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探討工作特性、工作投入、工作價值、工作職能、組織

公民行為與工作滿意對工作績效之影響

The Study of Job Characteristics, Job Involvement, Work

Value, Job Competency, Organizational Citizenship

Behavior and Job Satisfaction on Job Performance

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The Study of Job Characteristics, Job Involvement, Work Value, Job Competency, Organizational Citizenship Behavior and Job Satisfaction on Job Performance

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Letter of Recommendation for ABT Master

Letter of Recommendation for ABT Masters

Tim Tob, 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, Tim Tob 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, Tim Tob has completed the following:
 - i. Master thesis: The study of Job Characteristics, job Involvement, Work Value, Job Competency, Organizational Citizenship Behavior and Job Satisfaction on Job Performance
 - ii. Conference: The of job characteristics and job satisfaction on job performance

I believe that Tim Tob has already received full formative education of NHU Master Program for Business Management and is qualified to apply for Master's Degree Examination. Therefore, I hereby recommend his preliminary paper, the study of Job Characteristics and Job Satisfaction on Job Performance

Academic Advisor:



Date: 108.12.12

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Tim Tob

June 2020

南華大學管理學院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：探討工作特性、工作投入、工作價值、工作職能、組織公民行為與工作滿意對工作績效之影響

研究生：丁特柏

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論文摘要內容

這項研究的目的是探討工作特徵，工作滿意度，工作能力，工作參與度，工作價值，OCB 和工作績效之間的關係。數據是通過便利抽樣方法收集的，共計300份問卷，並通過電子郵件，Facebook 和 Line 發送到柬埔寨金邊的工作人員。研究發現，不同變量之間存在關係，工作滿意度介導了工作特徵與工作績效之間的關係，工作價值還調節了工作特徵與工作滿意度之間的關係，工作參與介導了工作特徵與工作績效之間的關係。工作績效之間的關係。工作滿意度和工作能力介導了工作特徵與工作績效之間的關係，OCB 協調了工作滿意度與工作績效之間的關係。

關鍵詞：工作特徵、工作滿意度、工作參與度、工作能力、工作價值、組織公民行為和工作績效

Title of Thesis: The study of Job Characteristics, job Involvement, Work Value, Job Competency, Organizational Citizenship Behavior and Job Satisfaction on Job Performance

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Graduate Date: June 2020

Degree Conferred: M.B.A

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Abstract

The purpose of this study was to explore the relationships among job characteristics, job satisfaction, job competency, job involvement, work value, OCB, and job performance. The data was collected by convenience sampling method, totally 300 questionnaires and the link were send through the Email, Facebook and Line to those employed who work in Phnom Penh city, Cambodia. The study found that there is a relationship among different variables and job satisfaction mediate the relationship of job characteristics and job performance, the study also found that work value moderates the relationship between job characteristics and job satisfaction, job involvement mediate the relationship of job characteristics and job satisfaction, job competency mediate the relationship of job characteristics and job performance and OCB mediate the relationship of job satisfaction and job performance.

Keywords: Job Characteristics, Job Satisfaction, Job Involvement, Job Competency, Work Value, OCB and Job Performance

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CHAPTER ONE

INTRODUCTION

1.1 Research Background and Research Motivation

Nowadays, any industrial and organization are facing many challenges when competing with numerous sectors in the world such as market, financial, technology. One of the most important strategies to reach a challenge advantage is an objectionable implication on job performance. An organizational structure needs to bear the employees that have good enough on job characteristics that are able to get the job done because job characteristics are crucial to perform the overall success of the goal. Mostly, any industrial and organization are considering for a person who understands their role, attitude, and behaviors and has a high responsibility, abilities, and knowledge to appropriate with organization structure, which the most important thing in job performance case to achieve the goal.

An effective event theory of (Weiss & Cropanzano, 1996) was viewed as the various events of people experience has stipulated throughout on their situation workplace, that situation influences their effective side, and that effective side directly influences their performance. Job performance expected the value of an individual's behavior which is the ways that can gain out the course of a set session of time and assesses whether to get a good performance. However, job performance can be indicated by job satisfaction that viewed their feeling enjoyable and happiness with their work that can built employee's motivated. According to Roach, (1992) was determined the abilities, experience, knowledge acquired one professional responsibility. So, that is one of the most important things to carry out how was job performance, caused by some job competency. However, Organization Citizenship Behavior also the degree which is the crucial level that effect on job performance to get a good

results. Thus, Indarti et al. (2017) also proposed the organizational citizenship behavior is a type of employee who has a positive state as an attitude and behavior that well-being helpful, are willing to fairness and self-control otherwise towards in the organization well, cause of satisfied with their work that would be foster job performance. Job satisfaction defines as an important factor because a lot of employees spend a crucial part in their life at workplace. However, job satisfaction also influence on the universal life in the workplace, for the reason that satisfaction is a contented and cheery for human beings by Robbins, (2005). An extremely satisfaction worker has great physical and mental happiness for job performance. As far as we know that when the employee feels satisfied with their own job, who strongly engaged to involve everything in the workplace. Thus, job involvement which the level of an employee involved with and enthusiastic about their performance (Paullay et al., 1994). Job involvement is level to measure used by organizations to check the enthusiasm, physical, and mental engrossment of employees in doing their work. It is an emotional content and one's commitment to performing their duties with efficiency and interest. When employees are interested and emotionally connected with their work, the result will be excellent. Job-involved defines as people are committed, motivated, and enthusiastic. Even though, Job Characteristics is the main factor that can be an influence on job performance. According to Oldham, (1976) job characteristics were based on the reaction of a person according to the personality base on attitude and behavior that can affect to result, so it's widely considered to be the most important for job performance.

As much information mentions above, for this research which becomes a domain case to figure out the job performance. However, the studies focus on the relationship between job characteristics, job satisfaction, job competency, job involvement, work value, and OCB to consider the job performance context.

Cambodia is the bitter and tragic in the past story that has a detrimental impact on the number of a humans resources, so that is the main reason to conduct the research. That why this research? Because it still lacks a humans resources to complete on job performance in the developing country as Cambodia country and provides actionable recommendations to improve organization structure, discoverable for research and improve the literature available on human resource performance which expanding in job performance context which would be excellent research to discover the job performance in Cambodia. The research would be help a person who is working in an industrial or organization to produce a productivity and effectiveness, besides it can be motivating employees for superior and qualities on their job performance.

1.2 Research Objective

There are five primary objectives in this study to give clarifies view of what the research all about:

- To examine the connection between the seven variables: Job Characteristic, Job Satisfaction, Job Performance, Job Involvement, Job Competency, Work Value, and Organizational Citizenship Behavior
- To explore the mediation effect of Job Satisfaction and Job Competency while Job Characteristics in relation with Job Performance
- To study the mediation effect of Job Involvement while Job Characteristics with Job Satisfaction
- To study the mediation effect of Organizational Citizenship Behavior while Job Satisfaction in relation with Job Performance
- To investigate the moderation effect of Work Value while Job Characteristics in relationship with Job Satisfaction.

- To discover the source of construct base on the demographic characteristics like genders, ages, education levels, incomes, occupations level, and types of industry and work experience.

1.3 The Procedure and Research Structure

In the beginning this research was focus on a humans resources that related with a person who has currently working in industrial or any organization. Then was shown the research background, objectives and motivations. After that, a literature review was shown with Job Characteristic, Job Satisfaction, Organizational Citizenship Behavior, Job Performance, Job Involvement, Job Competency, Work Value, and especially about the interrelationship among seven research constructs above and a conceptual model and hypotheses with interrelationships between each constructs were explored. Then, the questionnaire and data sample was designed, that focused on who has currently working in Cambodia. 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 methodology to analyze data and hypotheses would be these techniques:

- Quantitative Survey
- Data analyze SPSS 23
 - Descriptive Statistics Analysis
 - Factor Loading and Reliability Test
 - The Independent Sample t-test
 - ANOVA (one-way analysis of variance)
 - Regression Analysis (Simple Linear Regression, Multiple regression and Hierarchical Regression)

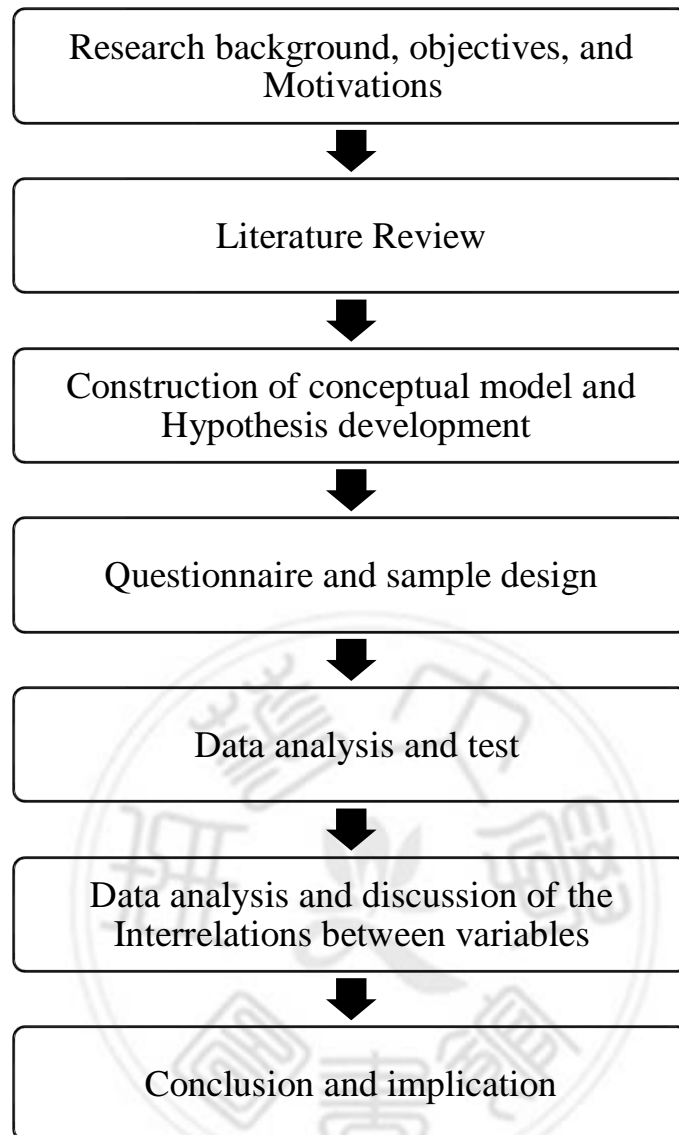


Figure 1-1 Research process

Source: Original Study

The content of this study was separated into five chapters which were summarized of each chapter below:

- Chapter one: Introduction

Chapter one would be shows the research background and research motivation of the study, then bases on the research process and establishment of conceptual model to raise the objectives.

- Chapter two: Literature Review

Chapter two, the relationship of literatures concerning Job Characteristic, Job Satisfaction, Job Performance, Job Involvement, Job Competency, Work Value and Organizational Citizenship Behavior would be mentioned. The definition of each research constructs also explained.

- Chapter Three: Method of Research

In this chapter, the framework model and constructs measurement with the research design for the study were outlined. Besides, sampling plan, questionnaire design, data collection process and technique methodologies have been discussed as well.

- Chapter four: Research Analysis and Finding

The rate of respondents' characteristics was showed in the first table. After that, would be the table of descriptive statistics for questionnaire items. Next, the result table of factor loading and reliability test for each items of research constructs was presented in the middle part of chapter four. After that, the results for each hypothesis would be shows.

- Chapter Five: Conclusions and Suggestions

The last chapter would summarize the main results in this study. Based on the results, the suggestion for future researches would be represent.

CHAPTER TWO

LITERATURE REVIEW

This chapter discusses about the previous studied regarding the seven constructs and related theories. After that, hypotheses will be shown. The flow of the construct as job characteristic, job satisfaction, job performance, job competency, job involvement, work value, organization citizenship behavior and interrelation among variable.

2.1. Job Characteristics

The essential components of HRM are job characteristics, which is focus on the conditions of a job that would fulfill the requirements of the company and employee holding the job. Job characteristics can make an employee with a particular field of work and will hopeful increasingly about their productivities (Hackman & Oldham, 1980). The job characteristic bases on the reaction of a person according to the personality due to an attitude and behavior can make an employee have a good result (Oldham, 1976). Even though, the three states of psychological job characteristic show knowledgeable of the work, responsible for work performance. The outcome of job characteristics can be built more motivation to the person as internal motivation, built more satisfaction and the person they work effectively with an inside motivation and make more satisfaction (Hackman & Oldham, 1980).

Job characteristics also extent personality to do their work which can involve in the psychological state of work responsibility, kind of work attitudes and behaviors (Deci, Olafsen, & Ryan, 2017). Similarly, who has experience as a job autonomy has a stronger work engagement, greater and good performance (Baard, Deci, & Ryan, 2004). Job Characteristics refer to which is critical to great work individuals and organizations that could to enhance

workplace creativity (Liu, Chen, & Yao, 2011). On other hands, the work experience as a working autonomy and feeling not constrained by rules was related with conceptual distinct, perceive characteristics of the job offer a rise to psychological side, which effect on employee's job attitude and behaviors (Hackman & Oldham, 1976, 1980) thus, whereas the person have an emotion not constrained by rules is a psychological side which elicited by the job autonomy. According to London and Smither (2002), job characteristics also refers to an individual's overall receptivity to feedback. Job Characteristics are another element of individual creativity and also refers to the extent of multiple skills or knowledgeable by the employees through their experience (Shalley et al, 2004). Job Characteristics refer to a degree that requires elements of action to carrying out the work according to by skill variety, autonomy, feedback which can be solving the goal.

2.2 Job Satisfaction

Job satisfaction is generally defined refers to employee emotion to satisfies with their job, which referred to motivation (Robbins, 2005). Job satisfaction also recognized as many-side constructs that cover the employee emotion's both intrinsic and extrinsic jobs (Wayne, 2006). On another hand, Job satisfaction is a mental sense of trust and satisfies to complete a person's needs, wants and expectations with the job itself and the work condition, and commitment to work (Spector, 1997).

The concept of job satisfaction looking for the person who can perceive their task and enjoy with their position (Daniel & Hamermesh, 2001). As stated by Thompson et al, (2012) job satisfaction defined that employee they feel happy with their job situation and also motivation work. The key work outcomes as performance, burnout, turnover, and absenteeism are kind of organizational factor that one part of job satisfaction (Badran & Kafafy, 2008).

Job satisfaction defined as a person's effective work attitude and behavior to a job based on a level of work situation, however; is kind of self-responses to one's job and has to stay along in his/her job (Kozlowski et al., 2009). Some important aspects of life are job and work and it occupies a lot of personality and life experience to any of other activities (Santhapparaj & Alam, 2005).

Generally, almost authors approved that job satisfaction is effective by the job itself, compensation, encouragement, supervision, working environment, and team work and relations within it (Luthans 2005; Scarpello and Campbell 1983). Job Satisfaction which the degree that specialized on reality of work condition is the main source of job satisfaction, many dimensions of the job were related with job satisfaction (Wong, Hiu and Law, 1998). However, raise on payment is requirement of job satisfaction factor (Luthans, 2005). Payment is many-side of situation and impacts on job satisfaction in many ways (Carragher and Buckley 1996; Judge 1993). Otherwise, the number of pay is the most evident job satisfaction factor, it is not the only feature of compensation that effect job satisfaction. Besides the number of payment, pay distribution, perceived fairness of compensation, and pay security are almost important for job satisfaction. Besides, pay is not only necessary in convention employees' hygienic or experiential needs (Herzberg 1964). (Luthans, 2005) was showed about employee encouragement has a bit of value in employee satisfaction in current organizations. Employees look forward to their team work and co-workers to be accommodation and sympathetic and make a pleasant environment in the team work. Cross-cultural studies shown that socialist in a national culture effective the importance of job satisfaction case (Janićijević, 1998).

Job Satisfaction is kind of working situation which refer for hygiene element with an asymmetrical influence on job satisfaction (Herzberg, 1964): if the working situation is superior the employees will not be disappointed, but

if they are inferior the employees will be disappointed. The working situation is considered to be the variety element of physical conditions at work, such as hygiene, noise, physical safety. In this study, job satisfaction was defined as both organizational and individual factor levels which include working environment, encouragement, payment, and work itself that can be influenced by job satisfaction.

2.3 Job Competency

Base on Carroll et al. (2008) was defined that the characteristics and capabilities of teamwork in which employee competency should have team competencies. Lyle et al., (1993) shows that competencies as a gathering of the traits, knowledge, skills, and attitude of employees which is the crucial state to be good job performance. Competency was viewed by Lucia and Lepsinger (1999) the attitudes, skills, and knowledge are the three major causes that affect one's job that like to become a component on job performance, which could estimate against well-accepted and built via training and development. According to Hoffmann, (1999) Competency referred to the degree that can attributes employees such as their skill, knowledge and attitude or abilities. Base on this definition makes a concern on the essential inputs of a human being in order for them to creative able for performances. Job competency is the job behaviors which employees need to set up in order to do a job successfully (Woodruffe, 1993).

Job competency referred to as a state of knowledge, experience, abilities and other characteristics that is the main cause for job performance. There have multi definitions on job competency kind of the state that having a piece of knowledge, skills, abilities, experiences, attitude, and motive that need to respond adequately to the required of one's professional (Roach, 1992). Schwarz and Wojtczak, (2002) who was viewed the job competency is the

owning of a reasonable degree of who were assumed to possess special knowledge of the facts and achievement of a diversities of suitable skills which include interpersonal and technical components, such as skills, knowledge, and ability all of those are primary to complete the task in the workplace.

They are a crucial part of organizations that have embraced team-based work unique and can provide a specific for team and development. According to Meek et al. (2010) job competency is the main key role of academics on how to estimate the ability employee and be able to organize the process in the workplace. Spencer and Spencer (1993) were viewed the job competency is effective for work results is based on competency individual of employee's characteristics. Effective ways to improve employee's jobs based on the competency model, the competency could be used for selection, management, and promotion to gathering (Jung & Shin, 2014). Competency is defined as a combination of organizational, knowledge, behavior, skills, and abilities, and experience which to improve their performance task diverse.

2.4 Job Involvement

Job involvement could be determined as a way to discover to perceptions condition of vital to understand with the job (Elloy, Everett, & Flynn (1992). job involvement is vital recognized with the job (Brown and Leigh, 1996). Similar, Lawler and Hall (1970) viewed that job involvement was the vital indicated on employees with their job and apply in the situation in the middle to the employee and their identity. Base on Kanungo, (1982) the degree of initiation of an employee's job is an individual's vital identify with a job and job involvement. Paullay, Alliger, & Stone-Romero (1994) job involvement was express that during a person is involved with work processing and focus on the current job. However, Paullay et al. (1994) investigate that job involvement referred to how the individual's life-essential into the job

environment. Lodhal and Kejner, (1965) was considered on job involvement that the degree which employee identification metal with their job and how it principle thing to their self -image. However, Fletcher (1998) expresses that job involvement should be the degree of a key to recognized raise by perception or reliance side. Despite, Hackman and Lawler (1971) stated that job involvement is an important factor in the model to motivate a person. Chen and Chiu (2009) found that employee with high solving are more individualistic and trust with their self, the employee cannot carry on their work responsibilities in following with the job loyalty required by the organization, however, it likely do their job following with the cognitive condition of their performance. Based on Kanungo (1982) demonstrated that job involvement as the degree which refers to the intellectual to their job. Attention, with activities and focus on with their current job was considered (Paullay et al., 1994). Job involvement figures out to seek the extension employee's going to single-mindedness that affects organizational performance and well-being (Glew, LearyKelly, Griffin, and Van Fleet, 1995). Blau (1985), stated that job involvement promoted the employees' opportunities to make their single decisions, the basis for empowerment on their job involvement. Base on Vein Paullay, Alliger, and Stone-Romero (1994) recommend that the main part of employees' self-definition is the level to involve in their job. The visual mentally job involvement that investigated by Allport (1943), as the concern with their job or the level who are paying more attention in their job, to complete their important need. In this research, job involvement refers to a person who pays more activity participated and high creative involvement, proactive personality and trying to involved with teamwork to achieve the goal.

2.5 Work Value

Work value is an important role in human life, is the main source of receiving, and base on social status, social participation, consumption, health, and family life, so on. For this reason, work value is closely related to the value of human life. Work Value determines as the concept individual's at the workplace on authentic outcome attach to quality of work performance (Elizur, 1984). As same as (Zedeck, 1997) defined that work value is the essential state boost employees attain their work. More ever, work value can be determined out that are reach either through work or as an outcome of work (Cotton et al., 1997). Industrial and organization were stated the work value is the standard upon that regular's give thought to their job (George and Jones, 1997). Base on (Dose, 1997) it has been demonstrated that the ability of employee's appearance showed through in their workplace, which given the result influence on employee behavior and attitude.

Work value is a belief that the degree refers to a beneficial as a given high salary, comfortable in the workplace and with people that work around their area (Super, 1952). Similar to (Does, 1997) proved that the work environment by which character indicated what's right or evaluate the important case of partiality. Dencker et al, (2007) have investigated that employee and their families have given to arranged and enhanced an advantaged and opportunities in which there is a broad variety such as tuition reimbursement, flexible work schedules, and stress management. Ali and Al-Kazemi, (2005) viewed that an organization to upgrade its concern of the work value which is to promoted employee's creativity to influence work results. Work value concern as a substantial class of preferences, priorities, choices, attitudes, and decisions with respecting to work (Yeganeh, 2017). Work Value which is the degree considerable and giving a higher value at work that to make

employee feeling enjoyable in a period that they always happy in the workplace go to each day.

2.6 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior is defined as operation or behavior who are willing to engagement after their suggestion role requirements. Organizational Citizenship Behavior refers to the kind of positive attitude and behavior that being helpful, caring, are willing to fairness and self-control towards the organization (Indarti et al, .2017). According to (Konovsky and Organ, 1996) considered that (OCB) refers to who can offering not authorized rewarded nor attainable enforceable by supervision. It offering to help others in the industrial or organization to take the requirement the degree of performance (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Organization Citizenship Behavior is similar to environmental performance, widely indicating no job-specific behaviors, including cooperating and helping others and accomplish the task which goes after job responsibility (Borman & Motowidlo, 1997).

Organ (1988), preferred for another set of organizational citizenship behavior dimensions such as altruism, sportsmanship, conscientiousness, courtesy, and civic virtue. This offers five main dimensions of OCB (Allison et al., 2001) Altruism, which the degree of behavior helping other people without any force on the tasks which are closely linked with organizational working. Civic virtue, attend with optional and bear the function of both none manual and social nature. Conscientiousness, refer to the person behaviors or attitude, high in term of appearance and doing something behind normal requirement and expectations. Courtesy, refer to the person that does a good thing and almost respectful to others employee, including attitude and behaviors such as help others to prevent a problem or take steps to reduce the development of a

problem. Sportsmanship, focus on the positive side rather than the negative side, recognized the behavior is not pleasant protest, do not grumble and do not overestimate a small issues Organ states that: (OCB) as behavior will not actually to know from the official reward system, and overall to promoted the influence functioning of the organization” As same as Podsakoff et al. (1990) focused on five domain which he viewed a widely use such as altruism refer to people who willing to help others have been absent and try workload; Conscientiousness, refer which the degree of person who attended at work is about the role and willing to work without break time; sportsmanship, refer to the person who thinks for only positive side, and know their competency and trying to do something; Courtesy, the person who is thinking clearly, doing step by step to keep something happen negative with other person and their behavior have impact on other people; and the meeting is not compulsory but still think that is the essential thing and attend useful that not need, otherwise helping the company image for civic virtue. OCB is the factor of extra-role that considered into any various operation research. OCB showed as the own behavior which is none mandatory, not direct or explicit admit by the official system and which in the cluster to promotes the effective function of the organization (Organ & Ryan, 1995). Podsakoff et al. (2000) were argued that organizational citizenship behavior as an own behavior not directly direct accepts an award from the formal system and the use of a motivated organization. As behavior is not obligated by the requirements of the role or job description it is free and voluntary depend on personal needs. Emmerik and Euwema, (2007) has a proved three type of organizational citizenship behavior is conscientiousness, agreeableness, open to experience, positive effect on OCB employee, whereas extra-version and feeling stability negative influence on OCB employee. In this study, OCB refers to the kind of person who has a positive side and good

behavior that being helpful, caring, are willing to fairness and self-control forward to make industrial and organization growth.

2.7 Job Performance

Job Performance refers to the kind of action or process of intervening in the field of organization in the mental process which boosts human performance. Job performance has defined as the organization to utilize behavior that brings outperformance. This definition has updated job performance that related to the theory of a difference in a task and contextual work results (Motowidlo, Borman, & Schmit, 1997). According to Borman and Motowidlo, (1997) has been view job performance that it refers to productiveness with which employee perform their daily behavior that can carry the result to the industrial and organization. In the past studied focus on employees acknowledge the section of work experiences effective movement has over time directly. Effective episode theory (Weiss & Cropanzano, 1996) the various events of people experience have demand throughout their circumstances workplace, which circumstances impact their affective side, and that affective side directly impacts performance. Beal, Weiss, Barros, and MacDermid's (2005) the process model of influence and job performance has details of feeling state and in a real situation. Even though the value of individual behavior has a positive on the industrial and organization, but which doesn't guarantee performance behavior will be positive with the industrial and organization.

Campbell (1990) described eight behavioral dimensions of performance that describe the top in the dictionary of occupation titles. Firstly, focus on job individual task proficiency: it showed how the employee can achieve the task which improves the required of a job or a further job. None-job individual task proficiency: How someone can produce their perform task which are not

distinctive to the job but which are required by almost jobs in industrial or organization. Written and oral communications: it focuses on who can write or speak for tasks. Maintaining personal discipline: how well someone keeps away from negative behavior such as substance abuse, rule-breaking, and habitual absence from work. Facilitating peer and team performance: How well someone encourages, helps, and built peers and helping the group function as an influence unit. Supervision: how someone influences junior through face to face interconnection. Administration and Management: Organizational situation goals, organizing someone and resources, check progress, managed expenses, and find the additional resources are the nonsupervisory function of management, that how well someone performance to others.

Base on (Boselie, 2010) was demonstrated that an employee will perform their job as well when they process the knowledge and skills as an appropriate attentive and incentive and are contributed with the requirement to support and method of expression. Job performance was the view as level in which specific available to attain fully achieve job task extending that includes both task or normal-role performance and contextual or extra-role performance (Borman, Ackerman, & Kubisiak, 1994). In this research, job performance refers to the degree of behavior, attitude, ability, an experience that can make employees satisfied with their job which enhances out a higher performance as well.

2.8 Hypothesis Development

2.8.1 Interrelationship between Job Characteristics and Job Satisfaction

Ali et al. (2014) examined the correlation between job characteristics and job satisfaction surrounded by managers at fast food outlets. It could be indicated that job characteristics influence almost job satisfaction surrounded by fast food outlet managers who have had a significant. Job Characteristics has five main dimensions (such as job autonomy, skill variety, job significant,

job identify, and feedback). So, in the previous study (Gözükara et al., 2016) showed that the job characteristic is kind of job autonomy which correlates with job satisfaction that demonstrated job characteristic has a positive on job satisfaction. Job characteristic enhances satisfies levels of employees in the workplace. In this part, they provide significant support and influence the direct relationship between job characteristics and job satisfaction as long as there were a little-studied such a relationship.

The article used socio-emotional particular theory to estimate how the relationship between job characteristics and job satisfaction will change as workers age, the results find out to support for the theory, which in the relationship between autonomy and job satisfaction raise with age (Thomas et al., 2019). Thus, the interrelation between job characteristics and job satisfaction would be tested in the job performance context. Thus, the following hypothesis was developed:

H1. There is a significant effect between Job Characteristic and Job Satisfaction

2.8.2 Interrelationship between Job Characteristics and Job Involvement

Chen and Chiu (2009) found that after determine for the other four elements of job characteristics, only skill variety was negatively related to job involvement, and feedback was no relation with job involvement. Otherwise, the correlations between skill variety and job involvement and between feedback and job involvement were positive. One achievable explanation which is originated in the great correlations among the five elements of job characteristics, which caused the relationship between skill variety and job involvement to be explicated by other job characteristics (Cohen, Ledford & Spreitzer, 1996).

Lawler and Hall, (1970) data on job involvement suggest that some of the same job characteristics which affect satisfaction also affect job

involvement. However, the relationships are not as strong, and involvement relates only to the self-rated job design characteristics. In previous studies showed the negative relation and the author still suggest that job characteristic and job involvement need to tests. Thus, the following hypothesis was developed:

H2. There is significant effect between job Characteristic and Job Involvement

2.8.3 Interrelationship between Job Involvement and Job Satisfaction

García et al. (2018) indicated that another interesting result has positive effect of job involvement on job satisfaction was higher when considering intrinsic part than considering extrinsic part, it was distinguished by various forms of participation in job-related decisions and it was available to note that participation in decisions on the organization which the degree presents the highest positive impact. The millennial workers attach with greater importance to an intrinsic part of their jobs (such as the available to use their knowledge), which may utilize their satisfaction in a work situation.

Olló-López et al. (2016) investigated that the positive effect that the implementation of the high involvement work system may have on employee satisfaction, has given a more fine-grained interpret of the mechanism via which such impact occurs. The Perceptions for interesting in the job, which effort levels and wages that can be more distribute job satisfaction. Even, between job involvement and job satisfaction have found the positive but in this research want to examine job performance context. Thus, the following hypothesis was developed:

H3. There is significant effect between job involvement and job satisfaction

2.8.4 Mediation Influence of Job Involvement while Job Characteristics in relation with Job Satisfaction

The relationship between job involvement and job satisfaction is higher when considering intrinsic state than considering the extrinsic state by (García et al., 2018) was shown a positive effect on each other. Chien Cheng Chen & Su- Fen Chiu, (2010) showed that through the process those employees have greater job involvement with three job characteristics which are job identity, job significance, and job autonomy that have a positive significance. Otherwise, Brown (1996), in meta-analysis research, showed that four of the five dimensions of job characteristics (reject autonomy) all have had positive relationships with job involvement and concluding that enriched jobs stimulate job involvement.

H4. Job Involvement Mediates the relation Job Characteristic and Job Satisfaction.

2.8.5 Interrelationship between Job Characteristics and Job Performance

Brooks and Califf (2017) studied was investigate that job characteristics can play the main role in reduced how the stress produce by technology influence on job performance. Exactly, the results showed that job feedback, job identity, job significance, and skill variety can significantly reduce the impact of social media-induced technostress on job performance.

The authors have tested the relationships between job characteristics and job performance. The five job characteristics which had found empiric support for the indirect effect of job feedback on job performance, which indicated the jobs that give adequate feedback be enabled public sector employees to function well, so resulting illustrated to good job performance (Johari et al., 2018). This study will exam on job performance context. Thus, the following hypothesis was developed:

H5. There is significant effect between Job Characteristic and Job Performance

2.8.6 Interrelationship between Job Satisfaction and Job Performance

The results of the last study were expressed that specific job satisfaction and job performance are positively correlated, the mean correlations reported in the previous study were interpreted for true relationships (Petty, McGee & Cavender, 1984). According to Petty et al. (1984), the result showed that the relationship between job satisfaction and job performance has no significant. Based on the previous studies, Roznowski and Hulin, (1992) reviewed and re-examined the relationship between job satisfaction and job performance, anyhow the prospective linkage between satisfaction and performance is almost as old as the field of industrial-organizational psychology, the relationship between employee satisfaction and job performance is no longer considered an important area of research on industrial-organizational psychology. Although I endorse keep going ahead to research involving current reconceptualization of job satisfaction and job performance. Time has come, so this research does believe that the study of the satisfaction-performance relationship which has important. In this research, consider the job performance context. Thus, the following hypothesis was developed:

H6. There is a significant effect between Job Satisfaction and Job Performance

2.8.7 Mediation Influence of Job Satisfaction while Job Characteristics in Relation with Job Performance

According to (Yousef, 1998) was indicated that there was a significant positive correlation, however not very strong, between satisfaction with job security and organizational commitment, besides between satisfaction with job security and performance. Johari and Yahya, (2016). While it has provided arguments on the time sequence of the factor, it is also available as a positive

job performance was likely to induce a favorable perception. So, this current research, we desire to exam the mediation of job satisfaction while job characteristics have a relationship with job performance. So, the following hypothesis was developed:

H7. Job Satisfaction mediates the relation between Job Characteristic and Job Performance.

2.8.8 Interrelationship between Job Satisfaction and Organizational Citizenship Behavior (OCB)

According to previous studied on simple linear regression was applied on job satisfaction and OCB where job satisfaction was taken as an independent variable while OCB was taken as dependent variable (Saxena, Tomar & Tomar, 2019), basis the results obtained in the study, it has been found that there is a significant impact of job satisfaction on OCB. However, Abdullah et al. (2016) investigated the levels of OCB have a positive relationship with job satisfaction, but the results of studies showed the opposite direction in such a relationship. Job Satisfaction positively influences the intention of teachers to develop OCB (Soto et al., 2019).

Singh and Singh (2018), the Authors demonstrated the perception fair at the workplace and psychology empowerment predispose employees to display organizationally want discretionary job behaviors (OCB); and, the display of OCB by the employees help influence positively to their level of Job Satisfaction. Even though, this study would be developed the hypothesis in the job performance context as below:

H8. There is a significant between Job Satisfaction and Organization Citizenship Behavior

2.8.9 Interrelationship between Organizational Citizenship Behavior (OCB) and Job Performance

The previous studied was illustrated that OCB has significantly predicted on job performance, confirm of assertion earlier studies which have found OCB to utilize the ability for coworkers and managers to perform their jobs through greater well planned, scheduled and problem solved by (MacKenzie et al., 1991). Cohen et al. (2012) showed that the characteristics of the teamwork seem to greatly affect the nature of the exchange relationship that ascertain in-role performance and OCB. The group, as a very important part of the formation of organizational citizenship behavior norms and behavior, has somehow has been failed to notice in past scholars. While much research on how the group influences the exchange relationship was desired, the author suggests that group characteristics have many to provide in increasing their concern of performance and OCB in the workplace in universal and in health care systems.

Many organizations authors' concerns that organizational effective was encouraged by rewarding well performers and by restricting turnover to low performers. Thus, it may be useful for organizations' citizenship behavior to build a great relationship between satisfaction and performance (LAWLER & PORTER, 1967) in effect, the low positive relationship between satisfaction and performance in an organization. According to (LAWLER & PORTER, 1967) found that between job performance and OCB was less positive relation, so in this study would be an exam in the job performance context that the following hypothesis was developed:

H9. There is significant effect between Organizational Citizenship Behavior and Job Performance

2.2.10 Mediation influence of Organizational Citizenship Behavior (OCB) while Job Satisfaction in relation with Job Performance

Organ, (1990) was studied the relationship between job satisfaction and OCB which both have mostly emphasized general job satisfaction and have not divided job satisfaction into various dimensions. There are considerable pieces of evidence that OCB and job satisfaction were positively related (Lee & Allen, 2002; MacKenzie, Podsakoff, & Ahearne, 1998; Smith et al., 1983). Bateman and Organ (1983) conducted a longitudinal, cross-lagged study in which they compared "supervisory ratings of OCB" and "employee self-reported levels of job satisfaction." They found a great and positive relationship between overall OCB and contextual job satisfaction.

The previous studied was investigated that OCB which has significantly predicted job performance which has found OCB to utilized the ability of coworkers and managers to perform (MacKenzie et al., 1991). This research would be exam the mediation of OCB while job satisfaction has a relation between and job performance.

H10. Organizational Citizenship Behavior mediates the relation between Job Satisfaction and Job Performance

2.2.11 Interrelationship between Job Characteristics and Job Competency

Competency and job characteristics of variable job autonomy had a significant effect at two between and within-subject levels of analysis is consistent with their assumption that they are each distinct and necessary psychology desired, which are likely to relate to well-being in any measurement context, time frame, or types of analysis (Sheldon, Ryan & Reis, 1996). Thus, in this study would be developed the following hypothesis:

H11. There is significant effect between Job Characteristic and Job Competency

2.2.12 Interrelationship between Job Competency and Job Performance

The relationship between job competency and job performance was shown up from the usual idea that performance was based on competency, they still question the linearity relationship between performance and competency: They find a positive correlations between job performance and current job competency, standard required job competency and competency matching (Tutu & Constantin, 2012).

According to Trivellas et al. (2015) was shown that career success satisfaction (CS) proved to be a forerunner of general competencies, that in turn exert a positive impact on job performance. The effects of CS on specific performance can be mostly realized through the increasing of widely job competencies. In this study, the following hypothesis would be developed:

H12. There is significant effect between Job Competency and Job Performance

2.2.13 Mediation influence of Job Competency While Job Characteristics in relationship with Job Performance

Sheldon et al. (1996) found that job competency and job characteristics had a significant effect. The positive correlations between job performance and current job competency level, the standard required job competency level and competency (Tutu & Constantin, (2012). According to (Jayan, 2006) was shown the significance of each competency in itself has had a significant impact on performance that must be predicted with various levels and class of managers' performance in varies organizations. Due, in this study, was an exam that the following hypothesis would be developed:

H13. Job Competency mediates the relation between Job Characteristic and Job Performance

2.2.14 Moderation of Work Value on Job Characteristics and Job Satisfaction

Kalleberg (1977) was examined the differences in job satisfaction in terms of both perceived job characteristics and variously in work values. It has viewed that work values have independent and significant effects on job satisfaction. Even though Job Autonomy provision and Pay-for-performance are interdependent decisions, Evidence of a positive correlation between these concepts is found in all the related empirical studies that have previously estimated this relationship (Ben-Ner, Kong & Lluís, 2012). The authors indicated that physician job satisfaction correlates positively with altruism, commitment to the needs of society, and humanistic values like empathy, integrity, and trustworthiness (Stoddard et al., 2001). Likewise, the researcher found that family physicians who strongly endorsed the work value of prestige tended to report less levels of job satisfaction (Bouwkamp-Memmer, Whiston & Hartung, (2013). Thus, the following hypothesis would be developed:

H14. Work value moderates on Job Characteristic and Job Satisfaction

CHAPTER THREE

RESEARCH METHODOLOGY

In this chapter, the study would be describe the hypothesis with the framework that will raise seven constructs to study and discover. Besides, this chapter, also would be explained the method that use to measure and analyze in this study; it also shows the sampling plan, questionnaire design, and the data analysis techniques would be showed in this chapter as well.

3.1 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).

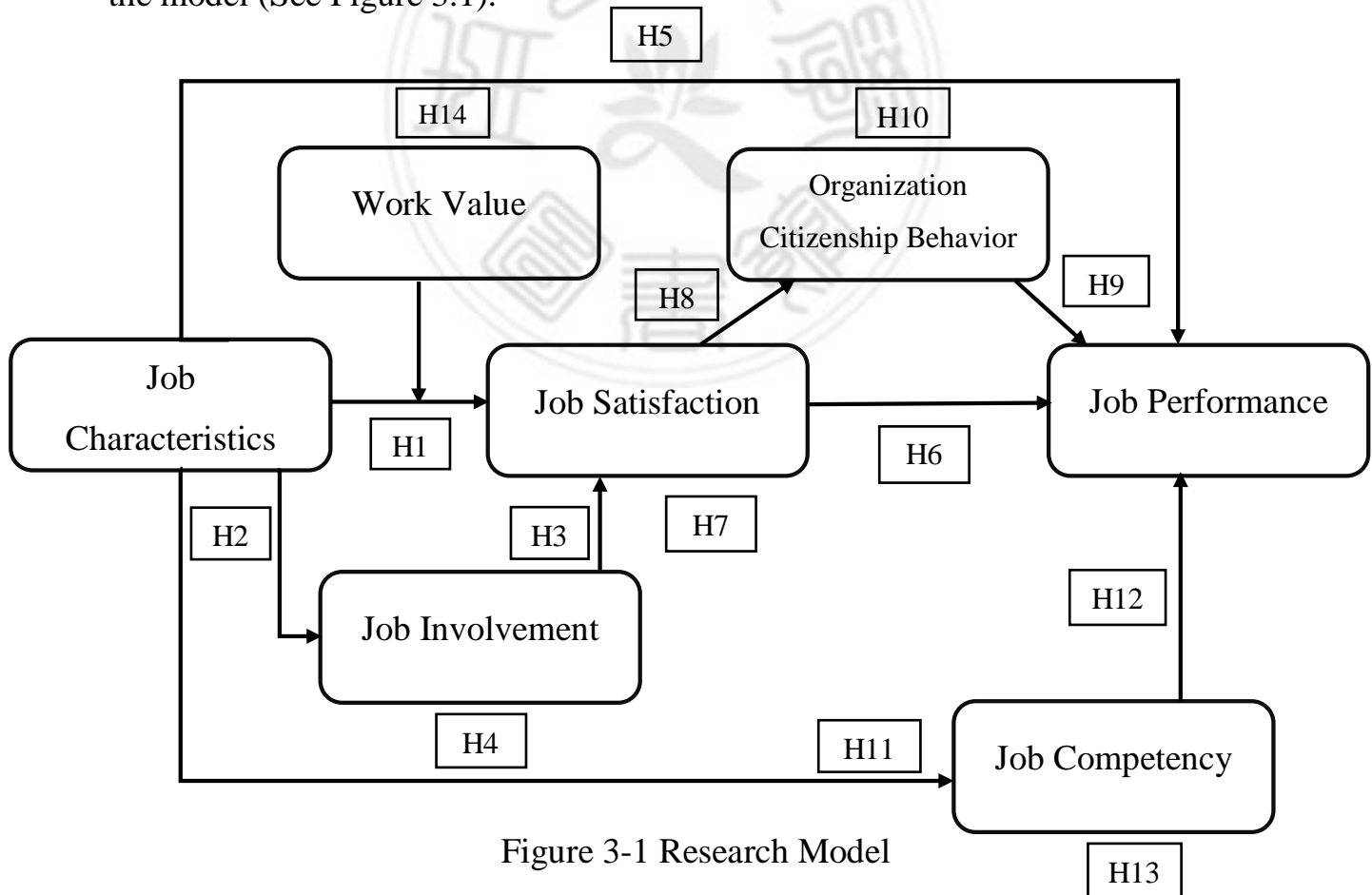


Figure 3-1 Research Model

Original Source

Job Characteristic and Job Satisfaction are considered as independent variables, while job performance is considered as a dependent variable. In addition, job involvement, OCB and job competency acts as mediating variables and work value as moderating variables. According to figure 3.1 and above literatures mentioned the hypotheses were constructed as below:

Hypothesis H1: Job characteristic is positively effect on job satisfaction

Hypothesis H2: Job characteristic is positively effect on job involvement

Hypothesis H3: Job involvement is positively effect on job satisfaction

Hypothesis H4: Job involvement is mediator between job characteristic and job satisfaction

Hypothesis H5: Job characteristic is positively effect on job performance

Hypothesis H6: Job satisfaction is positively effect on job performance

Hypothesis H7: Job satisfaction mediator between job characteristic and job performance

Hypothesis H8: Job satisfaction is positively effect on organizational citizenship behavior

Hypothesis H9: Organizational citizenship behavior is positively effect on job performance

Hypothesis H10: Organizational citizenship behavior mediator between job satisfaction and job performance

Hypothesis H11: Job characteristic is positively effect on job competency

Hypothesis H12: Job competency is positively effect on job performance

Hypothesis H13: Job competency mediator between job characteristic and job performance

Hypothesis H14: Work value moderator relationship between job characteristic and job satisfaction.

3.2 Instrument

The survey would be targeted on the person who were employed. The research questionnaire with 61 items is developed to obtain the responses from the employed who currently working in Phnom Penh, Cambodia country. The research questionnaires were divided into two parts. The first one consisted of seven constructs: Job Characteristics with eleven items, twelve items of job satisfaction, nine items of job competency, six items of job involvement, eleven items of work value, seven items of organizational citizenship behavior, five items of job performance. The second part was demographics which included gender, age, education level, incomes and occupation levels, type of industrial and work experience. This study was use seven-point Likert scale which from strongly Disagree (1), Disagree (2), slightly Disagree (3), neither agree or nor disagree (4), slightly Agree (5), Agree (6) and to strongly Agree (7). This scale was used to measure the variable and respondents were asked to rate for the survey. It would take approximately 20 minutes to complete the questionnaire. The detailed contents of the questionnaire are shown in the Appendix.

3.3 Construct measurement

In this study, there were seven constructs to study. Those constructs are Job Characteristics, Job Satisfaction, Job Involvement, Job Competency, Job Performance, Work Value and OCB. Some of construct has component and questionnaire items that were based on the previous research in order to establish the questionnaire items to study.

3.3.1 Job Characteristics

The study in this context would show about contribute an employed with a particular field of work and their productivities in the workplace. The

previous scholar was studied five-component but this study focus on skill variety, job autonomy, and feedback. To measure the willingness of trying out the job characteristics in this construct. The questionnaire would be based on Taber, Beehr, & Walsh, (1985). The list of eleven questionnaire items for construct “Job Characteristics” was mention below:

- (JCh1) I use my skill in my current job.
- (JCh2) My job requires that I can be very creative.
- (JCh3) My job requires that I must constantly learn new things.
- (JCh4) My job require learning new skill.
- (JCh5) I have a created deal of freedom as to how I do my job.
- (JCh6) Most of my interests are derived from my job.
- (JCh7) I can involving problems in my job. Job make good use my skill and ability.
- (JCh8) I have an enough information to do my job well.
- (JCh9) I’m encouraged to come up with better way to complete my job.
- (JCh10) I can recognize for which I do a good job.
- (JCh11) I gather experience and learnt the new thing from my job to improving my ability.

3.3.2 Job Satisfaction

As the study defined in this context, it refers to an employee who feels satisfied with their job as perceived with the task, position, and pay. Based on Smithson and Lewis, (2000) the list twelve questionnaire items of “Job Satisfaction” would state as below:

- (JS1) I have a job secure future.
- (JS2) The company I work will give a job without the risk becoming.
- (JS3) I love my job because is not dangerous.
- (JS4) I love my job because is not much pressure from others.

- (JS5) The promote in my workplace is comfortable to me.
- (JS6) I have a special course training each months that pushing to get well performance.
- (JS7) I have learned many new job to pursue position.
- (JS8) I am satisfied with my chance to promote.
- (JS9) I feel I can easily communicate with others from all level of this organization.
- (JS10) I feel satisfied with my job cause of salary higher.
- (JS11) I feel satisfied with my chance for salary increase.
- (JS12) I am satisfied with benefit that I receive.

3.3.3 Job Competency

Job Competency defined as employees who has work experience, abilities, and knowledge. The questionnaire in this study base on Draganidis and Mentzas, (2006) the questionnaire items on measuring of “Job Competency” that have nine, would shown below:

- (JCP1) I have an experience and ability to involve process my job.
- (JCP2) I have responded to manage my personal job.
- (JCP3) I have enough information to achieve my job.
- (JCP4) I can do my job base on circumstances immediately.
- (JCP5) I can complete my work as well because I am well- being managing time, think what priorities to do first that is the way to achieve my job.
- (JCP6) I have a creative thinking that can reflexes with my workplace require at moment.
- (JCP7) I have high expectation how does my job going.
- (JCP8) I believe I can improved my job better according my process.
- (JCP9) I believe I can do my job.

3.3.4 Job Involvement

Job Involvement in this context refers to the person who pays more activity to involve and creative work. The questionnaire of study base on Zopiatis et al. (2014) that has sixes questionnaire items would state as below:

- (JI1) I am very much involved personally in my job.
- (JI2) I am both of personally and team highly involved in my job.
- (JI3) I can process my job because I work with teamwork.
- (JI4) I can solved the problem with my team work earlier than schedule.
- (JI5) I concentrate efforts in order to complete the goals in the workplace.
- (JI6) I will do more extra effort to make my job success.

3.3.5 Work Value

As the study mentioned the work value, it the perception that individuals receive benefits from the workplace. Thus, the questionnaire would be based on the previous study of Elizur (1984) to measure the work value that has eleven questionnaire items would state as below:

- (WV1) Work in which you have to keep solving new problems
- (WV2) Work in which you help others.
- (WV3) Work in which you can get a raise.
- (WV4) Work in which you look forward to changes in your job
- (WV5) Work in which you have freedom in your own area
- (WV6) Work in which you gain prestige in your field.
- (WV7) Work in which you get the feeling of having done a good day's work.
- (WV8) Work in which you are one of the gang.
- (WV9) Work in which you are paid enough to live comfortably
- (WV10) Work in which you can be the kind of person you would like to be.
- (WV11) Work in which you have a boss who gives you a square deal.

3.3.6 Organizational Citizenship Behavior (OCB)

Indarti et al. (2017) defined that OCB has a positive attitude and behavior that is helpful, caring, is willing to fairness and self-control towards the organization. So based on the previous scholar that use the seven questionnaire items to study it be would be show in the following:

(OCB1) I have a positive impact on employee performance and well-being.

(OCB2) I want to involve activity in which help to promote working although that are not my duty.

(OCB3) I am willing to do something overtime on my job respond.

(OCB4) I carry out activity that serve to improve my job.

(OCB5) I do not tend see to the problem greater than they are.

(OCB6) I always focus on the aspect positive of event rather than negative aspects.

(OCB7) I deeply to share something to workplace.

3.3.7 Job Performance

Job Performance refers to kind of behavior, attitude, skill, knowledge and experience to carry out the higher job performance. According to the study of Stephan et al., (2012), this study would be based on this previous study, so the fives questionnaire items that measuring on Job performance would state as below:

(JP1) I know, and understand the responsibilities of my job.

(JP2) I believe that I am a productive and active person.

(JP3) I believe that I have had enough experience and ability to performance my job.

(JP4) I can fulfill the job very well.

(JP5) Good as my job characteristic it can make my job more better performance.

3.4 Translation

Due to the items of questionnaire establish in English, and the survey would target the people who were employed and have a current work. Therefore, conducting the questionnaire would be careful by translating into the Khmer language in order to be a convenience for the respondent to be easy to understand the question what is talking about. The question would be translated by Cambodian's translator who have a current work in Khmer language center in Cambodia to make the questionnaire more professional and match with the meaning between English and Khmer version.

3.5 Demographic

The demographic characteristics had designed to investigate the dissimilar 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
- Education levels
- Types of industrial
- Occupation levels
- Work experience
- Incomes

3.6 Sampling and Data Collection

The research would conduct the quantitative data that surveyed by Google Form, and the link would send to social media, such as Facebook,

LinkedIn, Gmail, Instagram etc. The link would let the respondent tick the seven point Likert scales which state the questionnaire items, and this study have 300 sample in order to be use as a reference and sample in this current study. After collecting the data meet with the requirement, the data would be exported into the SPSS (.sav) file. The method of analyzing data stated in the Data Analysis Procedure part.

3.7 Pilot Test

The trial teste would be conduct by collected the answer from 50 respondents, and the questionnaire would create through Google form. Then, the form of the questionnaire would send as the link to Facebook, LinkedIn, Gmail, and Instagram. After, collected from 50 respondents, the data would analyzed. Which requirement of Cronbach's Alpha of each factor were higher 0.7 which could indicate that the questionnaire can continue to conduct because of the questionnaire can be understood by the respondents.

3.8 Data Analysis Procedure

The software program named SPSS version 23 was used to analysis the data. To test the hypotheses as developed from this study, and it use the methodological techniques were adopted:

- Quantitative Survey
- Data analyze SPSS 23
 - Descriptive Statistic Analysis
 - Factor Loading and Reliability Test
 - The Independent Sample t-test
 - ANOVA (one-way analysis of variance)
 - Regression Analysis (Simple Linear Regression, Multiple regression and Hierarchical Regression)

3.8.1 Descriptive Statistic Analysis

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

3.8.2 Factor Analysis and Reliability Tests

Factor analysis:

The goal of factor analysis is to examine the primary variance structure of the set of correlation coefficients. Factor 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 use 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 member of a specific factor.

Reliability test:

After running reliability test, Item-to-total Correlation and Cronbach's α would be shown. These results measure the correlation of each item to the sum of the remaining items within one factor. This approach presumes that 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. which Cronbach's α higher than 0.7 and Items with correlation lower than 0.5, will be deleted from analysis process.

3.8.3 Independent Sample t-test

To test whether the differences between two groups in relation with single variable, independent sample t-test is used for this case. In this study, it was applied to compare the differences between genders (male and female) and type of industry (service and production/manufactory) in the seven constructs: Job Characteristics, Job Satisfaction, Job Involvement, Job Competency, Work Value, Organizational Citizenship Behavior and Job Performance. The analysis will be significant with t-value higher than 1.96, also the p-value lower than 0.05.

3.8.4 One Way Analysis of Variance ANOVA

To test whether the differences between more than two groups in relation to one variable, one-way ANOVA is used in this case. In this study, it was applied to compare the differences between demographic variables (i.e. Ages, Education levels, Incomes, Occupation Level, work experience) of the respondents in the seven constructs: Job Characteristic, Job Satisfaction, Job Involvement, Job Competency, Work Value, Organizational Citizenship Behavior and Job Performance. This this would check the F- value and P- value, which ($P < 0.05$ significant) if significant then check the levene statistic, last step, check Dunnett T3 but if no significant check the Scheffe.

3.8.5 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 satisfaction, job competency, job involvement, work value, OCB, 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 would be significant when the R-square 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 involvement between independent variable of job characteristics and dependent variable of job satisfaction, mediating variable of job competency between independent variable of job characteristics and dependent variable of job performance, mediating variable of OCB between independent variable of job satisfaction and dependent variable of job performance and mediating variable of job satisfaction between independent variable of job characteristic and dependent variable of job performance.

Hierarchical Regression Analysis:

To test how moderating variable of work value effect on the relationship between the independent variable of job characteristic and the dependent

variable of job satisfaction and the method named hierarchical regression analysis was conducted.



CHAPTER FOUR

DATA ANALYSIS AND RESULTS

In this chapter, it would interpret the result of data that surveyed from the respondents. For the first section, it described the descriptive analysis which would be demonstrate the statistical amount of respondent by stating the demographics of them as the research has mentioned above. The second section will indicate the factor loading and reliability of the items of the questionnaire in order to measure the questionnaire that answered by the respondent may have the problem or not. Then third step, Independent Sample T-test and One Way ANOVA analyze between the groups of demographics with seven constructs and the last step would discuss about the Regression Analysis (multiple regression analysis) is used to analyze the relationship between a single dependent variable and several independent variables and Hierarchical Regression Analysis to measure how moderate have relationship with independent and dependent in this study.

4.1 Description Analysis

For the descriptive analysis part, it would be present the characteristics of the respondent by recognizing the necessary information from them; moreover, it also displays the mean and standard deviation of all items in the survey questionnaire. The following would state as below.

4.1.1 Characteristic of Respondents

After collecting the data from respondents, and the survey also requires the respondent to answer some necessary information in order to recognize some group of people. Table 4.1 It would be displays the statistics of demographic of respondents which describe the characteristic of genders, ages,

educational levels, and occupation levels, type of industry, income and work experience. For example, the male stands for 60.3% as the respondents in this research.

Table 4.1 Characteristic of Respondents

Items	Description	Frequency	%
Gender	Male	181	60.3
	Female	119	39.7
Age	<20 years old	6	2.0
	21-30 years old	89	29.7
	31-40 years old	106	35.3
	41-50 years old	88	29.3
	>50 years old	11	3.7
Education Level	Fresh Graduate from High School	20	6.7
	Bachelor	226	75.3
	Master	48	16.0
	PhD	6	2.0
Occupation Level	Front-line staff	67	22.3
	Back office staff	152	50.7
	Middle management staff	78	26.0
	Executives (Top management)	3	1.0
Type of Industry	Production/Manufacturing Industry	112	37.3
	Service Industry	188	62.7
Working experience	Under 1 year	2	0.7
	1-2 year	78	26.0
	2-3 year	119	39.7
	3-4 year	43	14.3
	4-5 year	41	13.7
	Over 5 year	17	5.7

Table 4.1 Characteristic of Respondents (continued)

Items	Description	Frequency	%
Income	under 180	15	5.0
	200-300	76	25.3
	300-400	124	41.3
	400-500	59	19.7
	Over 500	26	8.7

Source: Original Study

Table 4.1 shows that there are 60.3% of males and 39.7% of females. There are five categories of people who are in the age section. There are 2.0% of employees who are under 20 years old, 21-30 years old employees are 29.7%, 31-40 years old respondents stand for 35.3%, 29.3% are people in the age of 41-50, and the last one over than 50 year are 3.7%, respectively. There are only 2.0% of the employee who is the PhD, 16.0% is the master, 75.3% are the bachelor, and there are 6.7% who is a fresh graduate from high school. For the occupation level, the front-line staff is 22.3%, back office staff are 50.7%, 26.0% of employees in the position of middle management, and 1.0% are Executive/top management staff that is the respondent in this study. Service industry staff participates in this survey which accounts for 62.7%, and the staff that works for production and manufacturing industries are 37.3%. Although the employees they have a work experience in Cambodia country that are 0.7% for under 1year, are 26.0% for 1-2year, are 2-3year for 39.7%, 3-4year are 14.3%, 4-5year 13.7% and over 5year are 5.7%. Otherwise, the last of this section would address their income would be available as below: under180\$ are 5.7%, 200\$-300\$ are 25.3%, 300\$-400\$ are 41.3%, 400\$-500\$ are 19.7% and over 500\$ are 8.7%.

4.1.2 Measurement Results for Relevant Research Variables

Table 4.2 demonstrates the mean and standard deviation of each item of each variable. The table stated eleven items of job characteristic, twelve items of job satisfaction, nine items of job competency, six items of job involvement, eleven items of work value, seven items of organizational citizenship behavior, five items of job performance. Table 4.2 would state the mean and standard deviation of each questionnaire which has answered by the target respondents would be described as below.

Table 4.2 Descriptive Analysis for questionnaire items

items	Description	Mean	Standard Deviation
<i>Job Characteristics</i>			
JCh1	I use my skill in my current job.	6.05	.951
JCh2	My job requires that I can be very creative.	6.14	.979
JCh3	My job requires that I must constantly learn new things.	6.05	.915
JCh4	My job require learning new skill.	6.23	.923
JCh5	I have a created deal of freedom as to how I do my job.	6.18	.971
JCh6	Most of my interests are derived from my job.	5.97	.890
JCh7	I can involving problems in my job. Job make good use my skill and ability.	6.23	.941
JCh8	I have an enough information to do my job well.	6.14	.963

Table 4.2 Descriptive Analysis for questionnaire items (continued)

items	Description	Mean	Standard Deviation
JCh9	I'm encouraged to come up with better way to complete my job.	6.15	1.001
JCh10	I can recognize for which I do a good job.	5.98	1.000
JCh11	I gather experience and learnt the new thing from my job to improving my ability.	6.17	.914
<i>Job Satisfaction</i>			
JS1	I have a job secure future.	6.24	.9302
JS2	The company I work will give a job without the risk becoming.	6.26	.961
JS3	I love my job because is not dangerous.	6.26	.917
JS4	I love my job because is not much pressure from others.	6.19	.930
JS5	Promote in my workplace is comfortable to me.	6.22	.981
JS6	I have a special course training each months that pushing to get well performance.	6.14	.931
JS7	I have learned many new job to pursue position.	6.09	.913
JS8	I am satisfied with my chance to promote.	6.19	.963
JS9	I feel I can easily communicate with others from all level of this organization.	6.26	.896
JS10	I feel satisfied with my job cause of salary higher.	6.17	.911

Table 4.2 Descriptive Analysis for questionnaire items (continued)

items	Description	Mean	Standard Deviation
JS11	I feel satisfied with my chance for salary increase.	6.15	.905
JS12	I am satisfied with benefit that I receive.	6.25	.885
<i>Job Competency</i>			
JCP1	I have an experience and ability to involve process my job.	6.16	.893
JCP2	I have responded to manage my personal job.	6.21	.861
JCP3	I have enough information to achieve my job.	6.21	.908
JCP4	I can do my job base on circumstances immediately.	6.17	.862
JCP5	I can complete my work as well because I am well- being managing time, think what priorities to do first that is the way to achieve my job.	6.20	.891
JCP6	I have a creative thinking that can reflexes with my workplace require at moment.	6.11	.854
JCP7	I have high expectation how does my job going.	6.11	.898
JCP8	I believe I can improved my job better according my process.	6.14	.890
JCP9	I believe I can do my job.	6.26	.883

Table 4.2 Descriptive Analysis for questionnaire items (continued)

items	Description	Mean	Standard Deviation
<i>Job Involvement</i>			
Jl1	I am very much involved personally in my job.	6.19	.896
Jl2	I am both of personally and team highly involved in my job.	6.22	.884
Jl3	I can process my job because I work with teamwork.	6.21	.902
Jl4	I can solved the problem with my team work earlier than schedule.	6.20	.934
Jl5	I concentrate efforts in order to complete the goals in the workplace.	6.15	.998
Jl6	I will do more extra effort to make my job success.	6.12	.923
<i>Work Value</i>			
WV1	Work in which you have to keep solving new problems	6.16	.906
WV2	Work in which you help others.	6.19	.907
WV3	Work in which you can get a raise.	6.18	.912
WV4	Work in which you look forward to changes in your job	6.18	.998
WV5	Work in which you have freedom in your own area	6.24	.968
WV6	Work in which you gain prestige in your field.	6.15	.980

Table 4.2 Descriptive Analysis for questionnaire items (continued)

items	Description	Mean	Standard Deviation
WV7	Work in which you get the feeling of having done a good day's work.	6.21	.967
WV8	Work in which you are one of the gang.	6.13	.903
WV9	Work in which you are paid enough to live comfortably	6.13	.970
WV10	Work in which you can be the kind of person you would like to be.	6.15	.953
WV11	Work in which you have a boss who gives you a square deal.	6.27	.934
<i>Organization Citizenship Behavior</i>			
OCB1	I have a positive impact on employee performance and well-being.	6.21	.994
OCB2	I want to involve activity in which help to promote working although that are not my duty.	6.25	.936
OCB3	I am willing to do something overtime on my job respond.	6.24	.940
OCB4	I carry out activity that serve to improve my job.	6.19	.914
OCB5	I do not tend see to the problem greater than they are.	6.21	.979

Table 4.2 Descriptive Analysis for questionnaire items (continued)

items	Description	Mean	Standard Deviation
OCB6	I always focus on the aspect positive of event rather than negative aspects.	6.12	.927
OCB7	I deeply to share something to workplace.	6.09	.914
<i>Job Performance</i>			
JP1	I know, and understand the responsibilities of my job.	6.28	.920
JP2	I believe that I am a productive and active person.	6.25	.985
JP3	I believe that I have had enough experience and ability to performance my job.	6.28	.912
JP4	I can fulfill the job very well.	6.21	.947
JP5	Good as my job characteristic it can make my job more better performance.	6.25	.976

Source: Original Study

4.2 Factor Analysis and Reliability

To check the dimensionality and reliability of each item, the research will use the factor and reliability technique to observe the items of the survey questionnaire. The first analysis will examine the factor loading by considering:

- Factor loading should be equal to or higher than 0.6
- KMO is higher than 0.5
- The eigenvalue is higher than 1
- Communalities are bigger than 0.6

- Item-to-total correlation is equal or higher than 0.5
- The Cronbach's Alpha is higher than 0.7

4.2.1 Job Characteristics

After conducting the factor analysis and reliability test, the table 4.3 presented about the result of eleven items of job characteristics were better than the requirement that mention above. KMO of job characteristics was 0.840; eigen-value was 7.136; moreover, job characteristics had the accumulated a total of 64.871% and Cronbach's Alpha was .946, which show these were critical underlying factors for this construct. Factor loading of each item was greater than 0.862 and lowest was 0.738. Also, all items-to-total correlation of job characteristics was bigger than 0.5. Based on all criteria, it concluded that the reliability and internal consistency of this factor are acceptable.

Table 4.3 Result of FL and Reliability of Job Characteristic

Research Construct	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
Job Characteristics (KMO=.840)	JCh5	.862	7.136	64.871%	.826	.946
	JCh7	.850			.810	
	JCh2	.841			.800	
	JCh4	.831			.787	
	JCh1	.814			.769	
	JCh9	.809			.762	
	JCh6	.790			.743	
	JCh11	.782			.737	
	JCh3	.767			.715	
	JCh8	.766			.715	
	JCh10	.738			.683	

Note: JCh= Job Characteristics

Source: Original Study

4.2.2 Job Satisfaction

The table 4.4 presented about the result of twelve items of job satisfaction were better than the requirement that mention above. KMO of job satisfaction was 0.904; eigen-value was 7.667; moreover, job satisfaction had the accumulated a total of 63.888% and Cronbach's Alpha was 0.949, which show these were critical underlying factors for this construct. Factor loading of each item was greater than 0.6. Also, all items-to-total correlation of job satisfaction was greater than 0.5, and the Cronbach's Alpha was also greater than 0.7. Based on all criteria, it concluded that the reliability and internal consistency of this factor are acceptable.

Table 4.4 Result of FL and Reliability of Job Satisfaction

Research Construct	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
Job Satisfaction (KMO=.904)	JS8	.830	7.667	63.888%	.790	.949
	JS7	.815			.776	
	JS4	.815			.774	
	JS5	.814			.773	
	JS11	.809			.768	
	JS9	.807			.764	
	JS3	.799			.757	
	JS2	.798			.756	
	JS12	.793			.748	
	JS1	.781			.736	
	JS10	.770			.724	
	JS6	.758			.710	

Note: JS= Job Satisfaction

Source: Original Study

4.2.3 Job Competency

The nine items of job competency in Table 4.5 were also better than the requirement with KMO is 0.911, eigenvalue was 4.770. The job competency had the accumulated a total of 63.005% which show these are important underlying factors for this construct. Factor loading of each item is greater than 0.6. Besides, all items-to-total correlation of job competency was greater than 0.5, and the Cronbach's Alpha was also greater than 0.7. Based on all criteria, it concluded that the reliability and internal consistency of this factor are acceptable.

Table 4.5 Result of FL and Reliability of Job Competency

Research Construct	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
Job Competency (KMO=.911)	JCP5	.762	4.770	63.005%	.681	.889
	JCP4	.762			.680	
	JCP9	.734			.651	
	JCP2	.725			.640	
	JCP6	.724			.639	
	JCP7	.718			.632	
	JCP8	.711			.628	
	JCP1	.709			.620	
	JCP3	.706			.617	

Note: JCP= Job Competency

Source: Original Study

4.2.4 Job Involvement

Job Involvement has five items to analyze the factor loading and reliability test in order to measure the constancy of the items. In Table 4.6, it

could illustrate that the KMO value of job involvement equaled 0.787, and its eigenvalue was 3.204. Job involvement had the accumulated a total of 60.405% which showed that these are important underlying factors for this construct. Factor loading of each item was greater than 0.6 with the highest value of JI3=0.813, and the lowest point was JI6=0.606. Besides, all items-to-total correlation of job involvement in this analysis was greater than 0.5, and the Cronbach's Alpha was also greater than 0.7 with its value of 0.820. Based on all criteria, it concluded that the reliability and internal consistency of this factor are acceptable.

Table 4.6 Result of FL and Reliability of Job Involvement

Research Construct	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
Job Involvement (KMO=.787)	JI3	.813	3.204	60.405%	.665	.820
	JI1	.805			.656	
	JI2	.782			.649	
	JI5	.731			.592	
	JI4	.701			.574	
	JI6	.606			.580	

Note: JI= Job Involvement

Source: Original Study

4.2.5 Work Value

Work Value has eleven items to analyze the factor loading and reliability test in order to measure the constancy of the items. In Table 4.7, it could illustrate that the KMO value of work value equaled 0.861, and its eigenvalue was 5.202. Work Value had the accumulated a total of 67.293% which showed that these are important underlying factors for this construct. Factor loading of

each item was greater than 0.6 with the highest value of WV6=0.767, and the lowest point was WV8=0.651. Besides, all items-to-total correlation of work value in this analysis was greater than 0.5, and the Cronbach's Alpha was also greater than 0.7 with its value of 0.888. Based on all criteria, it concluded that the reliability and internal consistency of this factor are acceptable.

Table 4.7 Result of FL and Reliability of Work Value

Research Construct	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
Work Value (KMO=.861)	WV6	.767	5.202	67.293%	.694	.888
	WV7	.744			.671	
	WV2	.736			.651	
	WV4	.723			.632	
	WV1	.719			.628	
	WV3	.696			.599	
	WV5	.676			.581	
	WV10	.631			.564	
	WV11	.618			.550	
	WV9	.616			.549	
	WV8	.615			.547	

Note: WV= Work Value

Source: Original Study

4.2.6 Organizational Citizenship Behavior

Organizational Citizenship Behavior has seven items to analyze the factor loading and reliability test in order to measure the constancy of the items. In Table 4.8, it could illustrate that the KMO value of Organizational Citizenship Behavior equaled 0.926, and its eigenvalue was 4.658;

Organizational Citizenship Behavior had the accumulated a total of 66.545% which showed that these are important underlying factors for this construct. Factor loading of each item was greater than 0.6 with the highest value of OCB1=.845, and the lowest point was OCB6=0.777. Besides, all items-to-total correlation of OCB in this analysis was greater than 0.5, and the Cronbach's Alpha was also greater than 0.7 with its value of 0.916. Based on all criteria, it concluded that the reliability and internal consistency of this factor are acceptable.

Table 4.8 Result of FL and Reliability of Organizational Citizenship Behavior

Research Construct	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
Organizational Citizenship Behavior (KMO=.926)	OCB1	.845	4.658	66.545%	.778	.916
	OCB5	.834			.764	
	OCB3	.825			.754	
	OCB2	.815			.741	
	OCB4	.814			.741	
	OCB7	.799			.722	
	OCB6	.777			.695	

Note: OCB= Organizational Citizenship Behavior

Source: Original Study

4.2.7 Job Performance

Job Performance has five items to analyze the factor loading and reliability test in order to measure the constancy of the items. In Table 4.9, it could illustrate that the KMO value of job performance equaled 0.882, and its eigenvalue was 3.489; accumulated a total of 69.789% which showed that these was important underlying factors for this construct. Factor loading of each item

was greater than 0.6. Besides, all items-to-total correlation of job performance in this analysis was greater than 0.5, and the Cronbach's Alpha was also greater than 0.7 which value of 0.892. Based on all criteria, it concluded that the reliability and internal consistency of this factor are acceptable.

Table 4.9 Result of FL and Reliability of Job Performance

Research Construct	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
Job Performance (KMO=.882)	JP3	.851	3.489	69.789%	.755	.892
	JP4	.849			.754	
	JP5	.847			.750	
	JP1	.841			.741	
	JP2	.787			.673	

Note: JP= Job Performance

Source: Original Study

4.3 Independent Sample t-test

In this part, the analysis would use the factor of job characteristic, job satisfaction, job competency, job involvement, work value, organizational citizenship behavior and job performance to compare its mean by using the gender and type of industry that it work for to examine the differences between two groups of each demographics. The significant results were p-value less than 0.05, and t-value could not be lower than 1.96.

4.3.1 Gender

The purpose in this part want to indicate the different between males and females into the seven constructs. The independent sample t-test used to compare means for male and female respondents on their opinion of job

characteristic (JCh), job satisfaction (JS), job competency (JCP), job involvement (JI), work value (WV), organizational citizenship behavior (OCB) and job performance (JP). The result shown that, there was no significant different between male and female, its mean their opinion was the same. It would be shows in the table 4-10.

Table 4.10 Result of Independent Sample T-test with Gender

Factor	Male	Female	t-value	p-value
	n=181	n=119		
JCh	6.14	6.08	.563	.190
JS	6.20	6.21	-.090	.312
JCP	6.19	6.15	.617	.595
JI	6.21	6.14	.791	.852
WV	6.20	6.15	.681	.739
OCB	6.25	6.09	1.751	.160
JP	6.24	6.28	-.407	.388

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

Source: Original study

4.3.2 Type of Industry

According to Table 4.11, It would be shows the results. There were compute into seven constructs of job characteristic (JCh), job satisfaction (JS), job competency (JCP), job involvement (JI), work value (WV), organizational citizenship behavior (OCB) and job performance (JP). The result was shown that, there was no significant different between service industry and production/manufactory industry, it's mean that their opinion was the same.

Table 4.11 Result of Independent Sample T-test with Type of Industry

Factor	Service Industry	Production/Manufactory Industry	t-value	p-value
	n=112	n=188		
JCh	6.136	6.103	.365	.363
JS	6.299	6.145	1.749	.061
JCP	6.165	6.181	-.211	.497
JI	6.196	6.171	.317	.238
WV	6.200	6.168	.411	.892
OCB	6.272	6.133	1.513	.094
JP	6.363	6.193	1.806	.095

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

Source: Original study

4.4 One-way Analysis of Variance ANOVA

In this part, the researchers analyzed the differences between more than two more groups to test which group are the same or separate. Selected demographics which are more than two groups (age, education level, occupation level, work experience and income) will use to compare the mean of job characteristic(JCh), job satisfaction(JS), job competency(JCP), job involvement(JI), work value(WV), organizational citizenship behavior(OCB) and job performance(JP). The research would take the mean score of each component to compare with the demographic which have more than two groups after it conducted the factor analysis and reliability in order to make that the items of the questionnaire had no problem.

4.4.1 Age

There were no significant of the factor within seven constructs among difference age groups of job characteristics checked with Anova (F=.748, P=.560) no significant, job satisfaction checked with Anova (F=.461, P=.764) no significant, job competency checked with Anova (F=1.491, P=.205) no significant, job involvement checked with Anova (F=.532, P=.712) no significant, work value checked with Anova (F=.252, P=.908) no significant, job performance checked with Anova (F=.366, P=.833) no significant, OCB check with Anova (F=4.860, P=.001) significant, checked with levene statistic=8.115,(P=.000) significant but after check with Dunnett T3 no significant (See in the table 4.12).

Table 4.12 Result of One Way ANOVA of Age

Factor	<20 years old (1)	21-30 years old (2)	31-40 years old (3)	41-50 years old (4)	>50 years old (5)	F- Value	P- Value	Scheffe or Dunnett T3
JCh	6.3182	6.0970	6.0523	6.1612	6.3967	.748	.560	NS
JS	6.2222	6.2013	6.1368	6.2633	6.3485	.461	.764	NS
JCP	6.2593	6.0574	6.2715	6.1566	6.2929	1.491	.205	NS
JI	6.3611	6.1554	6.1384	6.2216	6.3636	.532	.712	NS
WV	6.2576	6.1389	6.1767	6.2025	6.3140	.252	.908	NS
OCB	4.9524	6.2697	6.1146	6.62451	6.3636	4.860	.001	NS
JP	6.4333	6.2494	6.2000	6.3000	6.4000	.366	.833	NS

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

Source: Original study

4.4.2 Education Level

There were no significant of the factor within seven constructs among difference education groups where job characteristics checked with Anova (F=.402, P=.752) no significant, job satisfaction Anova (F=.074, P=.974) no significant, job competency checked with Anova (F=2.208, P=.087) no significant, job involvement check with Anova (F=.1.251, P=.292) no significant, work value checked with Anova (F=.2.405, P=.068) no significant, OCB Anova (F=.171, P=.916) no significant, job performance check with Anova (F=.554, P=.646) no significant (See in table 4.13).

Table 4.13 Result of One Way ANOVA of Education Level

Factor	Fresh Graduate from High School (1)	Bachelor (2)	Master (3)	Ph.D. (4)	F-Value	P-Value	Scheffe
JCh	6.0045	6.1319	6.0587	6.3182	.402	.752	NS
JS	6.2458	6.1925	6.2206	6.2917	.074	.974	NS
JCP	6.1333	6.2247	5.9676	6.0926	2.208	.087	NS
JI	6.1500	6.2198	6.0174	6.1111	1.251	.292	NS
WV	6.1318	6.2325	6.9621	6.0909	2.405	.068	NS
OCB	6.2643	6.1713	6.1964	6.3333	.171	.916	NS
JP	6.4700	6.2416	6.2250	6.3333	.554	.646	NS

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

Source: Original study

4.4.3 Occupation Level

There were no significant of the factor within seven constructs among difference occupation groups where job characteristics checked with Anova (F=1695, P=.168) no significant, job satisfaction checked with Anova (F=.062, P=.980) no significant, job competency checked with Anova (F=.448, P=.719) no significant, job involvement check with Anova (F=.076, P=.973) no

significant, work value checked with Anova (F=.083, P=.969) no significant, OCB check with Anova (F=1.120, P=.341) no significant, job performance check with Anova (F=.427, P=.734) no significant (See in table 4.14).

Table 4.14 Result of One Way ANOVA of Occupation Level

Factor	Front-line staff (1)	Back Office staff (2)	Middle mgt. staff (3)	Executives (Top mgt.) (4)	F-Value	P-Value	Scheffe
JCh	6.1805	6.1621	6.9557	6.4545	1.695	.168	NS
JS	6.2002	6.2100	6.1966	6.0278	.062	.980	NS
JCP	6.2289	6.1827	6.1097	6.2593	.448	.719	NS
JI	6.1542	6.1787	6.2073	6.1667	.076	.973	NS
WV	6.1872	6.1627	6.2040	6.2424	.083	.969	NS
OCB	6.2367	6.2331	6.0495	6.1848	1.120	.341	NS
JP	6.2119	6.2961	6.2051	6.5333	.427	.734	NS

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

Source: Original study

4.4.4 Work Experience

There was significant of the factors within seven constructs among difference work experience group of job characteristics checked with Anova (F=5.001, P=.000) significant, checked with Levene statistic=6.406, P=.000) significant where group work experience over 5 year (mean=6.3690) is higher than group work experience 2-3 year (mean= 6.2200). Therefore, OCB Anova (F=3.864, P=.002) significant, Levene statistic= 2.319, (P=.043) significant, but after check with Dunnett T3, no significant. Job performance Anova (F=2.613, P=.025) significant, Levene statistic= 2.718, (P=.020) significant, after check Dunnett T3, no significant (See in table 4.15).

Table 4.15 Result of One Way ANOVA of work experience

Factor	Under 1 year (1)	1-2 year (2)	2-3 year (3)	3-4 year (4)	4-5 year (5)	Over 5year (6)	F-Value	P-Value	Scheffe or Dunnett T3
JCh	4.0909	6.0000	6.2200	5.9239	6.2262	6.3690	5.001	.000	(6)>(2)
JS	4.5833	6.1934	6.2248	6.1531	6.2439	6.3039	2.099	.066	NS
JCP	5.6667	6.2165	6.1363	6.0801	6.3144	6.257	.990	.424	NS
JI	6.3333	6.2115	6.1527	6.1357	6.2439	6.1765	.206	.960	NS
WV	6.5000	6.2110	6.1345	6.1860	6.2106	6.2246	.282	.923	NS
OCB	3.9289	6.1319	6.2209	6.1993	6.2195	6.3193	3.864	.002	NS
JP	4.3000	6.2641	6.2807	6.2093	6.2780	6.3412	2.613	.025	NS

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

Source: Original study

4.4.5 Income

There was significant different of the factors within one constructs among difference income group of job characteristics checked with Anova (F= 3.633, P=.007) significant, check with Levene statistic= 4.777, (P=.001) significant, JCh (mean group(2)=6.3373, group(3)=6.0902, group(4)=5.9137) , Post Hoc checked by Dunnett T3 group(2) higher than group(3) higher than group(4). Therefore, Work value checked with Anova (F=2.759, P=.028) significant, checked with Levene statistic= 5.623, (P=.000) significant, But after check with Dunnett T3 no significant (See in table 4.16)

Table 4.16 Result of One Way ANOVA of Income Level

Factors	Undr 180\$ (1)	200\$- 300\$ (2)	300\$- 400\$ (3)	400\$- 500\$ (4)	Over 500\$ (5)	F- Value	P- Value	Scheffe or Dunnett T3
JCh	5.7879	6.3373	6.0902	5.9137	6.2343	3.633	.007	(2)>(3)>(4)
JS	6.1944	6.3443	6.1344	6.1398	6.2596	1.104	.355	NS
JCP	5.9185	6.2617	6.1909	6.1168	6.1239	1.128	.343	NS
JI	5.8778	6.3048	6.1694	6.1610	6.0897	1.578	.180	NS
WV	5.7697	6.3182	6.1826	6.1826	6.0350	2.759	.028	NS
OCB	6.1810	6.2650	6.1970	6.0726	6.1484	.539	.707	NS
JP	6.1867	6.4500	6.2145	6.1254	6.2231	1.684	.154	NS

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

Source: Original study

4.5 Relationship among the Constructs

The aim of this part would be to test the hypotheses, and the relationship among the seven constructs, the data analysis was performed using SPSS, version 23. Descriptive statistics and bivariate correlations among the variables for the study are shown in Table 4-17. This study also adopted Baron and Kenny's (1986), approach to test the mediation and moderation effect of the variables.

4.5.1 Relationship among the Seven Constructs

This part would be test the relationship among the seven construct such as job characteristic(JCh), job satisfaction(JS), job competency(JCP), job involvement(JI), work value(WV), organizational citizenship behavior(OCB) and job performance(JP). The highest mean was for job performance (6.2560) with a standard deviation of 0.7913, while the lowest mean of OCB was (6.1148) with a standard deviation of 0.7696. The correlation coefficients can help show the bivariate relationships among the seven constructs. Based on the correlation analysis of each variable it can be seen that all the seven 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 correlate with job performance ($r=0.493$, $p<0.001$) and significantly positive correlated with job satisfaction ($r=0.551$, $p<0.001$), also significantly positively correlate with job competency ($r=0.211$, $p<0.001$), otherwise job satisfaction significantly positively correlate with job competency ($r=0.258$, $p<0.001$). Job Characteristics has significant positively correlate with Job Involvement ($r=0.121$, $p<0.01$), while job involvement has significantly positive correlated with job satisfaction($r=0.269$, $p<0.001$), also job competency has a

significance with job involvement ($r=0.553$, $p<0.001$). Job characteristics has significant with work value ($r=0.134$, $p<0.001$) while work value has significantly positively correlate with job satisfaction ($r=0.278$, $p<0.001$), and work value also has significantly positively correlate with job competency ($r=0.641$, $p<0.001$), however work value has significantly positive correlated with job involvement ($r=0.908$, $p<0.001$). Organizational citizenship behavior has significant positively correlate with job characteristics ($r=0.293$, $p<0.001$), Organizational citizenship behavior has significantly positively correlate with job satisfaction ($r=0.461$, $p<0.001$), while Organizational citizenship behavior has significantly positively correlate with job competency ($r=0.116$, $p<0.05$) and Organizational citizenship behavior was shown there no significantly correlate with job involvement ($r=0.73$, $p>0.05$), also no significantly correlate with work value ($r=0.703$, $p>0.05$). Job Performance has significant positive correlated with job characteristics ($r=0.493$, $p<0.001$) while it was significantly positively correlate with job satisfaction ($r=0.906$, $p<0.001$), also found that there was significant positive correlated with job competency (0.233 , $p<0.001$), and significant with job involvement ($r=0.268$, $p<0.001$); otherwise, work value also has significantly correlate ($r=0.263$, $p<0.001$) and last of this part, job performance has positively significant between Organizational citizenship behavior ($r=0.432$, $p<0.001$).

Table 4-17 Results of the Correlation of the Seven Constructs

Variables	Mean	SD	JCh	JS	JCP	JI	WV	OCB	JP
JCh	6.1155	0.7642	1						
JS	6.2025	0.7410	.551***	1					
JCP	6.1748	0.6420	.211***	.258***	1				
JI	6.1806	0.6687	.121*	.269***	.553***	1			
WV	6.13097	0.6489	.134***	.278***	.641***	.908***	1		
OCB	6.1148	0.7696	.293***	.461***	.116*	.073	.703	1	
JP	6.2560	0.7913	.493***	.906***	.233***	.268***	.263***	.432***	1

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

2. JCh= Job Characteristics, JS= Job Satisfaction, JCP= Job Competency, JI= Job Involvement, WV= Work Value, OCB= Organizational Citizenship Behavior, JP= Job Performance

Source: Original Study

4.5.2 Mediation Influence of Job Involvement while Job Characteristics in relation with Job Satisfaction

The aim of this part would be test the mediation effect of job involvement between job characteristics and job satisfaction, 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 was the mediating between the mediator with the relationship of the independent-dependent variables, the effect of the independent variable on the dependent variable.

Table 4-18 Mediation Influence of Job Involvement while Job Characteristics in relation with Job Satisfaction

Variables	JI	JS		
	Model 1	Model 2	Model 3	Model 4
	(β)	(β)	(β)	(β)
JCh	.121*	.551***		.526***
JI			.062***	.205***
R	.121	.551	.269	.588
R ²	.015	.304	.072	.345
Adj. R ²	.011	.302	.069	.341

F-Value	4.399	130.063	23.208	78.348
P-Value	.037	.000	.000	.000
D-W	1.894	2.244	2.028	2.294
Max VIF	1.000	1.000	1.000	1.015
				1.015

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

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

Source: Original Study

According to table 4-18, model 1 test the relationship between job characteristics (independent variable) and job involvement (mediator) and the results show that job characteristics is significant and positively affected job involvement ($\beta=0.121$, $p<0.05$); for model2 the test was for the relationship between job characteristics (independent variable) and job satisfaction (dependent variable), and the result show that job characteristics was significant and positively affected to job satisfaction($\beta=0.551$, $p<0.001$); next step, job involvement(independent variable) and job satisfaction(dependent variable), input to the model3 to test the relationship and the result was show that job involvement was significantly and positively affected on job satisfaction($\beta=0.062$, $p<0.001$), therefore H1, H2 and H3 are supported. Finally, job characteristics and job involvement regressed with job satisfaction show ($\beta=0.526$, $p<0.001$; $\beta=0.205$, $p<0.001$) respectively in model4. The results in model4 show that $R=588$; $R^2=0.345$ and the adjusted $R^2=0.341$, meaning that 3.41% of variance in job satisfaction can predicted from job characteristics and job involvement. F-Value equals 78.348($p<0.000$) was significant. For multicollinearity, max VIF was 1.015.

According to the result above, the beta value of job satisfaction was reduced from $\beta=0.551$ to $\beta=0.526$, and both job characteristics and job involvement are significantly related to job satisfaction. Therefore, H4 is

supported. Job satisfaction provides a partial mediation effect on relationship between job characteristics and job involvement.

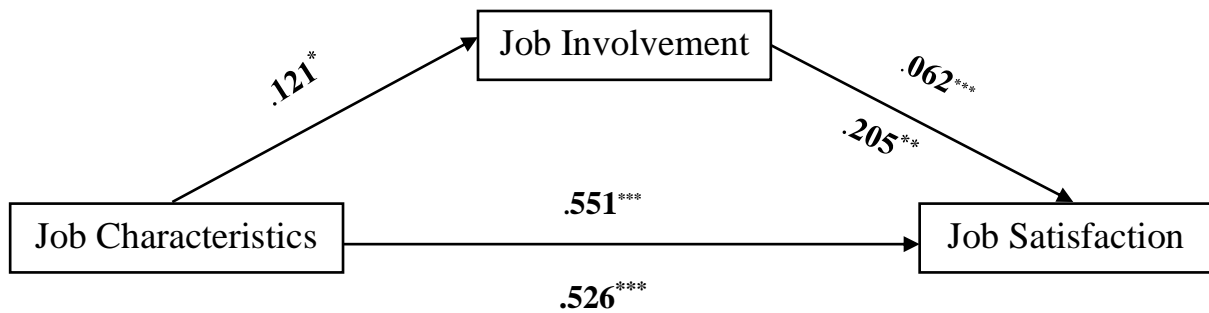


Figure 4-1 Mediation Influence of Job Involvement while Job Characteristics in relation with Job Satisfaction

Source: Original Study

4.5.3 Mediation Influence of Job Satisfaction while Job Characteristics in relation with Job Performance

According to table 4-19, model1 test the relationship between job characteristics (independent variable) and job satisfaction (mediator) and the results show that job characteristics is significant and positively affected job satisfaction ($\beta=0.551$, $p<0.001$); for model2 the test was for the relationship between job characteristics (independent variable) and job performance (dependent variable), and the result show that job characteristics was significant and positively affected to job performance ($\beta=0.493$, $p<0.001$); next job satisfaction (independent variable) and job performance(dependent variable), input to the model3 to test the relationship and the result showed that job satisfaction was significantly and positively affected on job performance ($\beta=0.906$, $p<0.001$), therefore H1, H2, and H3 are supported. Finally, the results in model4 show that job characteristics and job satisfaction regressed

with job performance respectively in model4 ($\beta=0.309$, $p<0.05$; $\beta=0.911$, $p<0.001$), $R= .906$; $R^2=0.821$ and the adjusted $R^2=0.820$, meaning that 8.2% of the variance in job performance can be predicted from job characteristics and job satisfaction. F-Value= 681.802 ($p<0.001$), for multicollinearity, max VIF is 1.436.

Table 4-19 Mediation Influence of Job Satisfaction while Job Characteristics in relation with Job Performance

Variables	JS	JP		
	Model 1	Model 2	Model 3	Model 4
	(β)	(β)	(β)	(β)
JCh	.551***	.493***		.309*
JS			.906***	.911***
R	.551	.493	.906	.906
R ²	.304	.243	.821	.821
Adj. R ²	.302	.241	.820	.820
F-Value	130.063	95.730	1367.649	681.802
P-Value	.000	.000	.000	.000
D-W	2.244	2.208	1.942	1.937
Max VIF	1.000	1.000	1.000	1.436
				1.436

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

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

Source: Original Study

According to the result above, the beta value of job performance is reduced from $\beta=0.493$ to $\beta= .309$, and both of job characteristics and job satisfaction was significantly related to job performance. Therefore, H7 was supported. Job performance provides a partial mediation effect on relationship between job characteristics and job satisfaction.

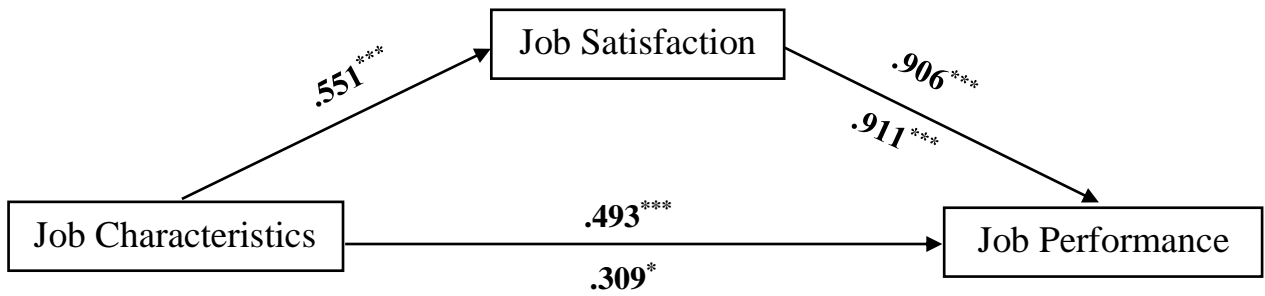


Figure 4-2 Mediation Influence of Job Satisfaction while Job Characteristic in relation with Job Performance

Source: Original Study

4.5.4 Mediation Influence of Organizational Citizenship Behavior while Job Satisfaction in relation with Job Performance

In this part table, 4-20 would be show mediate influence of Organizational Citizenship Behavior while Job Satisfaction in relation with Job Performance, model 1 to test the relationship between job satisfaction (independent variable) and organizational citizenship behavior (mediator) and the results show that job satisfaction was significant and positively affected organizational citizenship behavior ($\beta=0.462$, $p<0.001$); for model2 the test was for the relationship between job satisfaction (independent variable) and job performance (dependent variable), and the result show that job satisfaction was significantly and positively affected to job performance ($\beta=0.906$, $p<0.001$); next step, organizational citizenship behavior (independent variable) and job performance(dependent variable), input to the model3 to test the relationship and the result showed that organizational citizenship behavior was significantly and positively affected on job performance ($\beta=0.432$, $p<0.001$), therefore H1, H2, and H3 are supported. Finally, job satisfaction and organizational citizenship behavior regressed with job performance show ($\beta=0.898$, $p<0.001$;

$\beta=0.018$, $p<0.05$) respectively in model4. The results in model 4 show that $R^2=0.821$ and the adjusted $R^2=0.820$, meaning that 8.2% of the variance in job performance can be predicted from job satisfaction and organizational citizenship behavior. F-Value equals 682.667 ($p=0.000$) was significant. For multicollinearity, max VIF is 1.946.

Table 4-20 Mediation Influence of Organizational Citizenship Behavior while Job Satisfaction in relation with Job Performance

Variables	OCB	JP		
	Model 1	Model 2	Model 3	Model 4
	(β)	(β)	(β)	(β)
JS	.461***	.906***		.898***
OCB			.432***	.018*
R	.461	.906	.432	.906
R ²	.212	.821	.186	.821
Adj. R ²	.210	.820	.184	.820
F-Value	80.391	1367.649	68.199	682.667
P-Value	.000	.000	.000	.000
D-W	2.047	1.942	2.031	1.946
Max VIF	1.000	1.000	1.000	1.270
				1.270

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

2. JS= Job Satisfaction, JP= Job Performance, OCB= Organizational Citizenship Behavior

Source: Original Study

According to the result above, the beta value of job performance is reduced from $\beta=0.906$ to $\beta=0.898$, and both job satisfaction and organizational citizenship behavior are significantly related to job performance. Therefore,

H10 is supported. Job performance provides a partial mediation effect on relationship between job satisfaction and organizational citizenship behavior.

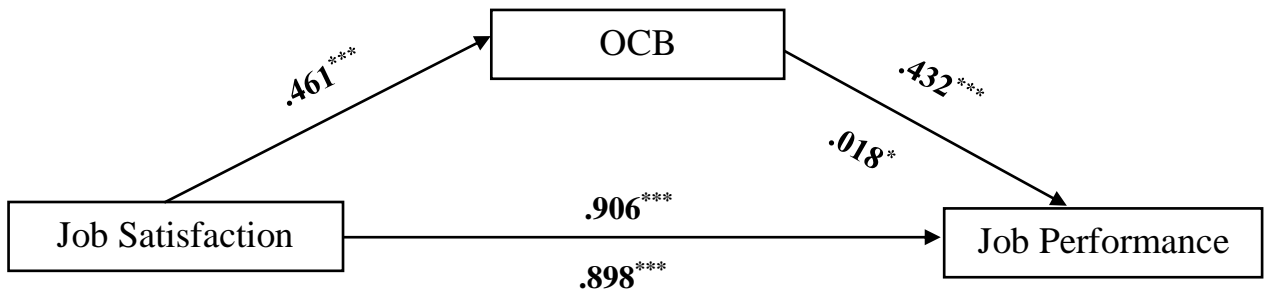


Figure 4-3 Mediation Influence of organizational citizenship behavior while Job Characteristics in relation with Job Performance

Source: Original Study

4.5.5 Mediation Influence of Job Competency while Job Characteristics in relation with Job Performance

Base on table 4-21 would be show mediate Influence of Job Competency while Job Characteristics in relation with Job Performance, model 1 to test the relationship between job characteristics (independent variable) and job competency (mediator) and the results show that job characteristics was significant and positively affected on job competency ($\beta=0.211$, $p<0.001$); for model2 to test the relationship between job characteristics (independent variable) and job performance (dependent variable), and the result show that job characteristics was significantly and positively affected to job performance ($\beta=0.493$, $p<0.001$); next job competency (independent variable) and job performance(dependent variable), input to the model 3 to test the relationship and the result was showed that job competency was significantly and positively affected on job performance ($\beta=0.233$, $p<0.001$), therefore H1, H2 and H3 are

supported. Finally, job characteristics and job competency regressed with job performance show ($\beta=0.465$, $p<0.001$; $\beta=0.063$, $p<0.01$) respectively in model 4. The results in model 4 show that $R^2=0.261$ and the adjusted $R^2=0.256$, meaning that 2.56% of the variance in job performance can be predicted by job characteristics and job competency. F-Value equals 52.344 ($p<0.001$) was significant. For multicollinearity, max VIF is 1.046.

Table 4-21 Mediation Influence of Job Competency while Job Characteristics in relation with Job Performance

Variables	JCP	JP		
	Model 1	Model 2	Model 3	Model 4
	(β)	(β)	(β)	(β)
JCh	.211***	.493***		.465***
JCP			.233***	.063**
R	.211	.493	.233	.511
R ²	.044	.243	.054	.261
Adj. R ²	.041	.241	.051	.256
F-Value	13.849	95.730	17.132	52.344
P-Value	.000	.000	.000	.000
D-W	1.904	2.208	1.975	2.240
Max VIF	1.000	1.000	1.000	1.046
				1.046

Note: * $p<0.05$, ** $p<0.01$, *** $p<0.001$, β = Standardized coefficient

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

Source: Original Study

According to the result above, the beta value of job performance was reduced from $\beta=0.493$ to $\beta=0.465$, and both job characteristics and job

competency was significantly related to job performance. Therefore, H13 is supported. Job performance provides a partial mediation effect on relationship job characteristics and job competency.

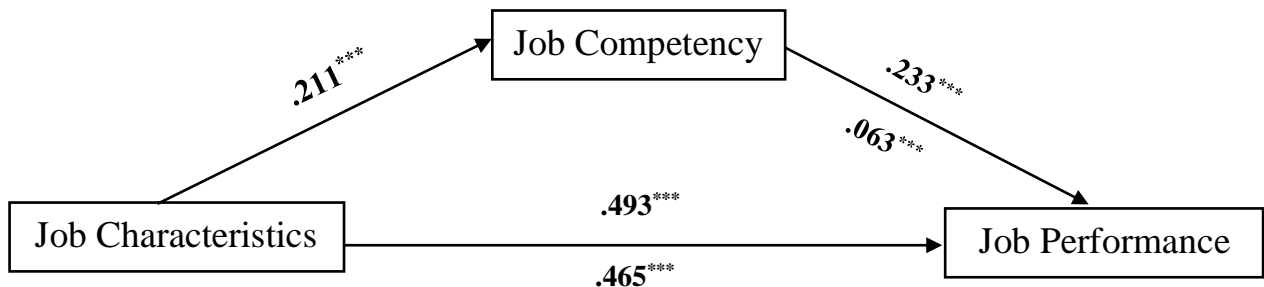


Figure 4-4 Mediation Influence of Job Competency while Job Characteristics in relation with Job Performance

Source: Original Study

4.5.6 Moderation of Work Value on Job Characteristics and Job Satisfaction

This part aims 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 a hierarchical regression analysis to test the moderating effect of work value on the relationship between job characteristics and job satisfaction (see Figure 4-5). As shown in model 1, the result showed that job characteristics are positively and significantly affected job satisfaction ($\beta=0.551$, $p<0.001$). Model 2 showed the job characteristics interaction with work value ($\beta=-0.146$, $p<0.05$) are negative significantly affected to the

dependent variable (job satisfaction). Besides, the result in model 2 revealed the interaction effect ($R^2=0.021$, $\text{adjust}R^2=0.018$). $F\text{-value}= 6.513$, ($P\text{-value}=< 0.011$) was significant. Otherwise, the interaction between work value and job characteristics influence a moderating effect on job satisfaction, exactly H14 is supported. This indicates that work value is a moderator of the relationship between job characteristics and job satisfaction.

Table 4-22 Moderation of Work Value on Job Characteristic and Job Satisfaction

Variables	JS	
	Model1	Model2
	(β)	(β)
<i>Independent Variable</i>		
JCh	0.551***	
<i>Interactive Effect</i>		
JCh*WV		-.146*
R	.551	.146
R^2	.304	.021
Adj- R^2	.302	.018
F-Value	130.063	6.513
P-Value	.000	.011
D-W	2.244	1.853
Max VIF	1.000	1.000

Not: 1. * $P<.05$, ** $P<.01$, *** $P<.001$, β = Standardized coefficient

2. JCh= Job Characteristics, WV= Work Value, JS= Job Satisfaction

Source: Original Study

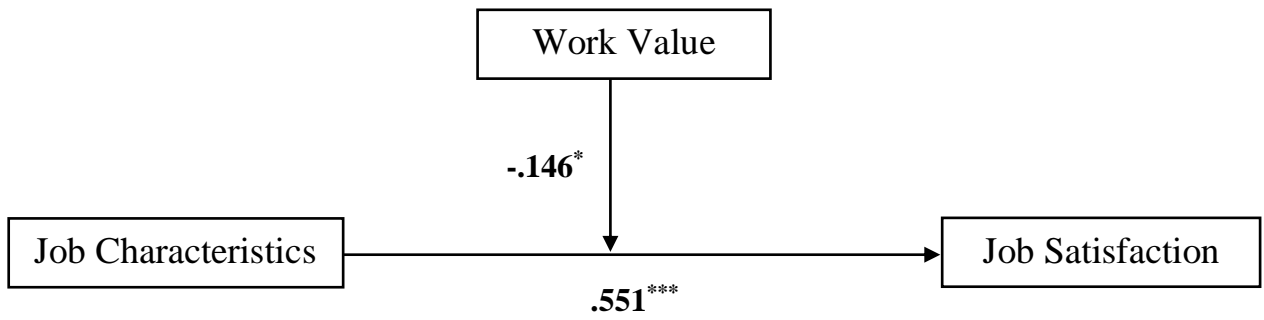


Figure 4-5 the Moderation of Work Value on Job Characteristics and Job Satisfaction

Source: Original Study



CHAPTER FIVE

CONCLUSIONS AND SUGGESTIONS

5.1 Research Conclusion

The purpose of the study are (i) to analysis the effect between job characteristics and job satisfaction (ii) to test the effect between job characteristics and job involvement (iii) to investigate the effect between job involvement and satisfaction (iv) to find out the effect between job characteristics and job performance (v) to explore the effect between job satisfaction and job performance (vi) to analysis the effect between job satisfaction and organizational citizenship behavior (vii) to examine the effect between organizational citizenship behavior and job performance (viii) to investigate the effect between job characteristics and job competency (x) to explore the effect between job competency and job performance (xi) to study the mediates of job involvement while job characteristics in relation with job satisfaction (xii) to determine whether how the mediates organizational citizenship behavior while satisfaction in relation with job performance (xiii) to check the mediates of job competency while job characteristics in relation with job performance (xiv) to investigate the moderate of work value while job characteristics in relation with job satisfaction.

Base on the chapter two, it was developed the theoretical background in this study. So, in this research, it was conducts in seven constructs as: job characteristics, job satisfaction, job involvement, job competency, work value, OBC and job performance, as sign in the table 5-1 that which shows all of hypothesis is supported.

Table 5-1 Results of the Tests Hypothesis

Hypothesis		Results
H1	Job characteristics is positively affected to its job satisfaction	Supported
H2	Job characteristics is positively affected to its job involvement	Supported
H3	Job involvement is positively affected to its job satisfaction	Supported
H4	job involvement is mediator between job characteristics and job satisfaction	Supported
H5	Job characteristics is positively affected to its job performance	Supported
H6	Job satisfaction is positively affected to its job performance	Supported
H7	Job satisfaction mediator between job characteristics and job performance	Supported
H8	Job satisfaction is positively affected to its organizational citizenship behavior	Supported
H9	Organizational citizenship behavior is positively effect to its job performance	Supported
H10	Organizational citizenship behavior mediator between job satisfaction and job performance	Supported
H11	Job characteristics is positively affected to its job competency	Supported
H12	Job competency is positively affected to its job performance	Supported

Table 5-1 Results of the Tests Hypothesis

Hypothesis		Results
H13	Job competency mediator between job characteristic and job performance	Supported
H14	Work value moderator on job characteristic and job satisfaction.	Supported

Source: Original Study

Base on the results, in this study was indicated, job characteristics have significant effect on job satisfaction that was support in the previous Ali et al. (2014), Thomas et al. (2019), where the job characteristics have had significant effect on job satisfaction. That is demonstrated that job characteristics require various skill, job autonomy and feedback is motivation potential, that can trigger employee fulfill with job satisfaction.

Lawler and Hall (1970) in the previous scholar also support the result in this present study between job characteristics and job involvement is clarity of logic relationship significant effect on. In this study found that job characteristics is critical position could increase of job involvement. Thus, to enable employee to completely finish entire their own task. The result will be increase in employee job that enhancement in the meaningfulness of employee's work. In this study, identify that between job involvement and job satisfaction is significant effect. It substantiates previous finding in the literature of García et al. (2018) and Ollo-López et al. (2016). Further, in the different types of personalities may become involved and derive satisfaction in the different ways. In shortly, it equal likely that (a) employee become and do derive satisfaction, (b) employee become involved but not drive satisfaction, (c) employee do not become involved and not derive satisfaction, (d) employee do not become involved yet but derive satisfaction. However, it seem likely that

employee get involved in work or involve any reason for job other than identification, participation, that enhancement employee more satisfy with job satisfaction to fulfill complete their task. In addition, after analysis test, it showed job involvement provided a partial mediation effect because impact of job characteristics to job satisfaction significantly reduce but still higher than zero.

Further the test carried out with the result is significant effect between job characteristics and job performance. It also supported with the previous study Brooks and Califf (2017) and Chu and Lai (2011). That showed that research clearly proved that employee's cognition of job characteristics would effect on their performance as well as inspire them. Job characteristics contain everything relevant to factors and attributes which are related to job performance. The concept was generated by the purpose to build the working proficiency and productivity.

Furthermore, this study which was showed that between job satisfaction and job performance was significant effect which confirmed with previous research Petty, McGee & Cavender, (1984) and Petty et al. (1984). The job satisfaction that can make satisfied employees who held positive emotion part toward with their work did more better job to complete the duties to growth creativity in job, to utilized decision-making and problem-solving ability, and additional to strengthen the memory and recall ability. Study has indicated that possessing an enjoyable or positive feeling state with the whole job, employees would have a higher job satisfaction and job performance. In fact, analysis test, it showed job satisfaction provided a partial mediation effect because impact of job characteristics to job performance significantly reduce but still higher than zero.

The result of this research was express that job satisfaction and organizational citizenship behavior (OCB) has a significant positively

correlation with each other. Likewise, the result of this present study also supported with the previous scholar (Soto et al., 2019) and (Saxena, Tomar & Tomar, 2019). Therefore, the satisfy employees would like to gain in higher work-related behaviors offer to helped, advantage in the workplace and increase desire to interrelation with others. OCB was every important for those to contact with the people since it leads to increase work quality. In fact, it showed that between job satisfaction and organizational citizenship behavior have had interaction with each other.

The findings of this current study was indicate that OCB significant predicts on job performance. The findings support the assertion of last studies (MacKenzie et al., 1991) and Mallick, Pradhan, Tewari, & Jena, (2014) that has examined the fact that OCB utilized the capacity of co-workers and managers to performing their jobs through more proficient results. Organizations that encourage a better citizenship behavior are create a higher attractive to work and are able to hire and retain the good employees, leading to superior job performance. Moreover, after analysis test, it showed organizational citizenship behavior provided a partial mediation effect because impact of job satisfaction to job performance significantly reduce but still higher than zero.

On the other hand (Sheldon, Ryan & Reis, 1996) was supported with present of this study which demonstrated that between job characteristics and job competency have had a significant positive, The result showed that skill is the learning capacity to fulfill determined result and An ability and capacity obtain through studied, systematic, and support to fluently and adaptively completed activity or job competency involving with cognitive skills, technical skills, and interpersonal skills.

The research was showing that job competency significantly positive with job performance which approved the assertion of previous studies (Tutu & Constantin, 2012) and Trivellas et al. (2015) which demonstrated result of

job competency was the primary leading to superior job performance according by ability, work experience and knowledge. It involves the ability to meet the complex. In addition, analysis test, it showed job competency provided a partial mediation effect because impact of job characteristics to job performance significantly reduce but still higher than zero.

This research also shown that work value had moderation effect on the relationship between job characteristics and job satisfaction which adopted with the previous finding of Kalleberg (1977). When this study test the moderate of work value interfere relation with job characteristics and job satisfaction. Actually, in Cambodia which works that have freedom on their own, paid enough and have a comfortable work that means they have considered it was a high value from the workplace. Which showed that work value has interacted with job characteristics who have a variety of skill to make a person satisfied with their job.

5.2 Discussion and Implication

The remarkable result to emerge from this study was concerned with job characteristics' influence on job performance as the initial thing that would be a trigger to seeking out to superior-good performance in working. Exactly, refer to Cambodia was the developing country that should be raised in the primary case of this study. At the same time, job characteristics would be concerned with usefulness to improving employed. So, the factor that can influences employee's professional such as job characteristics, job satisfaction, job involvement, job competency, work value and OCB which is important ongoing invest in human resource to assist an employee in learning skill, ability and acquiring knowledge, attitude, and behavior to reach an organizational goal. In particular, job characteristics are fundamental concepts that are produced for

an organization to utilize employees' explicit and implicit knowledge, skills, behavior and abilities, and carry employees into personal effect resources for trigger a good job performance. This purpose is not only related to an increase of job performance besides an essential determinant in shaping kind of a person, which are evaluative variables to impact on job performance. However, following by discussion the significant among job characteristics, job satisfaction, job involvement, job competency, work value, OCB and job performance which have been proven in the upper section that can reveal some meaningful things when practicing in the workplace. The result has been consistent by the previous research of (Thomas et al., 2019) which job satisfaction support to be linked with job characteristics as the amount of control the job allowed the bearer and the extent to which it is seen to be applicable to the holder's valued capability. Job satisfaction leads to greater productivity, responsibility, and good emotionality. So, the person would work with a better emotion and would learn other skills and at last promote in job performance Coomber and barriball, (2007). According by previous scholars, showed that the effect job characteristics would be more motivated and better on their performance and proud themselves to be confident. It could lead to job satisfaction being able to conform job feedback and help others to develop themselves. Job satisfaction was an essential part that would lead to a better job performance it was consistency with (Apsit, Tungkiatsilp, 2013). Dose, (1997) has been view that work value has a suggestion for types of career, the work situation, and type of decisions. In addition, work values is not only that types to implicate on organizational work life, especially the effective of job characteristics and job satisfaction. This research implicate both types of OCB and job satisfaction as indicators of job performance to examined how these extra-role behaviors are effectiveness which show that people are engaging in OCB can further enhance productivity within a team, a group or by an

employee in general, as people are there to support & help each other, further it boosts the morale of others in organization and employee morale. A job competency could be express as the skills, traits, qualities or characteristics that provided to an employee's ability to perform their respond in an organization. Job Involvement is hiring for solving an issue or decision making. In contrast, who emphasizes looking at an issue from all angles possible hence getting a circular view, bringing out a more comprehensive resolution; In addition, a structure that stresses relationships forges a strong bond within employees resulting in increased employee loyalty and reduced attrition rate. Moreover, as an employee feels involved, he/she is more motivated for working towards the company's goal/objective. It is built in a company then it might not have to spend separately on various human resource activities, like employee engagement. Which are consistent with the previous scholar (Gade, 2012).

5.3 Research Limitation and Future Research Suggestion

This research has several limitations while conducted the research. The first limitation which concerned about the number of the respondent could not representative on job performance in Cambodia so the future research should be survey with the larger size of the respondent. The second limitation of this research could be the demographics of the participants. Perhaps of the limited range in age lower than 20 of participants, which isn't appropriate to participated because they were lack of work experience. So, Future research should investigating the potential effective of age on work experience and work-related outcomes with a more age-diverse sample. Third limitations, the relationship between job characteristics with job competency and job involvement which has fewer references for research. As a suggestion, in the future study who are researcher should be studies among this factor to discover

and improve the literature available in this field. Four limitations this studied just examined with only one moderator; therefore, in future research should be studies with another moderator in the different area may it will get a different result. At the end of this, a qualitative might allow the respondent to express their opinion on job performance to understanding deeper in these issues.



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APPENDIX QUESTIONNAIRE

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 would be kept confidential. No identifying information would be provided to the public, individuals or organizations. The survey data would be reported for the purpose of this study only. This study would be asked to rate how each statement describes an 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 to strongly Agree (7). It would be take approximately 20 minutes to complete the questionnaire.

សូមអរគុណច្រើនចំពោះការចូលរួមក្នុងការស្រាវជ្រាវនេះ! ការស្រាវជ្រាវនេះកំពុងត្រូវបានធ្វើដោយនិស្សិតសិក្សាអនុបណ្ឌិតផ្នែកគ្រប់គ្រងអាជីវកម្មនៃនាយកដ្ឋានគ្រប់គ្រងពាណិជ្ជកម្មនៅសកលវិទ្យាល័យណានហ្វា, តៃវ៉ាន់។ ចម្លើយទាំងអស់ដែលបានផ្តល់ទៅ ក្នុងការស្រាវជ្រាវនេះនឹងត្រូវរក្សាទុកជាការសម្ងាត់។ មិនមានព័ត៌មានកំណត់អត្តសញ្ញាណដែលនឹងត្រូវបានផ្តល់ជូនសាធារណៈជនបុគ្គលឬអង្គការឡើយ។ ជំនួយស្រាវជ្រាវនេះនឹងត្រូវបានរាយការណ៍សម្រាប់គោលបំណងនៃការសិក្សានេះតែប៉ុណ្ណោះ។ អ្នកនឹងត្រូវបានស្នើសុំឱ្យវាយតម្លៃពីរបៀបដែលសេចក្តីថ្លែងការណ៍នីមួយៗពណ៌នាអំពីអារម្មណ៍របស់អ្នកអំពីសេចក្តីថ្លែងការណ៍។ ចម្លើយអាចមានពីការ (មិនយល់ស្របខ្លាំង(១) មិនយល់ស្រប(២) មិនយល់ស្របតិចៗ(៣) យល់ស្រប និងមិនយល់ស្រប(៤) យល់ស្របតិចៗ(៥) យល់ស្រប(៦) និង យល់ស្របខ្លាំង(៧))។ វានឹងចំណាយពេលប្រហែល២០នាទីដើម្បីបំពេញកម្រិតសំណួរ។

Section 1. Job Characteristics (បុគ្គលិកលក្ខណៈ:ការងារ)		Levels of agreement (កម្រិតនៃការយល់ស្រប)						
<p>Please take a short look at the questions below related with the Job Characteristics, and then CIRCLE the level of agreement on each of the items below base on your opinion. សូមពិនិត្យមើលសំណួរខាងក្រោមដែលពាក់ព័ន្ធនឹងបុគ្គលិកលក្ខណៈ:ការងារហើយបន្ទាប់មកគូររង្វង់ទៅលើកម្រិតនីមួយៗខាងក្រោមផ្អែកលើគំនិតរបស់អ្នក។</p>		strongly Disagree (មិនយល់ស្របខ្លាំង)	Disagree (មិនយល់ស្រប)	Slightly Disagree (មិនយល់ស្របតិច)	neither agree or nor disagree (យល់ស្រប និងមិនយល់ស្រប)	slightly Agree (យល់ស្របតិចៗ)	Agree (យល់ស្រប)	strongly Agree (យល់ស្របខ្លាំង)
1	JCh1. I use my skill in my current job. ខ្ញុំប្រើជំនាញរបស់ខ្ញុំក្នុងការងារបច្ចុប្បន្នរបស់ខ្ញុំ។	1	2	3	4	5	6	7
2	JCh2. My job requires that I be very creative. ការងាររបស់ខ្ញុំតម្រូវអោយខ្ញុំមានភាពច្នៃប្រឌិត។	1	2	3	4	5	6	7
3	JCh3. My job requires that I must constantly learn new things. ការងាររបស់ខ្ញុំតម្រូវឱ្យខ្ញុំត្រូវតែរៀនអ្វីថ្មីជានិច្ច។	1	2	3	4	5	6	7
4	JCh4. My job require learning new skill. ការងាររបស់ខ្ញុំតម្រូវឱ្យរៀនជំនាញថ្មីៗ។	1	2	3	4	5	6	7
5	JCh5. I have a created deal of freedom as to how I do my job. ខ្ញុំមានការច្នៃប្រឌិតយ៉ាងច្រើនចំពោះការធ្វើការងាររបស់ខ្ញុំ។	1	2	3	4	5	6	7
6	JCh6. Most of my interests are derived from my job. ចំណាប់អារម្មណ៍របស់ខ្ញុំភាគច្រើនបានមកពីការងាររបស់ខ្ញុំ។	1	2	3	4	5	6	7
7	JCh7. I can involving problems in my job. Job make good use my skill and ability. ខ្ញុំអាចដោះស្រាយបញ្ហាការងាររបស់ខ្ញុំបាន។ ដែរការដោះស្រាយនោះអាចជំរុញជំនាញ និងសមត្ថភាពការងាររបស់ខ្ញុំកាន់តែល្អប្រសើរឡើង។	1	2	3	4	5	6	7

8	JCh8. I have an enough information to do my job well. ខ្ញុំមានព័ត៌មានគ្រប់គ្រាន់ដើម្បីធ្វើការងារឱ្យបានល្អ។	1	2	3	4	5	6	7
9	JCh9. I'm encouraged to come up with better way to complete my job. ខ្ញុំបានជម្រុញទឹកចិត្តខ្លួនឯងឱ្យរកវិធីល្អៗប្រសើរជាងមុនដើម្បីធ្វើការងាររបស់ខ្ញុំ។	1	2	3	4	5	6	7
10	JCh10. I can recognize for which I do a good job. ខ្ញុំអាចកត់សំគាល់ថាការងារអ្វីដែលធ្វើបានល្អ។	1	2	3	4	5	6	7
11	JCh11.I gather experience and learnt the new thing from my job to improving my ability.ខ្ញុំប្រមូលផ្តុំបទពិសោធន៍និងរៀនពីរបៀបថ្មីពីការងាររបស់ខ្ញុំដើម្បីធ្វើអោយប្រសើរឡើងនូវសមត្ថភាពរបស់ខ្ញុំ។	1	2	3	4	5	6	7

Section 2. Job Satisfaction (ការពេញចិត្តនៃការងារ)

Levels of agreement (កម្រិតនៃការយល់ស្រប)

Please take a short look at the questions below related with the Job Satisfaction, and then CIRCLE the level of agreement on each of the items below base on your opinion. សូមពិនិត្យមើលសំណួរខាងក្រោមដែលពាក់ព័ន្ធនឹងការពេញចិត្តការងារហើយបន្ទាប់មកគូររង្វង់ទៅលើកម្រិតនីមួយៗខាងក្រោមផ្អែកលើគំនិតរបស់អ្នក។		strongly Disagree(មិនយល់ស្របខ្លាំង)	Disagree(មិនយល់ស្រប)	Slightly Disagree(មិនយល់ស្របតិច)	neither agree or nor disagree (យល់ស្រប និងមិនយល់ស្រប)	slightly Agree(យល់ស្របតិចៗ)	Agree(យល់ស្រប)	strongly Agree(យល់ស្របខ្លាំង)
12	JS1. I have a job secure future. ខ្ញុំមានការងារដែលមានសុវត្ថិភាពនាពេលអនាគត។	1	2	3	4	5	6	7
13	JS2. The company I work will give a job without the risk becoming. កន្លែងដែលខ្ញុំធ្វើការនឹងផ្តល់ការងារដោយគ្មានហានិភ័យ។	1	2	3	4	5	6	7
14	JS3. I love my job because is not dangerous. ខ្ញុំចូលចិត្តការងាររបស់ខ្ញុំពីព្រោះវាមិនមានគ្រោះថ្នាក់ទេ។	1	2	3	4	5	6	7
15	JS4. I love my job because is not much pressure from others. ខ្ញុំចូលចិត្តការងាររបស់ខ្ញុំពីព្រោះមិនមានសម្ពាធច្រើនពីអ្នកដទៃ។	1	2	3	4	5	6	7
16	JS5. I have a special course training each months that pushing to get well performance. ខ្ញុំមានការហ្វឹកហ្វឺនវគ្គសិក្សានៅកន្លែងការងារជារៀងរាល់ខែដែលជម្រុញអោយទទួលបានលទ្ធផលល្អ។	1	2	3	4	5	6	7

17	JS6. I have learned many new job to pursue position. ខ្ញុំបានរៀនការងារថ្មីជាច្រើនដើម្បីបន្តតំណែងរបស់ខ្ញុំសម្រាប់ថ្ងៃអនាគត។	1	2	3	4	5	6	7
18	JS7. I feel I can easily communicate with others from all level of this organization. ខ្ញុំមានអារម្មណ៍ថាខ្ញុំអាចប្រាស្រ័យទាក់ទងបានយ៉ាងងាយស្រួលជាមួយបុគ្គលិកគ្រប់កម្រិត។	1	2	3	4	5	6	7
19	JS8. Promote in my workplace is comfortable to me. ខ្ញុំពេញចិត្តនឹងការទទួលយកការកិច្ចការងាររបស់ខ្ញុំ។	1	2	3	4	5	6	7
20	JS9.I feel satisfied with my job cause of salary higher. ខ្ញុំមានអារម្មណ៍ពេញចិត្តជាមួយនឹងបុព្វហេតុការងាររបស់ខ្ញុំដែលមានប្រាក់ខែខ្ពស់។	1	2	3	4	5	6	7
21	JS10.I am satisfied with benefit that I receive. ខ្ញុំពេញចិត្តនឹងអត្ថប្រយោជន៍ដែលខ្ញុំទទួលបាន។	1	2	3	4	5	6	7
22	JS11. I feel satisfied with my chance for salary increase. ខ្ញុំមានអារម្មណ៍ពេញចិត្តនឹងឱកាសរបស់ខ្ញុំក្នុងការបង្កើនប្រាក់បៀវត្ស។	1	2	3	4	5	6	7
23	JS12. I am satisfied with my chance to promote. ខ្ញុំពេញចិត្តចំពោះឱកាសរបស់ខ្ញុំដើម្បីផ្សព្វផ្សាយ។	1	2	3	4	5	6	7

Section 3. Job Competency (សមត្ថភាពធ្វើការងារ)	Levels of agreement (កម្រិតនៃការយល់ស្រប)
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Please take a short look at the questions below related with the Job Competency, and then CIRCLE the level of agreement on each of the items below base on your opinion. សូមពិនិត្យមើលសំណួរខាងក្រោមដែលពាក់ព័ន្ធនឹងសមត្ថភាពធ្វើការងារហើយបន្ទាប់មកគូររង្វង់ទៅលើកម្រិតនីមួយៗខាងក្រោមផ្អែកលើគំនិតរបស់អ្នក។		strongly Disagree (មិនយល់ស្របខ្លាំង)	Disagree(មិនយល់ស្រប)	Slightly Disagree(មិនយល់ស្របតិច)	neither agree or nor disagree (យល់ស្រប និងមិនយល់ស្រប)	slightly Agree(យល់ស្របតិចៗ)	Agree(យល់ស្រប)	strongly Agree(យល់ស្របខ្លាំង)
24	JCP1. I have an experience and ability to involve process my job.ខ្ញុំមានបទពិសោធន៍និងសមត្ថភាពក្នុងការចូលរួមដំណើរការការងាររបស់ខ្ញុំ។	1	2	3	4	5	6	7
25	JCP2. I have responded to manage my personal job. ខ្ញុំបានឆ្លើយតបដើម្បីគ្រប់គ្រងការងារផ្ទាល់ខ្លួនរបស់ខ្ញុំ។	1	2	3	4	5	6	7
26	JCP3.I have enough information to achieve my job.ខ្ញុំមានព័ត៌មានគ្រប់គ្រាន់ដើម្បីសម្រេចបានការងាររបស់ខ្ញុំ។	1	2	3	4	5	6	7

27	JCP4.I have a creative thinking that can reflexed with my workplace require at moment. ខ្ញុំមានគំនិតច្នៃប្រឌិតដែលអាចឆ្លុះបញ្ចាំងពីកន្លែងធ្វើការរបស់ខ្ញុំដែលត្រូវការពេល។	1	2	3	4	5	6	7
28	JCP5.I can do my job base on circumstances immediately. ខ្ញុំអាចធ្វើការងាររបស់ខ្ញុំដោយផ្អែកលើកាលៈទេសៈភ្លាមៗ។	1	2	3	4	5	6	7
29	JCP6. I can complete my work as well because I am well- being managing time, think what priorities to do first that is the way to achieve my job. ខ្ញុំអាចបញ្ចប់ការងាររបស់ខ្ញុំយ៉ាងល្អផងដែរ ព្រោះខ្ញុំគ្រប់គ្រងពេលវេលាល្អគិតពីអាទិភាពដែលខ្ញុំត្រូវធ្វើដំបូងដែលជាវិធីដើម្បីសម្រេចបានការងាររបស់ខ្ញុំ។	1	2	3	4	5	6	7
30	JCP7. I have high expectation how does my job going. ខ្ញុំមានការរំពឹងខ្ពស់ថាតើការងាររបស់ខ្ញុំនឹងទៅយ៉ាងណា។	1	2	3	4	5	6	7
31	JCP8. I believe I can improved my job better according my process. ខ្ញុំជឿថាខ្ញុំអាចធ្វើឱ្យការងាររបស់ខ្ញុំកាន់តែល្អប្រសើរតាមនីតិវិធីរបស់ខ្ញុំ។	1	2	3	4	5	6	7
32	JCP9.I believe I can do my job. ខ្ញុំជឿថាខ្ញុំអាចធ្វើការងាររបស់ខ្ញុំ។	1	2	3	4	5	6	7
Section 4. Job Involvement (អំពីការដោះស្រាយការងារ)		Levels of agreement (កម្រិតនៃការយល់ស្រប)						
Please take a short look at the questions below related with the Job Involvement, and then CIRCLE the level of agreement on each of the items below base on your opinion. សូមពិនិត្យមើលសំណួរខាងក្រោមដែលពាក់ព័ន្ធនឹងលក្ខណៈនៃការដោះស្រាយការងារហើយបន្ទាប់មកគូររង្វង់ទៅលើកម្រិតនីមួយៗខាងក្រោមផ្អែកលើគំនិតរបស់អ្នក។		strongly Disagree (មិនយល់ស្របខ្លាំង)	Disagree(មិនយល់ស្រប)	Slightly Disagree(មិនយល់ស្របតិច)	neither agree or nor disagree(យល់ស្រប និងមិនយល់ស្រប)	slightly Agree(យល់ស្របតិចៗ)	Agree(យល់ស្រប)	strongly Agree(យល់ស្របខ្លាំង)
33	J11. I am both of personally and team highly involved in my job. ខ្ញុំអាចដោះស្រាយការងារផ្ទាល់ខ្លួនរបស់ខ្ញុំបាន។	1	2	3	4	5	6	7
34	J12. I can process my job because I work with teamwork. ការងារដំណើរការបានដោយមានការចូលរួមជាក្រុម។	1	2	3	4	5	6	7
35	J13. I can solved the problem with my team work earlier than schedule ខ្ញុំអាចដោះស្រាយការងារទាន់ពេលវេលា ជាមួយក្រុមការងារ។	1	2	3	4	5	6	7

36	J14. I also can involve personally in my job. ខ្ញុំមានភាពជឿជាក់យ៉ាងខ្លាំងចំពោះដោះស្រាយការងាររបស់ខ្ញុំ។	1	2	3	4	5	6	7
37	J15. I concentrate efforts in order to complete the goals. ខ្ញុំផ្តោតការយកចិត្តទុកដាក់ដើម្បីបំពេញគោលដៅ។	1	2	3	4	5	6	7
38	J16. I will do more extra effort to make my job success. ខ្ញុំនឹងប្រឹងប្រែងបន្ថែមទៀតដើម្បីធ្វើឱ្យការងាររបស់ខ្ញុំទទួលបានជោគជ័យ។	1	2	3	4	5	6	7

Section 5. Work Value (តម្លៃនៃការងារ)	Levels of agreement (កម្រិតនៃការយល់ស្រប)
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Please take a short look at the questions below related with the Work value, and then CIRCLE the level of agreement on each of the items below base on your opinion. សូមពិនិត្យយមើលសំណួរខាងក្រោមដែលពាក់ព័ន្ធនឹងតម្លៃនៃការងារហើយបន្ទាប់មកគូររង្វង់ទៅលើកម្រិតនីមួយៗខាងក្រោមផ្អែកលើគំនិតរបស់អ្នក។

		strongly Disagree (មិនយល់ស្របខ្លាំង)	Disagree (មិនយល់ស្រប)	Slightly Disagree (មិនយល់ស្របតិច)	neither agree or nor disagree (យល់ស្រប និងមិនយល់ស្រប)	slightly Agree (យល់ស្របតិចៗ)	Agree (យល់ស្រប)	strongly Agree (យល់ស្របខ្លាំង)
39	WV1. Work in which you have to keep solving new problems. ធ្វើការដែលអ្នកត្រូវបន្តដោះស្រាយបញ្ហាថ្មីៗ	1	2	3	4	5	6	7
40	WV2. Work in which you help others. ធ្វើការដែលអ្នកអាចជួយអ្នកដទៃ។	1	2	3	4	5	6	7
41	WV3. Work in which you can get a raise. ធ្វើការដែលអ្នកអាចទទួលបានការតម្លើង។	1	2	3	4	5	6	7
42	WV4. Work in which you look forward to changes in your job. ធ្វើការដែលអ្នកទន្ទឹងរង់ចាំការផ្លាស់ប្តូរការងាររបស់អ្នក។	1	2	3	4	5	6	7
43	WV5. Work in which you have freedom in your own area. ធ្វើការដែលអ្នកមានសេរីភាពក្នុងតំបន់ផ្ទាល់ខ្លួន	1	2	3	4	5	6	7
44	WV6. Work in which you gain prestige in your field. ធ្វើការដែលអ្នកទទួលបានកិត្យានុភាពនៅក្នុងវិស័យរបស់អ្នក។	1	2	3	4	5	6	7
45	WV7. My job allow me much opportunity to make my own decisions in carry out the work performance. ការងាររបស់ខ្ញុំអនុញ្ញាតឱ្យខ្ញុំមានឱកាសច្រើនដើម្បីធ្វើការសម្រេចចិត្តដោយខ្លួនឯងក្នុងការអនុវត្តការងារ។	1	2	3	4	5	6	7
46	WV8. Work in which you are one of the gang. ធ្វើការដែលអ្នកគឺជាមេក្រុម។	1	2	3	4	5	6	7

47	WV9. Work in which you are paid enough to live comfortably. ការងារដែលអ្នកទទួលបានប្រាក់ខែគ្រប់គ្រាន់ដើម្បីរស់នៅប្រកបដោយសុខភាព។	1	2	3	4	5	6	7
48	WV10. Work in which you can be the kind of person you would like to be. ធ្វើការដែលអ្នកអាចជាមនុស្សដែលអ្នកចង់ក្លាយជាមនុស្សដូចៗ។	1	2	3	4	5	6	7
49	WV11. Work in which you have a boss who gives you a square deal. ធ្វើការដែលអ្នកមានថៅកែដែលផ្តល់ឱ្យអ្នកនូវកិច្ចព្រមព្រៀងគ្រប់ជ្រុងជ្រោយ។	1	2	3	4	5	6	7
Section 6. Organizational Citizenship Behavior (OCB) (អំពីបុគ្គលិកលក្ខណៈ: និង ឥរិយាបថ)		Levels of agreement (កម្រិតនៃការយល់ស្រប)						
Please take a short look at the questions below related with the OCB, and then CIRCLE the level of agreement on each of the items below base on your opinion. សូមពិនិត្យមើលសំណួរខាងក្រោមដែលពាក់ព័ន្ធនឹងបុគ្គលិកលក្ខណៈ: និង ឥរិយាបថ ហើយបន្ទាប់មកគូររង្វង់ទៅលើកម្រិតនីមួយៗខាងក្រោមផ្អែកលើគំនិតរបស់អ្នក។		strongly Disagree (មិនយល់ស្របខ្លាំង)	Disagree (មិនយល់ស្រប)	Slightly Disagree (មិនយល់ស្របតិច)	neither agree or nor disagree (យល់ស្រប និងមិនយល់ស្រប)	slightly Agree (យល់ស្របតិចៗ)	Agree (យល់ស្រប)	strongly Agree (យល់ស្របខ្លាំង)
50	OCB1. I have a positive impact on employee performance and wellbeing. ខ្ញុំមានផលវិជ្ជមានទៅលើការបំពេញការងាររបស់បុគ្គលិកនិងសុខុមាលភាព។	1	2	3	4	5	6	7
51	OCB2. I want to involve activity in which help to promote working although that are not my duty. ខ្ញុំចង់ចូលរួមសកម្មភាពដែលជួយលើកកម្ពស់ការងារទោះបីជាវាមិនមែនជាការកិច្ចរបស់ខ្ញុំក៏ដោយ។	1	2	3	4	5	6	7
52	OCB3. I am willing to do something overtime on my job respond. ខ្ញុំមានឆន្ទៈក្នុងការធ្វើអ្វីមួយបន្ថែមទៀតនៅលើការងាររបស់ខ្ញុំឆ្លើយតប។	1	2	3	4	5	6	7
53	OCB4. I carry out activity that serve to improve my job. ខ្ញុំធ្វើសកម្មភាពដែលអាចជួយលើកកម្ពស់ការងាររបស់ខ្ញុំ។	1	2	3	4	5	6	7
54	OCB5. I do not tend see to the problem greater than they are. ខ្ញុំមិនលំអៀងទៅរកបញ្ហាធំជាងពួកគេទេ។	1	2	3	4	5	6	7
55	OCB6. I always focus on the aspect positive of event rather than negative aspects. ខ្ញុំតែងតែផ្តោតលើទិដ្ឋភាពវិជ្ជមាននៃព្រឹត្តិការណ៍ជាជាងទិដ្ឋភាពអវិជ្ជមាន។	1	2	3	4	5	6	7

56	OCB7. I deeply to share something to workplace.ខ្ញុំបានចែករំលែកយ៉ាងខ្លាំងដល់កន្លែងធ្វើការ។	1	2	3	4	5	6	7
Section7. Job Performance (លទ្ធផលការងារ)		Levels of agreement (កម្រិតនៃការយល់ស្រប)						
Please take a short look at the questions below related with the Job Performance, and then CIRCLE the level of agreement on each of the items below base on your opinion. សូមពិនិត្យមើលសំណួរខាងក្រោមដែលពាក់ព័ន្ធនឹងលទ្ធផលការងារហើយបន្ទាប់មកគូររង្វង់ទៅលើកម្រិតនីមួយៗខាងក្រោមផ្អែកលើគំនិតរបស់អ្នក។		strongly Disagree (មិនយល់ស្របខ្លាំង)	Disagree (មិនយល់ស្រប)	Slightly Disagree (មិនយល់ស្របតិច)	neither agree or nor disagree (យល់ស្រប និងមិនយល់ស្រប)	slightly Agree (យល់ស្របតិចៗ)	Agree (យល់ស្រប)	strongly Agree (យល់ស្របខ្លាំង)
57	JP1. I know, and understand the responsibilities of job. ខ្ញុំដឹងហើយយល់ពីទំនួលខុសត្រូវនៃការងារ។	1	2	3	4	5	6	7
58	JP2. I believe that I am a productive and active person. ខ្ញុំជឿជាក់ថាខ្ញុំគឺជាបុគ្គលិកផលិតកម្ម និងសកម្ម។	1	2	3	4	5	6	7
59	JP3. I believe that I have had enough experience and ability to performance my job. ខ្ញុំជឿជាក់ថាខ្ញុំមានបទពិសោធន៍ និងសមត្ថភាពគ្រប់គ្រាន់ក្នុងការបំពេញការងាររបស់ខ្ញុំ។	1	2	3	4	5	6	7
60	JP4. Good as my job characteristic it can make my job more better performance. ល្អដូចជាលក្ខណៈការងាររបស់ខ្ញុំអាចធ្វើឱ្យការងាររបស់ខ្ញុំកាន់តែប្រសើរឡើង។	1	2	3	4	5	6	7
61	JP5. I can fulfill the job very well. ខ្ញុំអាចបំពេញការងារបានយ៉ាងល្អ។	1	2	3	4	5	6	7

Respondent of Information (អ្នកឆ្លើយសំណួរ)

For our information, I would you please indicate the following questionnaire:

សម្រាប់ជាព័ត៌មានសូមឆ្លើយសំណួរខាងក្រោម

1. Gender: ភេទ

- Male (ប្រុស)
- Female (ស្រី)

2. Age: អាយុ

- <20 ឆ្នាំ
- 21-30 ឆ្នាំ
- 31-40 ឆ្នាំ
- 41-50 ឆ្នាំ
- >50 ឆ្នាំ

3. Education Level: កំរិតអប់រំ

- Fresh graduate from high school (បញ្ចប់ការសិក្សាពីវិទ្យាល័យ)
- Bachelor (បរិញ្ញាបត្រ)
- Master (អនុបណ្ឌិត)
- PhD (បណ្ឌិត)

4. Occupation Level: មុខរបរការងារ

- Front-line staff (បុគ្គលិកជួរមុខ)
- Back office staff (បុគ្គលិកការិយាល័យ)
- Middle management staff (បុគ្គលិកគ្រប់គ្រងឋានៈកណ្តាល)
- Executives (Top management staff) (បុគ្គលិកគ្រប់គ្រងឋានៈជាន់ខ្ពស់)

5. Type of Industry: ប្រភេទនៃឧស្សាហកម្ម

- Production/Manufacturing industry (ឧស្សាហកម្មផ្នែកផលិតកម្ម)
- Service industry (ឧស្សាហកម្មផ្នែកសេវាកម្ម)

6. Working Experience: បទពិសោធន៍ការងារ

- under 1year (ក្រោម១ឆ្នាំ)
- 1~2 ឆ្នាំ
- 2~3 ឆ្នាំ
- 3~4 ឆ្នាំ
- 4~5 ឆ្នាំ
- Over 5 ឆ្នាំ

7. Income: ចំណូល

- under180 (ក្រោម១៨០ ដុល្លា)
- 200~ 300 ដុល្លា
- 300 ~400 ដុល្លា
- 400~ 500 ដុល្លា
- Over 500 ដុល្លា

