.3536	6.8089	1.893	.130	(4)>(2) > (3)>(1)
JI	6.4698	6.4009	6.4059	6.7800	1.400	.242	(4)>(1) > (3)>(2)
JA	6.5632	6.4588	6.5323	6.5267	.419	.739	NS
JS	5.9845	6.1546	6.3419	6.1480	1.222	.302	NS
JP	6.4532	6.3543	6.5353	6.5086	.828	.479	NS

Note: *p<.05, **p<.01, ***p<.001

Sources: Original Study

4.4.4 Employment Status

There were no statistically significant differences in all factors within the seven constructs among different employment status groups. Job characteristics checked with Anova, JCh ($F=2.835$, $p=0.60$, $p>0.05$) no significant, checked with levene= 2.726 , $p=0.067$, $p>0.05$ not significant, checked with Sheffe where the mean group: (2)>(1)>(3), there are no significant differences between group. Job competency checked with Anova JC ($F=0.559$, $p=0.572$, $p>0.05$) no significant, checked with levene= 0.544 , $p=0.581$, $p>0.05$ not significant, checked with Sheffe where the mean group: (3)>(2)>(1), there are no significant differences between group. Job empowerment checked with Anova JEM ($F=1.215$, $p=0.298$, $p>0.05$) no significant, checked with levene= 2.996 , $p=0.051$, $p>0.05$ not significant, checked with Sheffe where the mean group: (2)>(1)>(3), there are no significant differences between group. Job involvement checked with Anova JI ($F=0.793$, $p=0.453$, $p>0.05$) no significant, checked with levene= 0.563 , $p=0.570$, $p>0.05$ not significant, checked with Sheffe where the mean group: (2)>(1)>(3), there are no significant differences between group. Job attitude checked with Anova JA ($F=0.566$, $p=0.569$, $p>0.05$) no significant, checked with levene= 2.518 , $p=0.082$, $p>0.05$ not significant, checked with Sheffe where the mean group: (3)>(1)>(2), there are no significant differences between group. Job satisfaction checked with Anova JS ($F=2.212$, $p=0.111$, $p>0.05$) no significant, checked with levene= 4.056 , $p=0.018$, $p<0.05$ significant, checked with Dunnett T3 where the mean group: (3)>(2)>(1), there are no significant differences between group. Job performance checked with Anova JP ($F=2.270$, $p=0.105$, $p>0.05$) no significant, checked with levene= 2.826 , $p=0.061$, $p<0.05$ no significant, checked with Sheffe where the mean group: (2)>(1)>(3), there are no significant differences between group. The results showed in table 4-14.

Table 4-14 Results of the Difference of the Factors within the Seven
Constructs among Group of employment status

Factor	Part-time (1)	Full-time (2)	Self- employed (3)	F-value	P-value	Scheffe or Dunnett T3
JCh	6.2768	6.5136	5.8222	2.835	.060	NS
JC	6.4881	6.5839	6.6800	.559	.572	NS
JEM	6.2825	6.4332	5.9778	1.215	.298	NS
JI	6.3178	6.4690	6.2750	.793	.453	NS
JA	6.5763	6.4819	6.6667	.566	.569	NS
JS	5.8966	6.2287	6.4400	2.212	.111	NS
JP	6.2530	6.4760	5.8714	2.270	.105	NS

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

Source: Original Study

4.4.5 Incomes

There were no statistically significant differences in all factors within the seven constructs among different incomes groups. Job characteristics checked with Anova JCh ($F=0.343$, $p=0.849$, $p>0.05$) no significant, checked with levene= 0.496 , $p=0.739$, $p>0.05$ no significant, checked with Scheffe where the mean group: (5)>(4)>(2)>(3)>(1), there are no significant differences between group. Job competency checked with Anova JC ($F=2.203$, $p=0.068$, $p>0.05$) no significant, checked with levene= 1.944 , $p=0.103$, $p>0.05$ no significant, checked with Scheffe where the mean group: (5)>(2)>(4)>(1)>(3), there are no significant differences between group. Job empowerment checked with Anova JEM ($F=1.358$, $p=0.248$, $p>0.05$) no significant, checked with levene= 2.104 , $p=0.080$, $p>0.05$ no significant, checked with Scheffe where the mean group: (5)>(4)>(2)>(1)>(3), there are no significant differences between group. The results showed in table 4-15 below.

Table 4-15 Results of the Difference of the Factors within the Seven Constructs among Group of Incomes

Factor	Less than \$200/ per month (1)	\$200- \$300/ per month (2)	\$300- \$400/ per month (3)	\$400- \$500/ per month (4)	More than \$500/ per month (5)	F-value	P-value	Scheffe
JCh	6.4074	6.4282	6.4094	6.4684	6.5556	.343	.849	NS
JC	6.4545	6.6083	6.4565	6.5467	6.7281	2.203	.068	NS
JEM	6.3300	6.3148	6.3080	6.3826	6.5893	1.358	.248	NS
JI	6.3788	6.5521	6.3560	6.3963	6.5351	.739	.566	NS
JA	6.5455	6.6389	6.4257	6.3617	6.6236	2.271	.061	NS
JS	5.9030	6.1250	6.1793	6.1784	6.2978	.744	.563	NS
JP	6.3312	6.4688	6.2950	6.4002	6.6140	1.456	.215	NS

Note: *p<.05, **p<.01, ***p<.001

Source: Original Study

4.5 Relationship among the Constructs

To test the hypotheses, and the relationship among the seven constructs, the data analysis was performed using SPSS, version 22. Descriptive statistics and bivariate correlations among the variables for the study are shown in Table 4-15. This study also adopted Baron and Kenny's (1986), approach to testing the mediation and moderation effect of the variables.

4.5.1 Relationship among the Seven Constructs

The highest mean was for job competency (6.5691) with a standard deviation of 0.675, while the lowest mean was job satisfaction (6.1757) with a standard deviation of 1.143. The correlation coefficients can help show the bivariate relationships among the 7 variables. Based on the correlation analysis of each variable it can be seen that all the 7 constructs are significantly positively correlated with one another. Firstly, this study discusses the relationship among the variables used for testing the hypothesis; with job characteristics are significantly positively correlated with the variable of job performance ($r=0.369$, $p<0.001$), and significantly positively correlated with job satisfaction ($r=0.198$, $p<0.001$), also significantly positively correlated with job empowerment ($r=0.399$, $p<0.001$), while job empowerment also found to be significantly correlated with job performance ($r=0.348$, $p<0.001$). Job satisfaction is significantly positively correlated with the variable of job performance ($r=0.184$, $p<0.001$), and significantly positively correlated with job competency ($r=0.284$, $p<0.001$), while job competency also found to be significantly correlated with job performance ($r=0.458$, $p<0.001$). Second, this study found that the strongest relationship among the 7 variable is job involvement and job competency ($r=0.459$, $p<0.001$).

Table 4-16 Results of the Correlation of the Seven Constructs

Variables	Mean	SD	JCh	JC	JE	JI	JA	JS	JP
JCh	6.4638	0.927	1						
JC	6.5691	0.675	453***	1					
JE	6.4013	0.912	399***	408***	1				
JI	6.4407	0.889	251***	459***	407***	1			
JA	6.5005	0.712	273***	510***	467***	364***	1		
JS	6.1757	1.143	198***	284***	171***	225***	062*	1	
JP	6.4298	0.943	369***	458***	348***	445***	347***	184***	1

Note: 1. *p<.05, **p<.01, ***p<.001, r= Sample correlation coefficient

2. JCh= Job Characteristics, JC=Job Competency, JE = Job Empowerment

JI = Job Involvement, JA = Job Attitude, JS = Job Satisfaction, JP = Job Performance,

Source: Original Study

4.5.2 The Mediation Effect of Job Competency between Job Characteristics and Job Performance

To test the mediation effect of job competency between job characteristics and job performance, this study adopted Baron and Kenny's (1986), approach. According to Baron and Kenny (1986), there are four steps to check the mediation effect of the variables: firstly, measuring whether the mediator has been in a significant relationship with the independent variable; secondly, to check that whether there is a significant relationship between the independent variable and the dependent variable; next step is to take a test to examine whether the mediator is significantly in the relationship with the dependent variable when the independent variable be controlled; the last step is to establish that there are any the mediating between the mediator with the relationship of the independent-dependent variable, the effect of the

independent variable on the dependent variable, controlling for the mediator should be zero.

Table 4-17 Mediation Test of Job Competency Between Job Characteristics and Job Performances

Variables	JC	JP		
	Model1	Model 2	Model 3	Model 4
JCh	369***	458***		203***
JC			453***	366***
R	369	458	453	493
R2	136	210	206	243
Ajd-R2	134	208	203	238
F-value	54.99	92.261	90.095	55.648
P-value	000	000	000	000
D-W	2.045	1.937	1.720	1.978
Max VIF	1.000	1.000	1.000	1.000

Note: 1. * $p < .05$, ** $p < .01$, *** $p < .001$, β = Standardized coefficient

2. JCh = Job Characteristics, JC = Job Competency, JP = Job Performance

Source: Original Study

According to table 4-16, model 1 tested the relationship between job characteristics (independent variable) and job competency (mediator), and the results show that job characteristics are significant and positively affected job competency ($\beta=0.369$, $p < 0.001$); for model 2 the test was for the relationship between job characteristics (independent variable) and job competency (dependent variable), and the results show that job characteristics is

significant and positively affected to job performance ($\beta=0.458$, $p<0.001$); next, job competency is the independent variables and Job performance is inputted as dependent variable in the third model, the results indicated that job competency is significant and positively affected to job performance ($\beta=0.453$, $p<0.001$), therefore H1, H2 and H3 are supported. Finally, job characteristics and job competency regressed with job performance shows ($\beta=0.203$, $p<0.001$; $\beta=0.366$, $p<0.001$) respectively in model 4. The results in model 4 showed that $R^2= 0.243$ and the adjusted $R^2= 0.238$, meaning that 23.80% of the variance in job performance can be predicted from job characteristics and job competency. F-value equals 54.99 ($p<0.001$) is significant. For multicollinearity, max VIF is 1.000.

According to the results above, the beta value of job performance is reduced β from 0.458 to 0.203, and both job characteristics and job competency are significantly related to job performance. Therefore, H10 is supported. Job competency provides a partial mediation effect on the relationship between job characteristics and job performance.

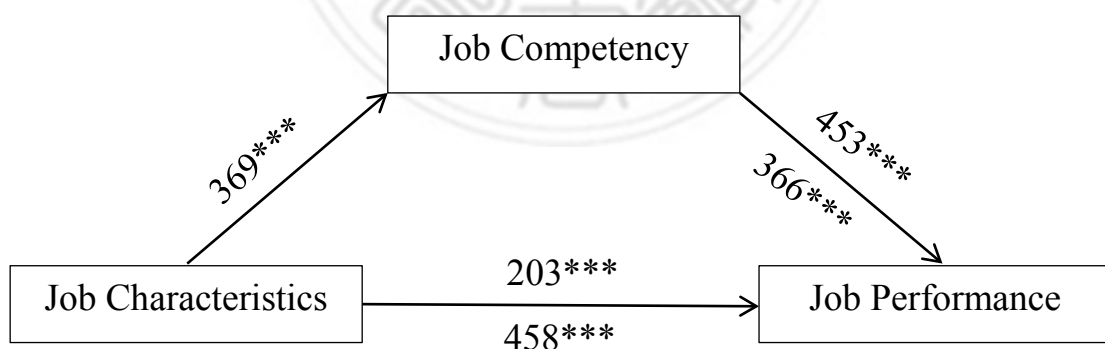


Figure 4-1 Mediating Effect of Job Competency on the Relationship between Job Characteristics and Job Performance

The study further used Preacher and Hayes's (2004), suggestions to examine the indirect effect and applied the Sobel test and the bootstrap approach confidence intervals (CIs) to verify mediating effects. As shown in Table 4.17, In step 1 of the mediation model, the regression of job characteristics on

purchase decision, ignoring the mediator, was significant, $\beta=0.3757$, $t(348)=7.4155$, $p=0.0000$. Step 2 showed that the regression of job characteristics on the mediator, job competency was also significant, $\beta=0.3300$, $t(348)=9.4918$, $p=0.0000$. Step 3 of the mediation process showed that the mediator (job competency), controlling for job characteristics, was significant, $\beta=0.5115$, $t(347)=6.9828$, $p=0.0000$. Step 4 of the analyses revealed that the mediator (job competency), controlling for job characteristics was also significant predictor of job performance, $\beta=0.2069$, $t(347)=3.8815$, $p=0.0000$. The results of the Sobel test are significant ($p=0.0000$). The z-value equals to 5.6045, which is higher than 1.96 ($p<0.05$), and the value of the mediating effect is 0.1688. It indicates that that job competency partially mediated the relationship between job characteristics and job performance. The study further used the bootstrap approach to verify the Sobel test. The result reveals CIs between 95% and 5% (excluding 0) reaches significant levels. Therefore, the results also support H10.

Table 4-18 Regression Analysis of the Indirect Effect between Job Competency and Job Performance

Direct effects and Total effect						
		β	SE	t	p	
IV -> DV		.3757	.0507	7.4155	.0000	
IV -> MV		.3300	.0348	9.4918	.0000	
MV -> DV, IV is controlled		.5115	.0733	6.9828	.0000	
IV -> DV, MV is controlled		.2069	.0533	3.8815	.0000	
Indirect effect and significant using the normal distribution						
	Value	SE	LL95%CI	UL95%CI	z	p
Sobel	0.1688	.0301	.1098	.2279	5.6045	.0000
Bootstrap results for the indirect effect						
	Value	SE	LL95%CI	UL95%CI	Mean	
Effect	0.1688	.0726	.0394	.0394	.1664	

Note. 1. IV= Independent Variable (Job Characteristics), DV= Dependent variable (Job Performance), MV= Mediating Variable (Job Competency), β = Unstandardized Coefficient

2. N= 350, Number of Bootstrap Resamples= 1000, LL= Lower Limit, CI= Confidence Interval, UL= Upper Limit

Source: Original Study

4.5.3 The Mediation Effect of Job Empowerment between Job Characteristics and Job Performance

According to table 4-18, model 1 tested the relationship between job characteristics (independent variable) and job empowerment (mediator), and the results show that job characteristics are significant and positively affected to job empowerment ($\beta=0.369$, $p<0.001$); for model 2 the test was for the relationship between job characteristics (independent variable) and job performance (dependent variable), and the results shows that job characteristics is significant and positively affected to job performance ($\beta=0.348$, $p<0.001$); next, job empowerment is the independent variables and job performance is inputted as dependent variable in the third model, the results indicated that job empowerment is significant and positively affected to job performance ($\beta=0.399$, $p<0.001$), therefore H4 and H5 are supported. Finally, job characteristics and job empowerment regressed with job performance shows ($\beta=0.274$, $p<0.001$; $\beta=0.238$, $p<0.001$) respectively in model 4. The results in model 4 showed that $R^2=0.184$ and the adjusted R^2 is 0.179, meaning that 17.90% of the variance in job performance can be predicted from job characteristics and job empowerment. F-value equals 39.164 ($p<0.001$) is significant. For multicollinearity, max VIF is 1.000.

Table 4-19 Mediation Test of Job Empowerment between Job Characteristics and Job Performance

Variables	JEM	JP		
	Model1	Model 2	Model 3	Model 4
JCh	369***	348***		274***
JEM			399***	238***
R	369	348	399	429
R2	136	121	159	184
Ajd-R2	134	118	157	179
F-value	54.990	47.828	65.808	39.164
P-value	000	000	000	000
D-W	2.045	2.046	2.004	2.129
Max VIF	1.000	1.000	1.000	1.000

Note: 1. *p<.05, **p<.01, ***p<.001, β : Standardized coefficient

2. JCh= Job Characteristics, JP = Job Performance, JEM = Job Empowerment

Source: Original Study

According to the results above, the beta value of job performance is reduced β from 0.348 to 0.274, and both job characteristics and job empowerment are significantly related to job performance. Therefore, H12 is supported. Job empowerment provides a partial mediation effect on the relationship between job characteristics and job performance.

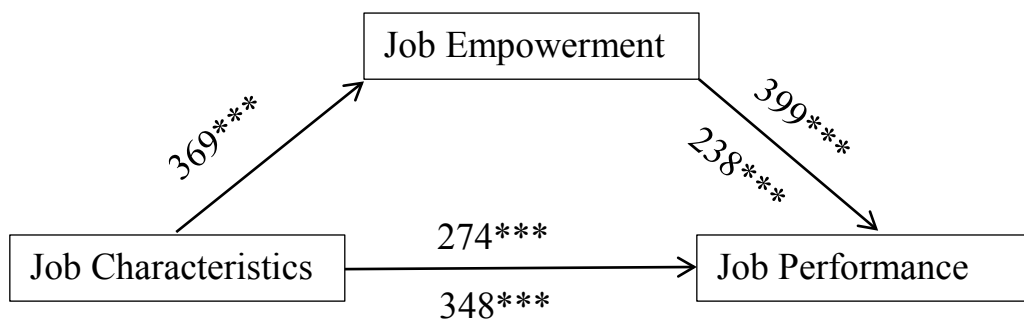


Figure 4-2 Mediating Effect of Job Empowerment on the Relationship
between Job Characteristics and Job Performance

Source: Original Study

Following Preacher and Hayes's (2004), as shown in Table 4-21, in step 1 of the mediation model, the regression of job empowerment on job performance, ignoring the mediator, was significant, $\beta=0.3757$, $t(348)=7.4155$, $p=0.0000$. Step 2 showed that the regression of job characteristics on the mediator, job empowerment, was also significant, $\beta=0.3922$, $t(348)=8.1122$, $p=0.0000$. Step 3 of the mediation process showed that the mediator (job empowerment), controlling for job characteristics, was significant, $\beta=0.2463$, $t(347)=4.5045$, $p=0.0000$. Step 4 of the analyses revealed that the mediator (job empowerment), controlling for job empowerment scores was also significant predictor of job performance, $\beta=0.2791$, $t(347)=5.1900$, $p=0.0000$. The results of the Sobel test are significant ($p=0.0001$). The z-value equals to 3.9154, which is greater than 1.96 ($p<0.05$), and the value of the mediating effect is 0.0966. It indicates that that job empowerment partially mediated the relationship between job characteristics and job performance. The study further used the bootstrap approach to verify the Sobel test. The result reveals CIs between 95% and 5% (excluding 0) reaches significant levels. Therefore, the results also support H12.

Table 4-20 Regression Analysis of the Indirect Effect between Job Empowerment and Job Performance

Direct effects and Total effect						
	β	SE	t	p		
IV -> DV	.3757	.0507	7.4155	.0000		
IV -> MV	.3922	.0483	8.1122	.0000		
MV -> DV, IV is controlled	.2463	.0547	4.5045	.0000		
IV -> DV, MV is controlled	.2791	.0538	5.1900	.0000		
Indirect effect and significant using the normal distribution						
	Value	SE	LL95%CI	UL95%CI	z	p
Sobel	0.0966	.0247	.0482	.1450	3.9154	.0001
Bootstrap results for the indirect effect						
	Value	SE	LL95%CI	UL95%CI	Mean	
Effect	0.0966	.0523	.0184	.2179	.1000	

Note. 1. IV= Independent Variable (Job Characteristics), DV= Dependent variable (Job Performance), MV= Mediating Variable (Job Empowerment), β = Unstandardized Coefficient

2. N= 350, Number of Bootstrap Resamples= 1000, LL= Lower Limit, CI= Confidence Interval, UL= Upper Limit

Source: Original Study

4.5.4 The Mediation Effect of Job Satisfaction between Job Characteristics and Job Performance

According to table 4-20, model 1 tested the relationship between job characteristics (independent variable) and job satisfaction (mediator), and the results show that job characteristics are significant and positively affected to job satisfaction ($\beta=0.369$, $p<0.001$); for model 2 the test was for the relationship between job characteristics (independent variable) and job performance (dependent variable), and the results show that job characteristics are significant and positively affected to job performance ($\beta=0.184$, $p<0.001$); next, job satisfaction is the independent variables and job performance is inputted as dependent variable in the third model, the results indicated that job satisfaction is significant and positively affected to job performance ($\beta=0.198$, $p<0.001$), therefore H6 and H7 are supported. Finally, job characteristics and job satisfaction regressed with job performance shows ($\beta=0.347$, $p<0.001$; $\beta=0.116$, $p<0.01$) respectively in model 4. The results in model 4 showed that $R^2=0.149$ and the adjusted R^2 is 0.144, meaning that 14.40% of the variance in job performance can be predicted from job characteristics and job satisfaction. F-value equals 30.455 ($p<0.001$) is significant. For multicollinearity, max VIF is 1.000.

Table 4-21 Mediation Test of Job Satisfaction between Job Characteristics and Job Performance

Variables	JS	JP		
	Model1	Model 2	Model 3	Model 4
JCh	369***	184***		347***
JS			198***	116**
R	369	184	198	366
R2	136	034	039	149
Ajd-R2	134	031	036	144
F-value	54.990	12.228	14.161	30.455
P-value	000	001	000	000
D-W	2.045	1.908	2.295	2.116
Max VIF	1.000	1.000	1.000	1.000

Note: 1. *p<.05, **p<.01, ***p<.001, β : Standardized coefficient

2. JCh= Job Characteristics, JP= Job Performance, JS= Job Satisfaction

Source: Original Study

According to the results above, the beta value of job performance is increased β from 0.184 to 0.347, and both job characteristics and job satisfaction are significantly related to job performance. Therefore, H12 is supported. Job performance provides a partial mediation effect on the relationship between job characteristics and job satisfaction.

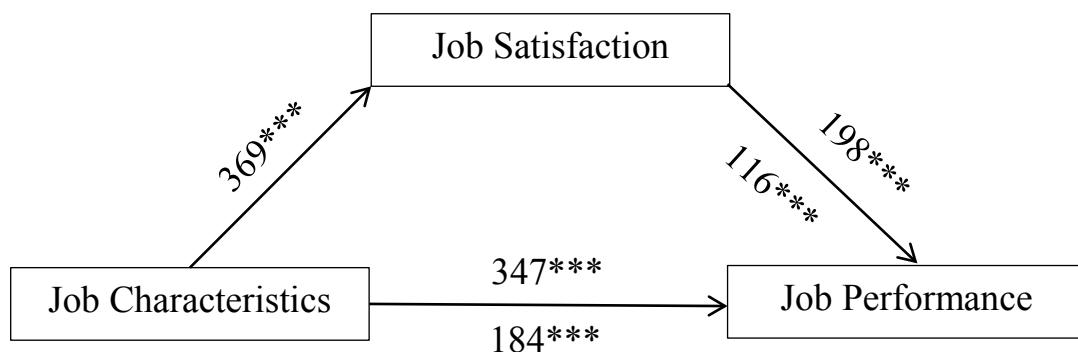


Figure 4-3 Mediating Effect of Job Satisfaction on the Relationship
between Job Characteristics and Job Performance

Source: Original Study

Following Preacher and Hayes's (2004), as shown in Table 4-21, in step 1 of the mediation model, the regression of job characteristics on job performance, ignoring the mediator, was significant, $\beta=0.3757$, $t(348)= 7.4155$, $p=0.0000$. Step 2 showed that the regression of job characteristics on the mediator, job satisfaction, was also significant, $\beta=0. 2438$, $t(348)= 3.7631$, $p=0.0002$. Step 3 of the mediation process showed that the mediator (job satisfaction), controlling for job characteristics, was significant, $\beta=0.0955$, $t(347)= 2.2910$, $p=0. 0226$. Step 4 of the analyses revealed that the mediator (job satisfaction), controlling for job characteristics scores was also significant predictor of job performance, $\beta=0.3525$, $t(347)= 6.8603$, $p=0.0000$. The results of the Sobel test are significant ($p=0.0001$). The z-value equals to 1.9830, which is greater than 1.96 ($p<0.05$), and the value of the mediating effect is 0.0233. It indicates that job satisfaction partially mediated the relationship between job characteristics and job performance. The study further used the bootstrap approach to verify the Sobel test. The result reveals CIs between 95% and 5% (excluding 0) reaches significant levels. Therefore, the results also support H12.

Table 4-22 Regression Analysis of the Indirect Effect between Job Satisfaction and Job Performance

Direct effects and Total effect						
		β	SE	t	p	
IV -> DV		.3757	.0507	7.4155	.0000	
IV -> MV		.2438	.0648	3.7631	.0002	
MV -> DV, IV is controlled		.0955	.0417	2.2910	.0226	
IV -> DV, MV is controlled		.3525	.0514	6.8603	.0000	
Indirect effect and significant using the normal distribution						
	Value	SE	LL95%CI	UL95%CI	z	p
Sobel	0.0233	.0122	-.0006	.0472	1.9830	.0001
Bootstrap results for the indirect effect						
	Value	SE	LL95%CI	UL95%CI	Mean	
Effect	0.0233	.0122	-.0042	.0700	.0229	

Note. 1. IV= Independent variable (Job Characteristics), DV= Dependent variable (Job Performance), MV= Mediating variable (Job Satisfaction), β = Unstandardized Coefficient

2. N= 358, Number of Bootstrap Resamples= 1000, LL= Lower Limit, CI= Confidence Interval, UL= Upper Limit

Source: Original Study

4.5.5 The Moderation Effect of Job Involvement on The Relationship Between Job Characteristics and Job Satisfaction

To test the moderation effect of the research constructs, this study adopted Baron and Kenny's (1986) approach. According to Baron and Kenny (1986) moderation analysis can be conducted to assess if the moderator moderates the relationship between the independent and dependent variables. The study also applied hierarchical regression analysis to test the moderating effect of job involvement on the relationship between job characteristics and job satisfaction (see Figure 4-4). As shown in model 1, the result discloses that job characteristics is positively and significantly affected to job performance ($\beta=0.198$, $p<0.001$). Model 2 showed that job involvement is positively and significantly affected to job performance ($\beta=0.251$, $p<0.001$); therefore, H8 is supported. As shown in model 3 in Table 4-22, the result showed that both independent variables (job characteristics, $\beta=0.151$, $p<0.05$) and moderating variables (job involvement, $\beta=0.187$, $p<0.001$) are significantly affected to dependent variable (job satisfaction). In addition, the result in model 4 revealed the interaction effect ($R^2=0.074$, $\beta=-0.054$, $p<0.01$, max VIF= 1.354) of job characteristics and job involvement is significantly affected to job satisfaction also the. Additionally, the interaction between job involvement and job characteristics exerts a moderating effect on job satisfaction, so H13 is supported. This meant that job involvement is a moderator of the relationship between job characteristics and job satisfaction.

Table 4-23 The Moderating Test of Job involvement on the Relationship between Job Characteristics and Job Satisfaction

Variables	JS			
	Model1	Model2	Model3	Model4
Independent Variable				
JCh	198***		151*	134**
Moderating Variable				
JI		251***	187***	169**
Interactive Effect				
JCh*JI				-.054**
R	.198	.251	.268	.272
R2	.039	.063	.072	.074
Adj-R2	.036	.060	.066	.066
F-Value	14.161	23.382	13.412	9.208

Note: 1. *p<.05, **p<.01, ***p<.001, β= Standardized coefficient

2. JCh= Job Characteristics, JI= Job Involvement, JS= Job Satisfaction

Source: Original Study

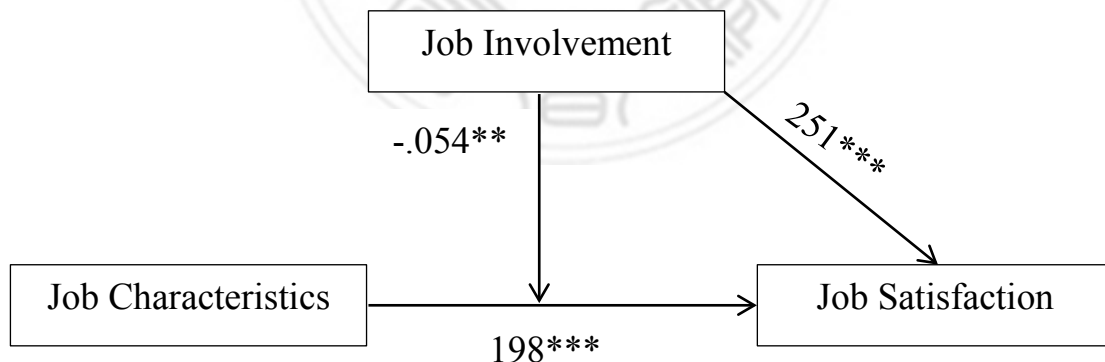


Figure 4-4 Moderating Effect of Job Involvement between the Relationship of Job Characteristics and Job Satisfaction

Source: Original Study

To further understand the moderating effect, this study adopted the method of Aiken and West (1991), to set the moderating effects of low and high job involvement on a low (1)/high (2) median as a benchmark. Figure 4-5 shows that both job characteristics and job involvement have a positive effect on job satisfaction and as such the job satisfaction will increase with an increase in job involvement. However, compared with low job characteristics, those with high job characteristics enjoy less growth in job satisfaction with an increase in low job involvement. The implication being that low job involvement has a stronger impact on job satisfaction than high job involvement.

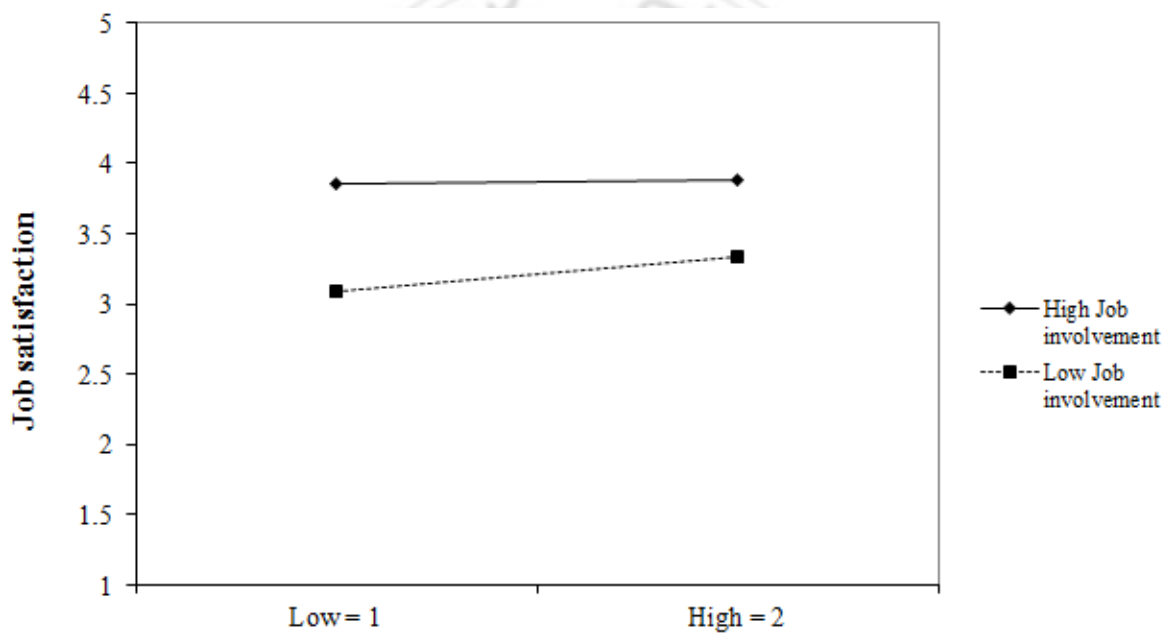


Figure 4-5 Moderating Effect of Job involvement

Source: Original Study

4.5.6 The Moderation Effect of Job Attitude on The Relationship Between Job Characteristics and Job Satisfaction

To test the moderating effect of job attitude on the relationship between job characteristics and job satisfaction (see Figure 4-6). As shown in model 1, the result discloses that job characteristics is positively and significantly affected to job satisfaction ($\beta=0.198$, $p<0.001$). Model 2 showed that job attitude is positively and significantly affected to job satisfaction ($\beta=0.273$, $p<0.001$); therefore, H9 is supported. As shown in model 3 in Table 4-23, the result showed that both independent variables (job characteristics, $\beta=0.196$, $p<0.001$) and moderating variables (job attitude, $\beta=0.008$, $p>0.05$) are not significantly affected to dependent variable (job satisfaction). In addition, the result in model 4 revealed the interaction effect ($R^2=0.040$, $\beta=-0.038$, $p>0.05$, max VIF= 1.437) of job characteristics and job attitude is not significantly affect to job satisfaction, it shows that the interaction between job attitude and job characteristics doesn't exert a moderating effect on job satisfaction, so H14 is not supported. This meant that job attitude is not a moderator of the relationship between job characteristics and job satisfaction.

Table 4-24 The Moderating Test of Job Attitude on the Relationship between Job Characteristics and Job Satisfaction

Variables	JS			
	Model1	Model2	Model3	Model4
Independent Variable				
JCh	198***		196***	183**
Moderating Variable				
JA		273***	.008	-.006
Interactive Effect				
JCh*JA				-.038
R	.198	.273	.198	.200
R2	.039	.074	.039	.040
Adj-R2	.036	.072	.034	.032
F-Value	14.161	27.966	7.072	4.829

Note: 1. *p<.05, **p<.01, ***p<.001, β= Standardized coefficient

2. JCh= Job Characteristics, JA= Job Attitude, JS= Job Satisfaction

Source: Original Study

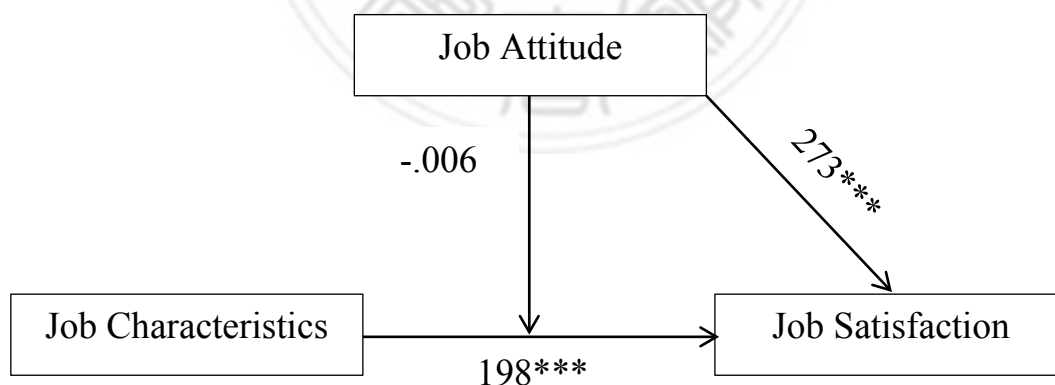


Figure 4-6 Moderating Effect of Job Attitude between the Relationship of Job Characteristics and Job Satisfaction

Source: Original Study

CHAPTER FIVE: CONCLUSIONS AND SUGGESTIONS

5.1 Research Conclusion

Table 5-1 Result of the Tested Hypotheses

Hypotheses		Results
H1	There is a significant effect between job characteristics and job performance	Supported
H2	There is a significant effect between job characteristics and job empowerment	Supported
H3	There is a significant effect between job empowerment and job performance	Supported
H4	There is a significant effect between job characteristics and job competency	Supported
H5	There is a significant effect between job competency and job performance	Supported
H6	There is a significant effect between job characteristics and job satisfaction	Supported
H7	There is a significant effect between job satisfaction and job performance	Supported
H8	There is a significant effect between job involvement and job satisfaction	Supported
H9	There is a significant effect between job attitude and job satisfaction	Supported
H10	Job empowerment mediates the relation between job characteristics and job performance	Supported
H11	Job competency mediates the relation between job characteristics and job performance	Supported

Hypotheses		Results
H12	Job satisfaction mediates the relation between job characteristics and job performance	Supported
H13	Job involvement moderates when job characteristics in relation with job performance	Supported
H14	Job attitude moderates when job characteristics in relation with job performance	Not Supported

The purposes of this study are (i) to analysis the effect between job characteristics and job performance (ii) to test the effect between job characteristics and job empowerment (iii) to check the effect between job empowerment and job performance (iv) to examine the effect between job characteristics and job competency (v) to explore the effect between job competency and job performance (vi) to inspects the effect between job characteristics and job satisfaction (vii) to investigate the effect between job satisfaction and job performance (viii) to analysis the effect between job involvement and job satisfaction (ix) to test the effect between job attitude and job satisfaction (x) to check how job empowerment mediates the relation between job characteristics and job performance (xi) to examine how job competency mediates the relation between job characteristics and job performance (xii) to explore how job satisfaction mediates the relation between job characteristics and job performance (xiii) to inspect how job involvement moderates when job characteristics in relation with job satisfaction (xiv) to investigate how job attitude moderates when job characteristics in relation with job satisfaction.

The theoretical framework for this study was developed based on the above literature explained in chapter 2. From the result of this research, it has been found that job characteristics, job empowerment, job competency, job satisfaction, job involvement, and job attitude to be the main driving forces for job performance, as indicated in Table 5-1 above, which shows the hypotheses tested with the results.

According to the results, a number of conclusions have been drawn from the study. Job characteristics are related significantly to job satisfaction and performance, supported the previous finding of Daniel J. Brass, (1981) where job characteristics are significantly affect job performance. This finding indicated that when employees understand the nature of their job characteristics it will allow them to use a variety of skills and knowledge to outperforming their own job.

This study also shows that job characteristics significantly impact on job empowerment, which is the same study results of Senecal and Kosetnre (1997), according to the research have been conducted and has identified the has identified the path analysis revealed that job characteristics are importantly involved in workers' feelings of empowerment, as demonstrated through the amount of explained variance in each dimension of empowerment. This study also found that job empowerment is significantly affected job performance, supported by previous research of Chiang & Hsieh, (2012); Hechanova et al. (2006), when employees are empowered, it led to positively affected job performance, the more employees feel empowered the more they will contribute and enhances their job performance. Another researched from Chen et al., (2007) also found that extending previous work, our findings indicate that empowerment positively relates to performance and helps explain relationships between leadership variables and performance simultaneously at both the individual and team levels. Which means that

when employees feel empowered by their supervisor, they are willing to do more? Moreover, when in the team that has enough power to make a decision or decide what to do are more likely to achieve more positive result due to the influence by empowerment in their organization.

Job characteristics also found to be significantly affected to job competency confirming the previous research of Tims & Akkermans (2017) it showed that job characteristic play in very important roles in the discussion the findings and indicates that job characteristics present in the work environment may be especially crucial for work-related well-being when individuals are less likely to proactively shape their work environment and develop career competencies. Due to autonomy in job characteristics, it's played as the essential learning factor capable of stimulating the learning of career skills that can then promote higher levels of job engagement as well as the developing the employees ' competence.

Job characteristics also were found related significantly to job satisfaction. As the previous research have conducted and discovered the relationship amongst job characteristics and job satisfaction for many years constantly. As mentioned by Katsikea, Theodosiou, Perdikis & Kehagias, (2011) found that there is a strong and positive influence between job autonomy, job variety with job satisfaction. Ali et al., (2014) has claimed that all hypothesizes indicating a connection of job characteristics and job satisfaction were supported. By Charkhabi, Alimohammadi and Charkhabi (2014) have found that job characteristics will satisfy job satisfaction needs such as the need to autonomy and job significance and leading employees to feel self-worth and competence and decrease their stress. Thus, by setting proper job characteristics we will be able to improve job satisfaction and reduce job demands and subsequently strains.

The examining of job competency mediated the significantly relationship of job characteristics and job performance also were supported. The result demonstrated that when job competency gets involve significantly impacts and caused the effected of job characteristics on job performance was significantly reduced. When it happened, the effects of job characteristics were mediated through job competency. This result also supported the previous finding of the study has been discovered job characteristics present in the work environment may be especially important for work-related well-being when individuals are less likely to proactively shape their work environment and develop career competencies (Tims & Akkermans, 2017). Behaviors and work qualities are beyond this direct relationship and the understanding of role traits. One explanation for this might be that job crafting and career skills and competents need some flexibility and autonomy, which would indicate that the mechanism of perception is implicit in both other directions, at least in terms of autonomy. It can also be argued, however, that employee's understanding of the level of autonomy at work may be less closely linked to job commitment instead of job crafting or career skills that can both be considered more productive and actively. In other words, a working environment with enough social support, flexibility and development opportunities will promote the development of career competent and skills, which can then encourage higher degrees of employees commitment and involvement. Furthermore, from the analysis test, it showed that job competency provided a partial mediation effect because the impact of job characteristics to job performance significantly reduced but still higher than zero.

As demonstrated from the result of the effects of mediation of job empowerment and job performance to the relationship of job characteristics, both mediation effects were uncovered significantly related. For the first mediation the result showed that when job empowerment entered itself, the effect of job characteristics on job performance was significantly reduced. When it happened, the effects of job characteristics were mediated through job empowerment. This results gave more insight to the findings of Seibert (2004) where they find that job empowerment creates employee's contribution and organizational performance improvements and helping workers achieve those personal goals by allowing employees to take part in the decision-making process, reviewing their own jobs and finding and fixing problems. Chow et al. (2006) proved that empowerment significantly improved the efficiency of performance, as employees can handle the situation at work by themselves. Similarly the research conducted by Wallach & Mueller (2006) has also been found that task characteristics take on positions as participatory decision-making and constructive interactions with managers, superiors and peers consistently, as skilled staff holding the sense of empowerment eventually led to better results and lifting up the performance. Furthermore, from the analysis test, it showed that job empowerment provided a partial mediation effect because the impact of job characteristics on job performance significantly reduced but still higher than zero.

As demonstrated from the result of the mediating effects of job satisfaction to the relationship of job characteristics and job performance was found that the mediation effects were found to be significant. For the first mediation the result showed that when job satisfaction entered itself, the effect of job characteristics on job performance was significantly increased. When it happened, the effects of job characteristics were mediated through job satisfaction. This results gave more insight to the findings of Hackman and Oldham model (1974 the presence of work characteristics will fulfill job satisfaction needs such as the need for flexibility and role importance, and will lead workers to feel self-esteem and skills and reduce the amount of stressed at work. Ali et al., (2014) has claimed that all hypothesized indicated connection between job characteristics and job satisfaction were supported. Nonetheless, Biggs (2003) studies disputed the others current studies in term of fields, in which the variety of skills has related in substantial relationship with job satisfaction due to the diversify differences backgrounds of the respondents in term of professions, education and so on. Wong et al., (2018) have been conducted the research and found the significant role of job satisfaction, which had fully mediated the effects of these determinants on job performance. Nonetheless, although most social psychologists claimed that attitudes predicted subsequent behaviours, however, some industrial-organizational psychologists remained to support the opinion that the most focused attitude is about the job (job satisfaction) was not relevant to the most focused work activity (job performance) Patton et al., (2001). The researchers found that the perceived work characteristics were strongly and significantly linked to the success of organizational citizenship (Bono et al.,2006). Furthermore, from the analysis test, it showed that job satisfaction provided a partial mediation effect because the impact of job characteristics to job performance significantly increased.

The results of this study also revealed that job involvement had a negative moderation effect on the relationship between job characteristics and job satisfaction. The previous finding of Khan and Nemati (2011) and Yeh (2013) discussed on their argument that work engagement has a significant positive effect on job satisfaction is unambiguous. Morris and Venkatesh (2010) ERP systems have also been developed to test the engagement of workers and the results of the relationship between the work characteristics of employees and their job satisfaction. The introduction of the ERP program itself moderated the impacts of capability diversity, flexibility and reviews on job satisfaction. When this occurs, it means that the workers can gain more experience by becoming more interested with their work, then they will be happier with it because they have more understanding of their job and can do it better. However, after tested the result from this study, it was contradicted from the previous researches. According to the result in model 4 revealed the interaction effect ($R^2=0.074$, $\beta=-0.054$, $p<0.01$, max VIF= 1.354) of job characteristics and job involvement was significantly affect to job satisfaction also the. Additionally, the interaction between job involvement and job characteristics exerts a moderating effect on job satisfaction. This meant that job involvement was a negatively moderated the relationship of job characteristics and job satisfaction in between.

The results of this study also demonstrate that job attitude had no moderation effects on the connection between job performance and job performance. The previous finding of Biggs (2003) contrary to the current study, he found that where skill varieties have unsubstantial relationship with job satisfaction because of the diversify differences backgrounds of the respondents in term of professions, education, career field so on. Depending on the background differences, the job attitude also different and the ways

that employees evaluate their jobs such as pay, work condition, advancement opportunities, and the feeling towards their will be different and will affect the relationship between job characteristics and job satisfaction.



5.2 Research Discussion and Implication

This study aimed to investigate the impact of other variables on job performance. The significance among job characteristics, job competency and job performance which has been proven in the upper section can reveal some meaningful things when applying it to human resource management. Job characteristics have a direct effect on job competency and job performance. In other words, if employees have skills variety, autonomy, and task identity they will increase as well as improve their job competency to the next level that will be resulted to increase job performance drastically. For employees, understand their own job and tasks are very important because if they can't identify the tasks that they are responsible for it would be the problem. More than that, in order to perform their job substantially, individuals should equip themselves with skills variety to enhance their ability to generate more productive at workplaces. The result has been consistent with the previous research of Tutu and Constantin (2012) have found a strong relationship between performance and job competency. When the employees have ideas with what they are doing and what tasks they are responsible for they can perform better. By Moore et al (2003) suggested that the training program and development competency should be prioritized and focused on the relationship between the actual employees' skills and measured the effect of an individual which suggested by the observation of immediate managers and follow up the results of the performance after the training. Dhanakumars and Linders (2001) have found that job performance and competency have positive relationship; through the improvement of the skills competition the researchers have found that the workers will become an important resource to the company or the organization. As the employees are required to get the proper training in order to upgrade their current skills and knowledge to apply to their works, at the end of the day the job performance is increased through

the improvement of job competency. By Tims and Akkermans (2017) have been discovered job characteristics exhibited as significant in the workplace and important for employment and well-being when people are unwilling to shape their work environment proactively and improve they're current competence and sharpen their job skills. Because job characteristics would enhance job awareness by shaping the organization with a clear job based, so even though the workers are not proactive enough, they still have ideas to operate their works. Another research was conducted by Blonk et al .(2013) also has found a work environment with adequate social support, autonomy, flexibility and development opportunities will promote the development of career skills which can then encourage substantial work involvement and work commitment. The second meaningful contribution to human resource development would be the finding of significance among job empowerment, job characteristics and job performance. Job characteristics have indirectly effect on job empowerment and job performance. As a matter of fact, in the organization the employees are needed empowerment in order to perform their job better with fruitful results. As the job empowerment becomes one of the driving forces for betterment job performance. The employees will feel happy to do their works when they are believed by their supervisor through the power delegation. The result gains some more insight to previous research (Seibert, 2004) job empowerment produces enhanced individual and organizational performance to help employees achieve their personal goals by encouraging employees to take part in making decision processes, audit and justify their own jobs as the effective way to generate solutions and resolve problems. Chow et al. (2006) demonstrated the truth that empowerment improves played in a significant role in increasing performance dramatically. S. Pentareddy and L. Suganthi (2015) have been discussed the job empowerment as a mediator between job characteristics and successful

engagement since high-impact jobs, challenges, flexibility, independence and variety contribute to feelings of empowerment and will lead to inclusive result as an affective commitment to the company when reciprocated from the workers. Job characteristics attribute as job structure, participatory decision-making and positive relationships with superiors, subordinates and colleagues shaped the sense of empowerment among professional staff, because the relationship with on another is very important in career success as it builds the harmonious cooperation (Wallach & Mueller, 2006). From the third result that would contribute to human resource management is illustrated the significant among job satisfaction, job characteristics and job performance. Job characteristics have indirectly effect on job satisfaction and job performance. As a result, satisfied employees are more likely going to do their best with their works. They will feel their company is their own home and they turn to contribute more in terms of physical and emotional support to their organization. The result of previous research of Charkhabi, Alimohammadi and Charkhabi, (2014) The mediating influence of job satisfaction on the relationship between work characteristics and health outcomes was examined and found that there were significantly related.

In this study there five suggestions regarding the human resource department in Cambodia that can help the human resource personnel with the detailed information to tackle down the human resource issues. Firstly, the recruitment and selection department needs to provide very details about the job description, job specification, job design, and job analysis and for every post and ensure that the prospective candidate understands what job they are interested in and fit with their ability and also help human resource department in potential sourcing candidates. Secondly, the human resource department should take a close look more at the essential factors namely job

characteristics, job attitude, job involvement, job empowerment, job competency, job satisfaction and job performance as the main facilitators for enhancing workforce planning. Thirdly, the training and development department should design the effective training courses for the employees by understanding the impactful factors such as job attitude, job involvement, job competency, job empowerment, and job satisfaction that all those factors will facilitate the training programs to match with the needs of the organization. Fourthly, the human resource department should focus more on communication with employees. As recently, within the work context in Cambodia there is one barrier that has risen in the workplace, which is lacking communication between employees and the human resource department. In this situation, the difficulty within the workflow will occur because the human resource doesn't understand the need of the employees and the employees themselves also don't know how to express their concern to the human resource department. So the human resource department should work closely with employees and reduce the barrier of communication in the organization.

Finally, the performance management needs to be implementing precisely and accurately by ensuring the process of the collection of operations and results satisfies the goals of an organization in an efficient and effective result. Moreover, in order to strengthen the performance management, organizations should pay close attention to job performance that is the key sector for measuring performance appraisal. As the job performance is representing the outcomes of which that our organization can perform in a competitive market. And it will provide a strong indicator for providing timely feedback and training, comparing employee's actual performance and desired performance behaviors which should be rewarded. Last but not least, maintaining talented candidates to stay it such a challenge, since the potential

people are always attracted by the other organizations as well. Therefore, the company should design the maintaining strategy which so-called the rewarded talented. The observable inspection needs to be implemented in term of positive checkup as discovering the need of those talented and potential people. The observation should be based on individuals treasured and their interests on particular challenges, after that fulfil their need by providing them the thing that they prefer. By doing this the company can ensure the sustainability of maintaining talented employees to stay longer.



5.3 Research Limitation and Future Research Suggestion

This study has several limitations. Firstly, due to some difficulties and the period that the survey was conducted, the way to choose a sample for this study is mainly based on convenience. Thus the results somewhat cannot be representative of the whole aspects of human resource management in Cambodia. Hence, further study should be done with a larger size and different sample groups in order to increase the representation of all generational groups. Secondly, the study results come from the universities students and those who are employed, so it opens up for any further study to apply this model so as to investigate the impact of job characteristics, job empowerment, job competency, job satisfaction, job involvement, job attitude and job performance of university student and those who are employed in Cambodia. Thirdly, due to the time limit of this research, it only examines the significant effect of both moderators, so future research should be compared to whether which one is more important than the others, as well as the positive and negative effect of the moderators to give more in-depth understanding to the study. Lastly, a qualitative study might allow the respondents to express their opinions on job performance in order to further understanding deeper into the issues. In such a challenge, the data would not represent a hundred percent accuracy and reliability of the whole workforce in Cambodia or any country. As believing that the broader scope of the sample should take into account.

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APPENDIX QUESTIONNAIRE

កម្រងសំណួរ

Thank you very much for participating in this survey! The survey is being done by the Department of Business Administration at Nanhua University, Taiwan. All of the answers provided in this survey will be kept confidential. No identifying information will be provided to the public, individuals, or organizations. The survey data will be reported for the purpose of this study only.

You will be asked to rate how each statement describes your organization. Answers can range from strongly disagree (1), disagree (2), slightly disagree (3), neither agree or nor disagree (4), slightly agree (5), agree (6), and strongly agree (7). It will take approximately 20 minutes to complete the questionnaire.

សូមអរគុណច្រើនចំពោះការចូលរួមក្នុងការសង្ខេបនេះ! ការស្ទង់មតិនេះត្រូវបាន ធ្វើឡើងដោយ និស្សិតកំពុងសិក្សាថ្នាក់អនុបណ្ឌិតផ្នែកគ្រប់គ្រងពាណិជ្ជកម្មនៅសាកលវិទ្យាល័យ ណានហ្គឺវ, តៃវ៉ាន់។ ចម្លើយទាំងអស់ដែលបានផ្តល់ក្នុងការស្ទង់ មតិនេះនឹងត្រូវរក្សាទុកជាការ សម្ងាត់។ មិនមានព័ត៌មានបញ្ជាក់អត្តសញ្ញាណ ត្រូវផ្តល់ជូនដល់សាធារណៈ ជនបុគ្គលឬអង្គការ ណាមួយឡើយ។ ទិន្នន័យស្ទង់មតិនឹងត្រូវបានប្រើប្រាស់សម្រាប់គោលបំណងនៃការសិក្សានេះតែ ប៉ុណ្ណោះ។ អ្នកនឹងត្រូវបានស្នើសុំឱ្យវាយតម្លៃសេចក្តីថ្លែងការណ៍នីមួយៗនិងពិពណ៌នាអំពីចំណាប់ អារម្មណ៍របស់អ្នកចំពោះសេចក្តីថ្លែងការណ៍។ ចម្លើយអាចរាប់ចាប់ពីការមិនយល់ស្របខ្លាំង (១) មិនយល់ស្របយល់ព្រម (២) មិនយល់ស្របតិចៗ (៣) អព្យាក្រឹត (៤) យល់ស្របតិចៗ (៥) យល់ស្រប (៦) យល់ស្របខ្លាំង (៧) ។ វានឹងចំណាយពេលប្រហែល ២០ នាទីដើម្បីបំពេញកម្រងសំណួរ។

Job Characteristics (លក្ខណៈការងារ)								
សូមពិនិត្យមើលសំណួរទាក់ទងនឹងលក្ខណៈមួយចំនួននៃសំនុំសំណួរ នីមួយៗហើយបន្ទាប់មកគូសរង្វង់លើកម្រិត នីមួយៗដោយផ្អែកគឺផ្អែកលើគំនិតរបស់អ្នក។ Please take a short look on the questions below related with the constructs , and then CIRCLE the level of agreement on each of the items below base on your opinion		Strongly disagree	disagree	slightly disagree	neither agree or nor disagree	Slightly agree	agree strongly	
1	JCh1. I understand my job role and job responsibility clearly JCh1. ខ្ញុំយល់ពីតួនាទីនិងទំនួលខុសត្រូវការងាររបស់ខ្ញុំច្បាស់	1	2	3	4	5	6	7
2	JCh2. I clearly understand the job requirement of my position JCh2. ខ្ញុំយល់ច្បាស់ពីតម្រូវការ ការងារនៃមុខតំណែង របស់ខ្ញុំ	1	2	3	4	5	6	7
3	JCh3. I understand every process to complete my tasks JCh3. ខ្ញុំយល់គ្រប់ដំណើរការ ដើម្បីបំពេញភារកិច្ច របស់ខ្ញុំ	1	2	3	4	5	6	7
4	JCh4. Understanding job characteristics can enable employees to perform their well JCh4. យល់ដឹងពីលក្ខណៈការងារអាចជួយឱ្យនិយោជិកអនុវត្តការងារបានល្អ	1	2	3	4	5	6	7
5	JCh5. I can apply my skills and knowledge to my current job precisely JCh5. ខ្ញុំអាចអនុវត្តជំនាញនិងចំណេះដឹងរបស់ខ្ញុំទៅនឹងការងារបច្ចុប្បន្នរបស់ខ្ញុំយ៉ាងច្បាស់	1	2	3	4	5	6	7
6	JCh6. I can complete all the tasks required in my current position effectively and efficiently JCh6. ខ្ញុំអាចបំពេញភារកិច្ចទាំងអស់ដែលមាននៅក្នុងមុខតំណែងបច្ចុប្បន្នរបស់ខ្ញុំប្រកបដោយប្រសិទ្ធភាព	1	2	3	4	5	6	7
7	JCh7. My job is required a variety of skills and knowledge JCh7. ការងាររបស់ខ្ញុំគឺត្រូវការជំនាញនិងចំណេះដឹងផ្សេងៗ	1	2	3	4	5	6	7
8	JCh8. My ability is fit with my current job perfectly JCh8. សមត្ថភាពរបស់ខ្ញុំគឺសមនឹងការងារបច្ចុប្បន្នរបស់ខ្ញុំត្រឹមត្រូវខ្លាំង	1	2	3	4	5	6	7
9	JCh9. I have a variety of skills and knowledge which are responded to my job well JCh9. ខ្ញុំមានជំនាញនិងចំណេះដឹងជាច្រើនដែលឆ្លើយតបនឹងការងាររបស់ខ្ញុំបានល្អ	1	2	3	4	5	6	7

Job Competency (សមត្ថភាពការងារ)							
សូមពិនិត្យមើលសំណួរទាក់ទងនឹងលក្ខណៈមួយចំនួននៃសំនុំសំណួរ នីមួយៗហើយបន្ទាប់មកគូសរង្វង់លើកម្រិត នីមួយៗដោយផ្អែកគឺផ្អែកលើគំនិតរបស់អ្នក។ Please take a short look on the questions below related with the constructs , and then CIRCLE the level of agreement on each of the items below base on your opinion		disagree agree	disagree	slightly disagree	neither agree or nor disagree	Slightly agree	agree strongly agree
10	JC1. I can present skills and knowledge to meet the requirements in my current job JC1. ខ្ញុំអាចបង្ហាញជំនាញនិងចំណេះដឹងដើម្បីបំពេញតាមតម្រូវការនៅក្នុងការងារបច្ចុប្បន្នរបស់ខ្ញុំ	1	2	3	4	5	6 7
11	JC2. I am capable enough to work in this position JC2. ខ្ញុំមានសមត្ថភាពគ្រប់គ្រាន់ក្នុងការធ្វើការក្នុងតំណែងនេះ	1	2	3	4	5	6 7
12	JC3. I can solve any problems that occurred in my role effectively and efficiently JC3. ខ្ញុំអាចដោះស្រាយបញ្ហាដែលបានកើតឡើងនៅក្នុងតួនាទីរបស់ខ្ញុំប្រកបដោយប្រសិទ្ធភាពនិងប្រសិទ្ធភាព	1	2	3	4	5	6 7
13	JC4. I have critical thinking and analyst skills that can make a difficult decision with optimal profits JC4. ខ្ញុំមានជំនាញគ្រឹះវិះពិចារណានិងជំនាញវិភាគដែលអាចធ្វើការសម្រេចចិត្តលំបាកជាមួយនឹងប្រាក់ចំណេញល្អបំផុត	1	2	3	4	5	6 7
14	JC5. I am competent at emotional intelligence JC5. ខ្ញុំមានសមត្ថភាពខាងបញ្ញាស្មារតី	1	2	3	4	5	6 7
Job Empowerment (ការផ្តល់អំណាចការងារ)							
សូមពិនិត្យមើលសំណួរទាក់ទងនឹងលក្ខណៈមួយចំនួននៃសំនុំសំណួរ នីមួយៗហើយបន្ទាប់មកគូសរង្វង់លើកម្រិត នីមួយៗដោយផ្អែកគឺផ្អែកលើគំនិតរបស់អ្នក។ Please take a short look on the questions below related with the constructs , and then CIRCLE the level of agreement on each of the items below base on your opinion		Strongly disagree	disagree	slightly disagree	neither agree or nor disagree	Slightly agree	agree strongly agree
15	JEM1. I am fully authorized to make a decision as well as prioritize my tasks JEM1. ខ្ញុំមានសិទ្ធិពេញលេញក្នុងការសម្រេចចិត្តក៏ដូចជាផ្តល់អាទិភាពដល់ភារកិច្ចរបស់ខ្ញុំ	1	2	3	4	5	6 7

16	JEM2. I have received encouragement to come up with a new solution and better ways of doing things JEM2.ខ្ញុំបានទទួលការលើកទឹកចិត្តឱ្យមករកដំណោះស្រាយថ្មី និងវិធីល្អៗ ក្នុងការធ្វើអ្វីៗ	1	2	3	4	5	6	7
17	JEM3. I have received the supports and authority to make immediate decisions which necessary for accomplishing the assigned tasks JEM3.ខ្ញុំបានទទួលការគាំទ្រនិងសិទ្ធិអំណាចដើម្បីធ្វើការសម្រេចចិត្តជាបន្ទាន់ដែលចាំបាច់សម្រាប់ការសម្រេចកិច្ចការដែលបានកំណត់	1	2	3	4	5	6	7
18	JEM4. My department uses employee's feedback to make improvements in planning JEM4.នាយកដ្ឋានរបស់ខ្ញុំប្រើយោបល់របស់និយោជិកដើម្បីធ្វើឱ្យផែនការមានភាពប្រសើរឡើង	1	2	3	4	5	6	7
19	JEM5. I have enough involvement in making decisions that affect my work role JEM5.ខ្ញុំមានការចូលរួមគ្រប់គ្រាន់ក្នុងការសម្រេចចិត្តដែលប៉ះពាល់ដល់តួនាទីការងាររបស់ខ្ញុំ	1	2	3	4	5	6	7
20	JEM6. I often share my idea with my department and always accepted JEM6.ខ្ញុំជារឿយៗចែករំលែកគំនិតរបស់ខ្ញុំដល់នាយកដ្ឋានរបស់ខ្ញុំហើយតែងតែទទួលយក	1	2	3	4	5	6	7
21	JEM7. During the discussion, I always involve and interact with the discussion process JEM.ក្នុងអំឡុងពេលពិភាក្សាខ្ញុំតែងតែចូលរួមនិងធ្វើអន្តរកម្មជាមួយដំណើរការពិភាក្សា	1	2	3	4	5	6	7
22	JEM8. Involving decision making is my responsibility to the company JEM8.ការចូលរួមជាមួយនឹងការសម្រេចចិត្តគឺជាទំនួលខុសត្រូវរបស់ខ្ញុំចំពោះក្រុមហ៊ុន	1	2	3	4	5	6	7
23	JEM9. I often take part in problem-solving and share my opinion with my manager in order to solve the problems JEM9.ជារឿយៗខ្ញុំចូលរួមដោះស្រាយបញ្ហានិងចែករំលែកយោបល់របស់ខ្ញុំទៅអ្នកគ្រប់គ្រងរបស់ខ្ញុំដើម្បីដោះស្រាយបញ្ហា	1	2	3	4	5	6	7

Job Involvement (ការចូលរួមការងារ)							
សូមពិនិត្យមើលសំណួរទាក់ទងនឹងលក្ខណៈមួយចំនួននៃសំនុំសំណួរ នីមួយៗហើយបន្ទាប់មកគូសរង្វង់លើកម្រិត នីមួយៗដោយផ្អែកគឺផ្អែកលើគំនិតរបស់អ្នក។ Please take a short look on the questions below related to the constructs , and then CIRCLE the level of agreement on each of the items below base on your opinion		Strongly disagree	disagree	slightly disagree	neither agree or nor disagree	Slightly agree	agree strongly
24	J11. I always finish the given tasks earlier than schedule J11. ខ្ញុំតែងតែបំពេញភារកិច្ចដែលបានផ្តល់ឱ្យលឿនជាងកាលវិភាគ	1	2	3	4	5	6 7
25	J12. I am personally highly involved with my job as it significantly impacts on my performance J12. ខ្ញុំចូលរួមដោយផ្ទាល់ជាមួយការងាររបស់ខ្ញុំព្រោះវាជះឥទ្ធិពលយ៉ាងខ្លាំងដល់ការអនុវត្តរបស់ខ្ញុំ	1	2	3	4	5	6 7
26	J13. I contributed all of my interest and energy to my job J13. ខ្ញុំបានចែករំលែករាល់ចំណាប់អារម្មណ៍និងថាមពលរបស់ខ្ញុំក្នុងការងាររបស់ខ្ញុំ	1	2	3	4	5	6 7
27	J14. I contribute my skills and knowledge to improving the quality and quantity of the given tasks J14. ខ្ញុំចែករំលែកជំនាញនិងចំណេះដឹងរបស់ខ្ញុំក្នុងការកែលម្អគុណភាពនិងបរិមាណនៃភារកិច្ចដែលបានផ្តល់អោយ	1	2	3	4	5	6 7
28	J15. I always perform given task accuracy and effectively J15. ខ្ញុំតែងតែអនុវត្តភាពត្រឹមត្រូវនៃការងារដែលបានផ្តល់ឱ្យនិងមានប្រសិទ្ធភាព	1	2	3	4	5	6 7
29	J16. Producing the best result of work is my inner accomplishment J16. ការផលិតលទ្ធផលល្អបំផុតនៃការងារគឺជាសមិទ្ធផលខាងក្នុងរបស់ខ្ញុំ	1	2	3	4	5	6 7
30	J17. I am personally involved much with my job J17. ខ្ញុំបានចូលរួមច្រើនជាមួយការងាររបស់ខ្ញុំ	1	2	3	4	5	6 7
31	J18. To me, employee's engagement and involvement are the most important thing to make a company success J18. ចំពោះខ្ញុំការចូលរួមនិងការចូលរួមរបស់បុគ្គលិកគឺជារឿងសំខាន់បំផុតដើម្បីធ្វើឱ្យក្រុមហ៊ុនទទួលបានជោគជ័យ	1	2	3	4	5	6 7

Job Attitude (អាកប្បកិរិយាការងារ)								
សូមពិនិត្យមើលសំណួរទាក់ទងនឹងលក្ខណៈមួយចំនួននៃសំនុំសំណួរ នីមួយៗហើយបន្ទាប់មកគូសរង្វង់លើកម្រិត នីមួយៗដោយផ្អែកគឺផ្អែកលើគំនិតរបស់អ្នក។ Please take a short look on the questions below related with the constructs , and then CIRCLE the level of agreement on each of the items below base on your opinion		disagree agree	disagree	slightly disagree	neither agree or nor disagree	Slightly agree	agree strongly agree	
33	JA1. This company is the best place for me to work JA1. ក្រុមហ៊ុននេះគឺជាកន្លែងល្អបំផុតសម្រាប់ខ្ញុំដើម្បីធ្វើការ	1	2	3	4	5	6	7
34	JA2. The company's wage rate is higher than other companies JA2. អត្រាប្រាក់ឈ្នួលរបស់ក្រុមហ៊ុនគឺខ្ពស់ជាងក្រុមហ៊ុនដទៃ ទៀត	1	2	3	4	5	6	7
35	JA3. My job makes the best use of my abilities JA3. ការងាររបស់ខ្ញុំប្រើអស់ពីសមត្ថភាពរបស់ខ្ញុំ	1	2	3	4	5	6	7
36	JA4. My job has inspired me to be the best version of myself JA4. ការងាររបស់ខ្ញុំបានជម្រុញឱ្យខ្ញុំក្លាយជាគំរូល្អបំផុតនៃខ្លួន ខ្ញុំ	1	2	3	4	5	6	7
37	JA5. My company provides the positive environment to challenge myself more JA5. ក្រុមហ៊ុនរបស់ខ្ញុំផ្តល់នូវបរិយាកាសវិជ្ជមានដើម្បីប្រកួតប្រ ជែងខ្លួនឯង	1	2	3	4	5	6	7
38	JA6. My boss always encourages and trusted my ability JA6. ចៅហ្វាយខ្ញុំតែងតែលើកទឹកចិត្តនិងជឿជាក់លើសមត្ថភា ពរបស់ខ្ញុំ	1	2	3	4	5	6	7
Job Satisfaction (ការពេញចិត្តនឹងការងារ)								
សូមពិនិត្យមើលសំណួរទាក់ទងនឹងលក្ខណៈមួយចំនួននៃសំនុំសំណួរ នីមួយៗហើយបន្ទាប់មកគូសរង្វង់លើកម្រិត នីមួយៗដោយផ្អែកគឺផ្អែកលើគំនិតរបស់អ្នក។ Please take a short look on the questions below related with the constructs , and then CIRCLE the level of agreement on each of the items below base on your opinion		disagree agree	disagree	slightly disagree	neither agree or nor disagree	Slightly agree	agree strongly agree	
39	JS1. I am satisfied with all the benefits that company provided me	1	2	3	4	5	6	7

	JS1.ខ្ញុំពេញចិត្តនឹងអត្ថប្រយោជន៍ទាំងអស់ដែលក្រុមហ៊ុនបានផ្តល់ឱ្យខ្ញុំ							
40	JS2. I am happy to see myself improving day by day through working in my current job JS2.ខ្ញុំសប្បាយចិត្តដែលឃើញខ្លួនឯងមានភាពប្រសើរឡើងពីមួយថ្ងៃទៅមួយថ្ងៃតាមរយៈការធ្វើការងាររបស់ខ្ញុំ	1	2	3	4	5	6	7
41	JS3. I feel that I am an important person for my company JS3.ខ្ញុំមានអារម្មណ៍ថាខ្ញុំជាមនុស្សសំខាន់ម្នាក់សម្រាប់ក្រុមហ៊ុនរបស់ខ្ញុំ	1	2	3	4	5	6	7
42	JS4. I like my coworkers and my workplace JS4. ខ្ញុំចូលចិត្តមិត្តរួមការងារនិងកន្លែងធ្វើការរបស់ខ្ញុំ	1	2	3	4	5	6	7
43	JS5. My colleagues are very helpful and supportive JS5.មិត្តរួមការងាររបស់ខ្ញុំពិតជាមានប្រយោជន៍និងគាំទ្រ	1	2	3	4	5	6	7
44	JS6. I really like the working environment and working condition in my company JS6.ខ្ញុំពិតជាចូលចិត្តបរិយាកាសការងារនិងលក្ខខណ្ឌការងារនៅក្នុងក្រុមហ៊ុនរបស់ខ្ញុំ	1	2	3	4	5	6	7
45	JS7. I am enjoying working in my current company JS7. ខ្ញុំរីករាយនឹងធ្វើការនៅក្នុងក្រុមហ៊ុនបច្ចុប្បន្នរបស់ខ្ញុំ	1	2	3	4	5	6	7
46	JS8. I am enjoyed working with my current career and my company JS8.ខ្ញុំរីករាយក្នុងការធ្វើការជាមួយអាជីពបច្ចុប្បន្ននិងក្រុមហ៊ុនរបស់ខ្ញុំ	1	2	3	4	5	6	7
47	JS9. My company promoted the staff fairly without any unfair promotion JS9.ក្រុមហ៊ុនរបស់ខ្ញុំបានតំឡើងឋានៈបុគ្គលិកដោយស្មើភាពដោយគ្មានការផ្សព្វផ្សាយអយុត្តិធម៌	1	2	3	4	5	6	7
48	JS10. I really appreciate to have been awarded so far from my company JS10.ខ្ញុំពិតជាអរគុណដែលបានទទួលរង្វាន់ពីក្រុមហ៊ុនរបស់ខ្ញុំ	1	2	3	4	5	6	7

Job Performance (ការអនុវត្តការងារ)

<p>សូមពិនិត្យមើលសំណួរទាក់ទងនឹងលក្ខណៈមួយចំនួននៃសំនុំសំណួរនីមួយៗហើយបន្ទាប់មកគូសរង្វង់លើកម្រិតនីមួយៗដោយផ្អែកលើគំនិតរបស់អ្នក។</p> <p>Please take a short look on the questions below related with the constructs, and then CIRCLE the level of agreement on each of the items below base on your opinion</p>	disagree	disagree	slightly disagree	neither agree or nor disagree	Slightly agree	agree	strongly agree
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49	JP1. I am able to manage and plan my work so that it is done on time JP1. ខ្ញុំអាចគ្រប់គ្រងនិងរៀបចំផែនការការងាររបស់ខ្ញុំបានដូច្នោះវាត្រូវបានធ្វើឱ្យទាន់ពេលវេលា	1	2	3	4	5	6	7
50	JP2. All my planning were optimal due to my ability to manage it effectively JP2. ផែនការរបស់ខ្ញុំទាំងអស់គឺល្អប្រសើរបំផុតដោយសារតែសមត្ថភាពរបស់ខ្ញុំក្នុងការគ្រប់គ្រងវាឱ្យមានប្រសិទ្ធភាព	1	2	3	4	5	6	7
51	JP3. I knew how to set right priority tasks and get it done effectively and efficiently JP3. ខ្ញុំបានដឹងពីរបៀបកំណត់ភារកិច្ចអាទិភាពត្រឹមត្រូវហើយធ្វើវាឱ្យមានប្រសិទ្ធភាពនិងប្រសិទ្ធភាព	1	2	3	4	5	6	7
52	JP4. I was able to perform my work well with minimal time and effort JP4. ខ្ញុំអាចបំពេញការងាររបស់ខ្ញុំបានល្អជាមួយនឹងពេលវេលានិងការខិតខំតិចតួចបំផុត	1	2	3	4	5	6	7
53	JP5. I came up with creative solution to new problems JP5. ខ្ញុំបានបង្កើតដំណោះស្រាយច្នៃប្រឌិតចំពោះបញ្ហាថ្មីៗ	1	2	3	4	5	6	7
54	JP6. I achieved more than my boss was expected JP6. ខ្ញុំសំរេចបានច្រើនជាងការរំពឹងទុករបស់ចៅហ្វាយខ្ញុំ	1	2	3	4	5	6	7
55	JP7. I'm constantly improving my performance at work JP7. ខ្ញុំកំពុងកែលម្អការអនុវត្តរបស់ខ្ញុំជានិច្ចនៅកន្លែងធ្វើការ	1	2	3	4	5	6	7
56	JP8. I have done my tasks accuracy and precisely JP8. ខ្ញុំបានបំពេញភារកិច្ចរបស់ខ្ញុំអោយបានត្រឹមត្រូវនិងច្បាស់លាស់	1	2	3	4	5	6	7
57	JP9. I carefully follow the standard and procedure of my work JP10. ខ្ញុំធ្វើតាមស្តង់ដារនិងនីតិវិធីនៃការងាររបស់ខ្ញុំដោយយកចិត្តទុកដាក់	1	2	3	4	5	6	7
58	JP10. My Job accuracy is significantly important for achieving the best result of work JP10. ភាពត្រឹមត្រូវនៃការងាររបស់ខ្ញុំគឺមានសារៈសំខាន់ខ្លាំងណាស់សម្រាប់ការសម្រេចបាននូវលទ្ធផលល្អបំផុតពីការងារ	1	2	3	4	5	6	7
59	JP11. I usually finish my tasks before the deadline JP11. ជាធម្មតាខ្ញុំបំពេញភារកិច្ចរបស់ខ្ញុំមុនថ្ងៃកំណត់	1	2	3	4	5	6	7
60	JP12. I always challenge myself by increasing the pace of works	1	2	3	4	5	6	7

	JP12.ខ្ញុំតែងតែប្រកួតប្រជែងខ្លួនឯងដោយបង្កើនល្បឿននៃការងារ							
61	JP13. I can fix the problems efficiently and effectively JP13.ខ្ញុំអាចដោះស្រាយបញ្ហាបានយ៉ាងមានប្រសិទ្ធភាពនិងមានប្រសិទ្ធភាព	1	2	3	4	5	6	7
62	JP14. I have scored the most in critical thinking and flexibility in my job JP14.ខ្ញុំបានរកពិន្ទុបានច្រើនបំផុតនៅក្នុងការត្រិះរិះពិចារណានិងភាពបត់បែនក្នុងការងាររបស់ខ្ញុំ	1	2	3	4	5	6	7

Respondent Information

ព័ត៌មានរបស់អ្នកឆ្លើយ

Please tick on the box which best describe you.

សូមគូសនៅលើប្រអប់ដែលពិពណ៌នាអំពីអ្នក

1. Gender: Male Female

1.ភេទ ប្រុស ស្រី

2. Age: under25Years 26~30Years 31~35Years 36~40Years

2.អាយុ: ក្រោម២៥ឆ្នាំ ២៦~៣០ឆ្នាំ ៣១~៣៥ឆ្នាំ ៣៦~៤០ឆ្នាំ

3. Working Experience: none under 1year 1~2 years 2~3 years

3.បទពិសោធន៍ការងារ: គ្មាន ក្រោម១ឆ្នាំ ១~២ឆ្នាំ ២~៣ឆ្នាំ

៣~៤ឆ្នាំ ៤~៥ឆ្នាំ ច្រើនជាង៥ឆ្នាំ

4. Education: High school fresh graduate Bachelor Master Doctoral/PhD

4.ការអប់រំ: បញ្ចប់ការសិក្សានៅវិទ្យាល័យ បរិញ្ញាបត្រ អនុបណ្ឌិត បណ្ឌិត

5. Employment Status: Full-time Part-time Self-employed

5.ស្ថានភាពការងារ: ពេញម៉ោង ក្រៅម៉ោង ធ្វើការអោយខ្លួនឯង

6. Income: Less than 200\$ 200\$~300\$ 300\$~400\$ 400\$~500\$ over 500\$

6.ប្រាក់ចំណូល: តិចជាង២០០\$~៣០០\$ ៣០០~៤០០\$ ៤០០\$~៥០០\$

ច្រើន៥០០\$