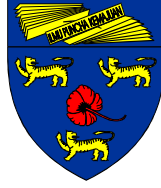


APPENDIX 1(A) – EMPLOYEE QUESTIONNAIRE



UNIVERSITY OF MALAYA
The Faculty of Business and Accountancy
Master of Business Administration (MBA)

**Job Attitudinal Behavior and Job Performance Among Public Employees; Mediating Effect of Organizational Citizenship Behavior.
A Study in Malaysia Co-Operative Societies Commission (MCC)**

Dear Sir/Madam,

This survey is conducted as a partial requirement for the completion of The Master of Business Administration (MBA) course in University of Malaya. The general purpose of this research is to study the Effects of Work Attitudinal Behavior such as Affective Commitment, Job Self-Efficacy, Job Characteristics and Work Engagement on Job Performance Among Public Employees in Malaysia.

I would like to invite your participation in this survey by filling up the attached questionnaire. All information provided will be treated with the strictest confidentiality and only the aggregate data will be analyzed. This survey is divided into five parts consist of Part 1 (Demographic Data), Part II (Affective Commitment), Part III (Job Self-Efficacy), Part IV (Job Characteristics) and Part V (Work Engagement).

This survey will only take approximately 5-10 minutes and your participation is very much appreciated. Thank you for your valuable contribution in participating in this survey.

Prepared by:
Norhayati binti Nayan
CGA 100006

Supervised by:
Dr. Rosmawani Che Hashim & Dr. Sharmila Jayasingam
Faculty of Business & Accountancy
University of Malaya.

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QUESTIONNAIRE

PART 1

1. Gender: Male Female

2. Age Group:

- | | |
|--|--|
| <input type="checkbox"/> Less than 25 years old | <input type="checkbox"/> Between 41 – 50 years old |
| <input type="checkbox"/> Between 25 - 30 years old | <input type="checkbox"/> Between 51 - 60 years old |
| <input type="checkbox"/> Between 31 – 40 years old | |

3. Marital status: Single Married

4. Race: Malay Indian Chinese Others _____

5. Highest level of education:

- | | |
|---|--|
| <input type="checkbox"/> Primary school certificate | <input type="checkbox"/> Bachelor degree |
| <input type="checkbox"/> Secondary school certificate | <input type="checkbox"/> Master degree |
| <input type="checkbox"/> Diploma | <input type="checkbox"/> PhD degree |

6. Years Working Experience in Malaysian Cooperative Society Commission (MCC):

- | | |
|--|---|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> Above 10 years to 20 years |
| <input type="checkbox"/> 1 year to 5 years | <input type="checkbox"/> Above 20 years |
| <input type="checkbox"/> Above 5 years to 10 years | |

7. Years working with your current supervisor:

- | | |
|---|--|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> above 6 years to 10 years |
| <input type="checkbox"/> 1 year to 3 years | <input type="checkbox"/> above 10 years |
| <input type="checkbox"/> above 3 years to 6 years | |

8. MCC Branch

- | | |
|--|---|
| <input type="checkbox"/> Head Quarters | <input type="checkbox"/> SKM Negeri _____ |
| Department _____ | District _____ |

9. Current Job Position Group and Grade: Please state your grade.

- | | |
|--|--|
| <input type="checkbox"/> Pengurusan dan Professional | Grade: <input type="checkbox"/> 41 – 44 <input type="checkbox"/> 48 - 54 |
| <input type="checkbox"/> Kumpulan Sokongan | <input type="checkbox"/> 27- 38 |
| <input type="checkbox"/> Others _____ | |

10. Estimated Monthly Income Group:

- | | |
|--|--|
| <input type="checkbox"/> Below RM2, 000 | <input type="checkbox"/> above RM5, 000 to RM10, 000 |
| <input type="checkbox"/> Between RM2,000 – RM5,000 | <input type="checkbox"/> above RM10,000 |

PART II

Please specify how you feel about your current job. Please tick the item best describes you. There are no rights or wrong answers.

Strongly Disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly Agree
①	②	③	④	⑤	⑥	⑦

Ref.	Statements	①	②	③	④	⑤	⑥	⑦
AC1	I would be very happy to spend the rest of my career in MCC.	①	②	③	④	⑤	⑥	⑦
OC1	My profession is important to my self-image.	①	②	③	④	⑤	⑥	⑦
AC2	I really feel as if MCC's problems are my own.	①	②	③	④	⑤	⑥	⑦
OC2	I regret having entered this profession.(R)	①	②	③	④	⑤	⑥	⑦
AC3	I do not feel like 'part of the family' at MCC.(R)	①	②	③	④	⑤	⑥	⑦
OC3	I am proud to be in this profession.	①	②	③	④	⑤	⑥	⑦
AC4	I do not feel 'emotionally attached' to MCC.(R)	①	②	③	④	⑤	⑥	⑦
OC4	I dislike being in this profession. (R)	①	②	③	④	⑤	⑥	⑦
AC5	MCC has a great deal of personal meaning for me.	①	②	③	④	⑤	⑥	⑦
OC5	I do not identify with this profession. (R)	①	②	③	④	⑤	⑥	⑦
AC6	I do not feel a strong sense of belonging to MCC.(R)	①	②	③	④	⑤	⑥	⑦
OC6	I am enthusiastic about my profession.	①	②	③	④	⑤	⑥	⑦

PART III

Please specify how you feel about your own personal work skills and abilities to perform your current job. Please tick the item best describes you. There are no rights or wrong answers.

Strongly Disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly Agree
①	②	③	④	⑤	⑥	⑦

Ref.	Statements	①	②	③	④	⑤	⑥	⑦
SE1	I am confident in my ability to do my job	①	②	③	④	⑤	⑥	⑦
SE2	I have all the skills needed to perform my job very well	①	②	③	④	⑤	⑥	⑦
SE3	I am expert at my job.	①	②	③	④	⑤	⑥	⑦
SE4	I am proud of my job skills and abilities	①	②	③	④	⑤	⑥	⑦
SE5	There are some tasks required by my job that I cannot do well. (R)	①	②	③	④	⑤	⑥	⑦
SE6	When my performance is poor, it is due to my lack of ability. (R)	①	②	③	④	⑤	⑥	⑦
SE7	I doubt my ability to do my job. (R)	①	②	③	④	⑤	⑥	⑦
SE8	Most people in my line of work can do this job better than I can.	①	②	③	④	⑤	⑥	⑦
SE9	My future in this job is limited because of my lack of skills. (R)	①	②	③	④	⑤	⑥	⑦
SE10	I feel threatened when others watch me work.(R)	①	②	③	④	⑤	⑥	⑦

PART IV

Please specify how you feel about your current job characteristics. Please tick the item best describes you.

There are no rights or wrong answers.

Strongly Disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly Agree
①	②	③	④	⑤	⑥	⑦

Ref.	Statements	①	②	③	④	⑤	⑥	⑦
SV1	My job requires me to do many things at work using a variety of skills and talents.	①	②	③	④	⑤	⑥	⑦
SV2	My job requires me to use a number of complex or high level skills.	①	②	③	④	⑤	⑥	⑦
T13	My job involves doing whole and identifiable piece of work with an obvious beginning and end.	①	②	③	④	⑤	⑥	⑦
T14	My job provides me the chance to completely finish the pieces of work I begin.	①	②	③	④	⑤	⑥	⑦
TS5	The result of my job is likely to significantly affect the lives or wellbeing of other people.	①	②	③	④	⑤	⑥	⑦
TS6	My job is one where a lot of other people can be affected by how well the works get done	①	②	③	④	⑤	⑥	⑦
TA7	My job permits me to decide on my own on how to go about doing the work.	①	②	③	④	⑤	⑥	⑦
TA8	My job gives me considerable opportunity for independence and freedom in how I do the work.	①	②	③	④	⑤	⑥	⑦
TF9	Besides feedback from my co-workers, this job actually provides clues on how well I am doing my work.	①	②	③	④	⑤	⑥	⑦
TF10	Just doing the work required by the job provides many chances for me to figure out how well I am doing.	①	②	③	④	⑤	⑥	⑦
TF11	After I finish a job, I know whether or not I have performed well.	①	②	③	④	⑤	⑥	⑦

PART V

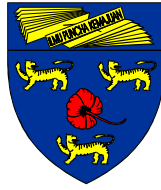
The following statements are about how you feel at work. Please tick the item best describes you. There are no rights or wrong answers.

Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
①	②	③	④	⑤	⑥	⑦
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Everyday

Ref.	Statements	①	②	③	④	⑤	⑥	⑦
V1	At work, I feel bursting with energy.	①	②	③	④	⑤	⑥	⑦
V2	At my job, I feel strong and vigorous.	①	②	③	④	⑤	⑥	⑦
V3	When I get up in the morning, I feel like going to work.	①	②	③	④	⑤	⑥	⑦
V4	I can continue working for very long periods at a time.	①	②	③	④	⑤	⑥	⑦
V5	At my job, I am very resilient, mentally.	①	②	③	④	⑤	⑥	⑦
V6	At my work, I always persevere, even things do not go well.	①	②	③	④	⑤	⑥	⑦
D7	I find the work that I do full of meaning and purpose.	①	②	③	④	⑤	⑥	⑦
D8	I am enthusiastic about my job.	①	②	③	④	⑤	⑥	⑦
D9	My job inspires me.	①	②	③	④	⑤	⑥	⑦
D10	I am proud of the work that I do.	①	②	③	④	⑤	⑥	⑦
D11	To me, my job is challenging.	①	②	③	④	⑤	⑥	⑦
A12	Time flies when I working.	①	②	③	④	⑤	⑥	⑦
A13	When I working, I forget everything else around me.	①	②	③	④	⑤	⑥	⑦
A14	I feel happy when I am working intensely.	①	②	③	④	⑤	⑥	⑦
A15	I am immersed in my work.	①	②	③	④	⑤	⑥	⑦
A16	I get carried away when I am working.	①	②	③	④	⑤	⑥	⑦
A17	It is difficult to detach myself from my job.	①	②	③	④	⑤	⑥	⑦

*Thank you very much for your assistance in completing this questionnaire.
Wish you all the best in your future.*

APPENDIX 1(B) – EMPLOYEE QUESTIONNAIRE (PEER SURVEY)



UNIVERSITY OF MALAYA

The Faculty of Business and Accountancy

Master of Business Administration (MBA)

**Job Attitudinal Behavior and Job Performance Among Public Employees; Mediating Effect of Organizational Citizenship Behavior.
A Study in Malaysia Co-Operative Societies Commission (MCC)**

Dear Sir/Madam,

This survey is conducted as a partial requirement for the completion of The Master of Business Administration (MBA) course in University of Malaya. The general purpose of this research is to study the Effects of Work Attitudinal Behavior such as Affective Commitment, Job Self-Efficacy, Job Characteristics and Work Engagement on Job Performance Among Public Employees in Malaysia.

I would like to invite your participation in this survey by filling up the attached questionnaire. This survey consists of three main parts. Part I is about your demographic data whereas Part II and Part III asks you to assess the behavior of your colleagues. Your ratings are strictly for research purposes. All information provided will be treated with the strictest confidentiality and only the aggregate data will be analyzed.

This survey will only take approximately 5-10 minutes and your participation is very much appreciated. Thank you for your valuable contribution in participating in this survey.

Prepared by:

Norhayati binti Nayan
CGA 100006

Supervised by:

Dr. Rosmawani Che Hashim & Dr. Sharmila Jayasingam
Faculty of Business & Accountancy
University of Malaya.

PEER'S SURVEY

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PART 1

1. Gender: Male Female

2. Age Group:

- | | |
|--|--|
| <input type="checkbox"/> Less than 25 years old | <input type="checkbox"/> Between 41 – 50 years old |
| <input type="checkbox"/> Between 25 - 30 years old | <input type="checkbox"/> Between 51 - 60 years old |
| <input type="checkbox"/> Between 31 – 40 years old | |

3. Marital status: Single Married

4. Race: Malay Indian Chinese Others _____

5. Highest level of education:

- | | |
|---|--|
| <input type="checkbox"/> Primary school certificate | <input type="checkbox"/> Bachelor degree |
| <input type="checkbox"/> Secondary school certificate | <input type="checkbox"/> Master degree |
| <input type="checkbox"/> Diploma | <input type="checkbox"/> PhD degree |

6. Years Working Experience in Malaysian Cooperative Society Commission (MCC)

- | | |
|--|---|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> Above 10 years to 20 years |
| <input type="checkbox"/> 1 year to 5 years | <input type="checkbox"/> Above 20 years |
| <input type="checkbox"/> Above 5 years to 10 years | |

7. MCC Branch

- | | |
|--|---|
| <input type="checkbox"/> Head Quarters
Department _____ | <input type="checkbox"/> SKM Negeri _____
District _____ |
|--|---|

6. Job Position Grade:

- | | | | |
|-----------------------------|-----------------------------|-----------------------------|---|
| <input type="checkbox"/> 54 | <input type="checkbox"/> 48 | <input type="checkbox"/> 41 | <input type="checkbox"/> Others : _____ |
| <input type="checkbox"/> 52 | <input type="checkbox"/> 44 | <input type="checkbox"/> 38 | |

SURVEY INSTRUCTION

On the following Part II and Part III are a series of statements that may be used to describe the behavior of your colleagues’. Please read each statement carefully and then indicate whether you : **(1) Strongly Disagree, (2) Disagree, (3) Slightly Disagree, (4) Neutral, (5) Slightly Agree, (6) Agree, or (7) Strongly Agree** with the statement by filling in the appropriate number for your colleagues. This is not a test of your ability. It simply asks you to assess, as accurately as possible, the behavior of the of your colleagues’. Your ratings are strictly for research purposes. No one at your organization will be shown your assessments.

EXAMPLE:

Step 1: Read the name of the people that report directly to you on the top of the rating form.

Step 2: Read each statement carefully.

Step 3: Please indicate how accurately you think each statement describes the person you are rating by placing the appropriate scale number under their name. Remember, the scale to be used is: **(1) Strongly Disagree, (2) Disagree, (3) Slightly Disagree, (4) Neutral (5) Slightly Agree, (6) Agree, or (7) Strongly Agree.**

		1. Read Employee’s	Employee’s Name 1	Employee’s Name 2	Employee’s Name 3	Employee’s Name 4	Employee’s Name 5
	2. Read Statements ↓ This Employee :	3. Make Evaluations					
CBI1	He/She helps others who have been absent.		7	5	5	6	4
CBI2	He/She help colleagues who have heavy workloads.		5	5	6	4	2
CBI3	He/She assist supervisor with his/her work (when not asked).		2	5	5	6	4
CBI4	He/She take time to listen to co-workers problems and worries.		7	6	5	4	1

PART II

Please specify how you feel about your employee’s current job behavior. From the scale of 1 to 7, please specify the item best describes him/her.

	<p>Scale:</p> <p>① Strongly Disagree ② Disagree ③ Slightly disagree ④ Neutral ⑤ Slightly agree ⑥ Agree ⑦ Strongly Agree</p> <p>THIS EMPLOYEE :</p>					
CBI1	He/She helps others who have been absent.					
CBI2	He/She help colleagues who have heavy workloads.					
CBI3	He/She assist supervisor with his/her work (when not asked).					
CBI4	He/She take time to listen to co-workers problems and worries.					
CBI5	He/She go out of his/her way to help new employees					
CBI6	He/She take a personal interest in other employees.					
CBI7	He/She pass along information to co-workers.					
CBO8	His/Her attendance at work is above the norm.					
CBO9	He/She give advance notice when unable to come to work.					
CBO10	He/She take undeserved work breaks. (R)					
CBO11	He/She have great deal of time spent with personal phone conversations. (R)					
CBO12	He/She complain about insignificant things at work. (R)					
CBO13	He/She conserve and protect organizational property.					

CBOI4	He/She adhere to informal rules devised to maintain order.					
-------	--	--	--	--	--	--

PART III

Please specify how you feel about your employee’s current job behavior. From the scale of 1 to 7, please specify the item best describes him/her.

	<p>Scale:</p> <p>① Strongly Disagree ② Disagree ③ Slightly disagree ④ Neutral ⑤ Slightly agree ⑥ Agree ⑦ Strongly Agree</p> <p>THIS EMPLOYEE :</p>					
JP1	He/She fulfill all the responsibilities specified in job description.					
JP2	He/She consistently meet the formal performance requirements of his/her job.					
JP3	He/She conscientiously perform tasks that are expected of him/her.					
JP4	He/She adequately complete all of his/her assigned duties.					
JP5	Sometimes he/she fails to perform essential duties of his/her job. (R)					
JP6	Sometimes he/she neglect aspects of the job he/she is obligated to perform. (R)					
JP7	He/She engages in activities that will directly affect her performance evaluation.					

Thank you very much for your assistance in completing this questionnaire.

Wish you all the best in your future.

APPENDIX 2 – DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

ITEMS	FREQUENCY	PERCENTAGE (%)
GENDER		
Male	116	44.6
Female	144	55.4
Total	260	100.0
AGE GROUP		
Below 25 years old	2	0.8
Between 25 to 30 years old	103	39.6
Between 31 to 40 years old	64	24.6
Between 41 to 50 years old	57	21.9
Between 51 to 60 years old	34	13.1
Total	260	100.0
MARITAL STATUS		
Single	60	23.1
Married	200	76.9
Total	260	100.0
RACE		
Malay	250	96.2
Indian	5	1.9
Chinese	1	0.4
Others	4	1.5
Total	260	100.0
EDUCATION LEVEL		
Secondary School	78	30.0
Diploma	119	45.8
Bachelor Degree	55	21.2
Master Degree	7	2.7
PHD Degree	1	0.4
Total	260	100.0
LENGTH OF SERVICES		
Less than one year	3	1.2
1 year to 5 years	113	43.5
above 5 years to 10 years	45	17.3
above 10 years to 20 years	44	16.9
above 20 years	55	21.2
Total	260	100.0

ITEMS	FREQUENCY	PERCENTAGE (%)
YEARS WITH SUPERVISOR	22	8.5
Less than one year	173	66.5
1 year to 3 years	53	20.4
above 3 years to 6 years	4	1.5
above 6 years to 10 years	8	3.1
above 10 years	260	100.0
Total		
MCC BRANCH		
Head Quarters	198	76.2
Negeri	62	23.8
Total	260	100.0
JOB POSITION		
Kumpulan Pengurusan dan Professional	66	25.4
Kumpulan Sokongan	194	74.6
Total	260	100.0
MONTHLY INCOME		
Below RM2,000	88	33.8
Between RM2,000 to RM5,000	145	55.8
Above RM5,000 to RM10,000	26	10.0
Above RM10,000	1	0.4
Total	260	100.0

APPENDIX 3 - RELIABILITY TEST OF ALL VARIABLES

1. AFFECTIVE COMMITMENT

		N	%
Cases	Valid	259	99.6
	Excluded ^a	1	.4
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.901	12

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
AC1	66.93	63.665	.651	.689	.888
OC1	66.76	69.041	.491	.646	.896
AC2	67.46	66.807	.446	.366	.900
OC2	66.42	65.260	.696	.573	.886
AC3	66.47	64.762	.647	.573	.888
OC3	66.78	66.010	.560	.422	.893
AC4	66.59	63.708	.613	.558	.890
OC4	66.37	67.429	.666	.552	.889
AC5	66.85	64.322	.718	.602	.885
OC5	66.58	62.291	.756	.735	.882
AC6	66.53	63.149	.736	.745	.884
OC6	66.75	66.196	.485	.314	.897

Mean	Variance	Std. Deviation	N of Items
72.77	76.905	8.770	12

2. JOB SELF-EFFICACY

Case Processing Summary

		N	%
Cases	Valid	258	99.2
	Excluded ^a	2	.8
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.825	.848	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Self-Efficacy1	52.25	43.092	.477	.561	.817
SE2	52.55	42.334	.479	.676	.815
SE3	52.83	41.558	.526	.700	.811
SE4	52.82	42.321	.399	.560	.820
SE5	53.13	34.885	.474	.387	.827
SE6	52.66	34.997	.650	.562	.794
SE7	52.42	37.879	.600	.479	.800
SE8	53.55	39.703	.382	.186	.825
SE9	52.30	36.694	.697	.660	.790
SE10	52.23	38.068	.672	.615	.795

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
58.53	47.418	6.886	10

3. JOB CHARACTERISTICS

Case Processing Summary

		N	%
Cases	Valid	260	100.0
	Excluded ^a	0	.0
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.926	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Skill Variety1	52.82	66.846	.648	.667	.921
SV2	53.08	64.553	.715	.734	.918
TI3	53.18	64.193	.755	.786	.916
TI4	53.23	63.300	.783	.766	.914
TS5	53.08	65.925	.703	.654	.918
TS6	53.06	65.862	.703	.683	.918
TA7	53.22	65.626	.699	.665	.918
TA8	53.27	64.252	.706	.701	.918
TF9	53.02	63.973	.742	.751	.916
TF10	52.69	68.269	.607	.666	.922
TF11	52.43	70.486	.631	.539	.922

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
58.31	78.971	8.887	11

4. WORK ENGAGEMENT

Case Processing Summary

		N	%
Cases	Valid	259	99.6
	Excluded ^a	1	.4
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on	
	Standardized Items	N of Items
.795	.894	17

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
WorkEngagemnt V1	94.66	113.963	.589	.664	.778
WV2	94.62	113.702	.688	.687	.776
WV3	94.94	114.946	.442	.476	.783
WV4	95.16	113.400	.468	.410	.781
WV5	94.58	97.532	.167	.140	.887
WV6	94.61	113.781	.529	.581	.779
WD7	94.47	115.196	.524	.557	.781
WD8	94.47	112.591	.677	.703	.775
WD9	94.54	113.265	.596	.731	.777
WD10	94.56	113.782	.590	.640	.778
WD11	94.47	115.328	.476	.470	.782
WA12	95.42	114.741	.309	.450	.790
WA13	95.98	111.190	.413	.531	.783
WA14	94.80	113.874	.483	.503	.781
WA15	94.51	114.437	.630	.667	.778
WA16	94.65	112.531	.566	.537	.777
WA17	95.10	109.505	.521	.504	.776

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
100.72	125.481	11.202	17

5. ORGANIZATIONAL CITIZENSHIP BEHAVIOR(OCB)

Case Processing Summary

		N	%
Cases	Valid	260	100.0
	Excluded ^a	0	.0
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.809	.824	14

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCBI1	75.12	31.259	.506	.394	.793
OCBI2	75.52	30.899	.504	.432	.792
OCBI3	75.60	31.653	.387	.342	.800
OCBI4	75.92	30.685	.387	.333	.801
OCBI5	75.80	30.341	.524	.439	.790
OCBI6	75.94	31.761	.336	.377	.804
OCBI7	74.69	31.791	.457	.269	.796
OCBO8	75.33	32.145	.420	.394	.799
OCBO9	76.20	30.042	.435	.532	.797
OCBO10	75.37	27.763	.527	.719	.790
OCBO11	75.36	28.332	.507	.759	.791
OCBO12	75.05	29.171	.434	.617	.799
OCBO13	75.25	33.460	.377	.282	.804
OCBO14	75.20	32.480	.432	.312	.799

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
81.26	35.250	5.937	14

6. JOB PERFORMANCE

Case Processing Summary

		N	%
Cases	Valid	260	100.0
	Excluded ^a	0	.0
	Total	260	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.757	.799	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
JP1	36.03	11.100	.513	.339	.727
JP2	36.25	11.302	.525	.389	.730
JP3	36.35	11.456	.460	.392	.737
JP4	36.35	11.280	.550	.437	.727
JP5	36.87	7.432	.650	.639	.690
JP6	36.89	7.127	.661	.633	.691
JP7	36.30	11.608	.285	.124	.761

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
42.51	13.324	3.650	7

APPENDIX 4 – RESULTS OF CORRELATION ANALYSIS

Descriptive Statistics

	Mean	Std. Deviation	N
Affective Commitment	6.0645	.72939	260
Self Efficacy	5.8487	.68745	260
Job Characteristics	5.3007	.80787	260
Work Engagement	5.9215	.65983	260
OCB	5.8041	.42408	260
JobPerformance	6.0725	.52146	260

Correlations

		AffectiveComm mitment	SelfEfficay	JobCharacteristi cs	WorkEngageme nt	OCB	JobPerformanc e
Affective Commitment	Pearson Correlation	1	.637**	.283**	.590**	.159*	.164**
	Sig. (2-tailed)		.000	.000	.000	.010	.008
	N	260	260	260	260	260	260
Self Efficacy	Pearson Correlation	.637**	1	.306**	.501**	.080	.154*
	Sig. (2-tailed)	.000		.000	.000	.199	.013
	N	260	260	260	260	260	260
Job Characteristics	Pearson Correlation	.283**	.306**	1	.464**	.269**	.321**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	260	260	260	260	260	260
Work Engagement	Pearson Correlation	.590**	.501**	.464**	1	.202**	.250**
	Sig. (2-tailed)	.000	.000	.000		.001	.000
	N	260	260	260	260	260	260
OCB	Pearson Correlation	.159*	.080	.269**	.202**	1	.625**
	Sig. (2-tailed)	.010	.199	.000	.001		.000
	N	260	260	260	260	260	260
Job Performance	Pearson Correlation	.164**	.154*	.321**	.250**	.625**	1
	Sig. (2-tailed)	.008	.013	.000	.000	.000	
	N	260	260	260	260	260	260

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

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

APPENDIX 5 – RESULTS OF REGRESSION ANALYSIS

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341 ^a	.116	.102	.49409

a. Predictors: (Constant), WorkEngagement, JobCharacteristics, SelfEfficay, AffectiveCommitment

b. Dependent Variable: JobPerformance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.177	4	2.044	8.373	.000 ^a
	Residual	62.252	255	.244		
	Total	70.428	259			

a. Predictors: (Constant), WorkEngagement, Job Characteristics, Self Efficacy, Affective Commitment

b. Dependent Variable: JobPerformance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.540	.324		14.012	.000
	AffectiveCommitment	.013	.060	.019	.226	.822
	SelfEfficay	.003	.059	.004	.054	.957
	JobCharacteristics	.168	.043	.260	3.894	.000
	WorkEngagement	.092	.063	.116	1.452	.148

a. Dependent Variable: Job Performance

APPENDIX 6 – RESULTS OF MEDIATION ANALYSIS

STEP 1 - REGRESSION OF INDEPENDENT VARIABLES(AFFECTIVE COMMITMENT, JOB SELF-EFFICACY, JOB CHARACTERISTICS AND WORK ENGAGEMENT WITH DEPENDENT VARIABLE (JOB PERFORMANCE))

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341 ^a	.116	.102	.49409

a. Predictors: (Constant), WorkEngagement, JobCharacteristics, SelfEfficay, AffectiveCommitment

b. Dependent Variable: JobPerformance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.177	4	2.044	8.373	.000 ^a
	Residual	62.252	255	.244		
	Total	70.428	259			

a. Predictors: (Constant), WorkEngagement, Job Characteristics, Self Efficacy, Affective Commitment

b. Dependent Variable: JobPerformance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.540	.324		14.012	.000
	AffectiveCommitment	.013	.060	.019	.226	.822
	SelfEfficay	.003	.059	.004	.054	.957
	JobCharacteristics	.168	.043	.260	3.894	.000
	WorkEngagement	.092	.063	.116	1.452	.148

a. Dependent Variable: Job Performance

STEP 2 OF MEDIATION ANALYSIS – REGRESSION OF INDEPENDENT VARIABLES WITH MEDIATOR (OCB)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.296 ^a	.088	.074	.40818

a. Predictors: (Constant), WorkEngagement, JobCharacteristics, SelfEfficay, AffectiveCommitment

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.094	4	1.024	6.144	.000 ^a
	Residual	42.486	255	.167		
	Total	46.580	259			

a. Predictors: (Constant), WorkEngagement, JobCharacteristics, SelfEfficay, AffectiveCommitment

b. Dependent Variable: OCB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.831	.268		18.049	.000
	Affective Commitment	.064	.049	.110	1.293	.197
	Self Efficay	-.063	.049	-.102	-1.277	.203
	Job Characteristics	.121	.036	.231	3.404	.001
	Work Engagement	.052	.052	.082	1.005	.316

a. Dependent Variable: OCB

STEP 3 OF MEDIATION ANALYSIS – REGRESSION OF INDEPENDENT VARIABLES AND MEDIATOR (OCB) WITH DEPENDENT VARIABLE (JOB PERFORMANCE)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 ^a	.422	.410	.40047

a. Predictors: (Constant), OCB, SelfEfficay, JobCharacteristics, WorkEngagement, AffectiveCommitment

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.693	5	5.939	37.029	.000 ^a
	Residual	40.736	254	.160		
	Total	70.428	259			

a. Predictors: (Constant), OCB, SelfEfficay, JobCharacteristics, WorkEngagement, AffectiveCommitment
 b. Dependent Variable: JobPerformance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	1.102		
	Affective Commitment	-.032	.049	-.045	-.658	.511
	Self Efficay	.048	.048	.063	.989	.324
	Job Characteristics	.082	.036	.126	2.284	.023
	Work Engagement	.054	.051	.069	1.060	.290
	OCB	.712	.061	.579	11.583	.000

a. Dependent Variable: JobPerformance