HAIGAZIAN UNIVERSITY

THE ROLE OF

JOB DESIGN ON EMPLOYEE PERFORMANCE OUTCOMES IN A SAMPLE OF COMPANIES IN LEBANON

By

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First , I thank God for providing me with patience throughout this research study .

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I want to dedicate this thesis to my parents, especially to my father who passed away five years ago.

AN ABSTRACT OF THESIS OF

Razmig Sahag Kaprielian for Masters of Business administration

Title : The Role of Job Design on Employee Performance Outcomes in a Sample of Companies in Lebanon.

The purpose of this study is to examine the effectiveness of the Core Job characteristics of the job design and personal and organizational facilitators on employees' performance, satisfaction ,motivation ,commitment , tendency to be absent from the job and tendency to leave the job .

An empirical study was performed using a survey questionnaire , which was distributed to employees from 25 different industries, 242 employees from this companies filled and returned the questionnaire.

Reliability tests were conducted followed by Factor Analysis, and Regression with Stepwise method.

Empirical evidence from this study showed that a number of core job characteristics and personal and organizational facilitators have a statistically significant positive relationship with different aspects of employee performance, satisfaction, motivation, commitment, low absenteeism and low turnover.

The study recommended to supervisors in Lebanon to give constructive feedback which satisfies and motivates the employees and at the same time know that the purpose of feedback is to improve the performance of the employee and the organization.

Finally, supervisors should provide the employees with the needed information and knowledge for any additional task given to them, in addition, compensation should also be given to the employee for this additional responsibility.

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CHAPTER ONE

INTRODUCTION

Razmig Kaprielian for Masters of Business Administration .

Title : THE ROLE OF JOB DESIGN ON EMPLOYEE JOB PERFORMANCE IN A SAMPLE OF COMPANIES IN LEBANON

Job Design is the process of defining job tasks and the work arrangements to accomplish them .

In a study by Harvard Business School in 2008, researchers came to a conclusion that job design is one of the four primary levers employers should use to motivate and retain employees and that job design gives satisfaction to the basic human drive . In addition, Sibson Consulting researchers found that in order to make the employees satisfied and motivated, work components such as variety , challenge, autonomy , feedback and meaningfulness are more important than other compensations.

As indicated by the researchers, employers should work to design jobs that have a core role in the organization and at the same time, jobs that have meaning and give the employee the feeling of contribution to the organization.

We also discussed three well-known Job Design approaches. Mechanistic approach, which is the extent to which job holders should follow prescribed procedures in completing those tasks, how closely the job incumbent will be supervised and numerous other aspects of the work . Motivational approach, which stems on job enrichment, enlargement and other major theories

for employee satisfaction. And Job Characteristics approach , which identifies the factors that motivate the employee .

We have found that the Job Characteristics approach is the most comprehensive and meaningful one, that helps us understand the relationship between job design and job performance. The core characteristics of the job have been identified as : Skill variety, Task identity, Task significance, Autonomy and Feedback from job itself.

However, in order for the Job Characteristics Design to work effectively, employees should find their job meaningful, feel responsible for the outcome , obtain knowledge of the results, feel strong growth need, have the knowledge and capabilities to do the job, have context satisfaction, have person-organization fit , person-group fit , person-supervisor fit , experience employee learning and have empowerment. These are the personal and organizational facilitators that will facilitate the employees job performance.

The literature review lead us see the positive outcomes of the combined impact of the Job Characteristics Design and the personal and organizational facilitators. These outcomes have been found to be : High intrinsic motivation, High quality work performance , High satisfaction with the work , Low absenteeism and Low turnover.

CHAPTER TWO

LITERATURE REVIEW

Introduction to Job Design :

The world is changing all the time and having more dynamic and competitive markets than it had before**.** Robinson (2006) states that according to Chartered Institute of Personnel and Development, the ways and systems that were used to help the employee's communication, today, those methods are no more helping to hold organizations together; instead they are demotivating the employees. Expectations and attitudes of the employees should be taken into account by the managers. Managers should work to find new ways in organizing more flexible work environment which brings job satisfaction and motivation to employees.

Having loyal, energetic, committed and enthusiastic employees is the consequence of having motivated employees according to Robinson's (2006) argument .Motivated employees will show good behaviors in solving organizational problems and will be ready to use their skills for the benefit of the organization. The opposite of this behavior would be that demotivated employees will be absent more frequently than the motivated employees. Thus, having motivated and engaged employees will help in having a better organizational performance.

Job design is a theory that opens a new angle to create a work environment that motivates the employees and the result will be an improved and continuously improving organizational performance.

Job design is the process of defining job tasks and the work arrangements to accomplish them (Schermerhorn et al,2005 ,p.146).

The idea of job design was initiated in the late nineteenth century. Taylor and Ford, the two industrialists recommended that specific tasks and boundaries are required by the workers to help them become more productive and well-organized in their tasks. This concept will divide the tasks into several segments which will be easily analyzed and training provided for. The concept of motion and time studies to know the well-organized movements during a work task was first developed by Taylor (1914). Taylor's approach was used and monetary incentives were offered to ensure that some workers who were selected and trained perform their jobs to the maximum effectiveness (Giancola , 2010).

After including employees from 500 companies in a study by Harvard Business School in 2008, researchers came to a conclusion that job design is one of the four primary levers employers should use to motivate and retain employees and that job design gives satisfaction to the basic human drive (Giancola , 2010).

In the Rewards of Work Study for 1200 US workers in 2006, Sibson Consulting's found that in order to make the employees satisfied and motivated, work components such as variety ,challenge, autonomy , feedback and meaningfulness are more important than other compensations . The same finding existed in its 2000 and 2003 studies (Giancola , 2010).

Another point is that skilled employees who feel uncomfortable in a company often leave their jobs and go for new challenges. As indicated by the researchers, employers should work to design jobs that have a core role in the organization and at the same time, jobs that have meaning and give the employee the feeling of contribution to the organization.

In their 2009 survey, Mckinsey & company found that nonfinancial motivators play an important role in making the employees feel that their companies are giving them the opportunity to grow. McKinsey & Co conducted a survey of more than 1000 employees and found that giving the chance to employees to lead tasks was more effective than high-rated financial rewards.

In addition, WorldatWork,the largest association of compensation professionals, found that the employee engagement will be improved because of the quality or nature of the job and was the highest rated factor after a survey for 736 members in 2010 .

According to Borman (2004) ,the aim of employee training and job redesigning always focuses on improving job performance(Borman , 2004 as in Kahya,2007) . As some argue that improvement of workers' motivation and dedication is because of job design; in addition, after a closer examination of job design ,it was observed that job design can also contribute to better efficiency within an organization . According to Garg&Rastogi (2006) ,a positive impact on the employee satisfaction and quality of performance could be the result of well designed jobs . High productivity is led by perception of work demands, job control and social support through job design (Love & Edmards,2005 as in Garg&Rastogi,2006) . As suggested by Campion et al(2005) that employee's performance and behavior are influenced by the nature of the work .

The functions of organizing responsibilities, tasks and duties into an organizational unit of work are Job Design according to Opatha (2002). The working definition for the study purpose is that "In order to achieve the satisfaction of job holders and to achieve the organizational goals and objectives, job design is the way to organize the contents, methods and relationship of jobs.

A strong relationship is stated between Job design and employee performance because of these findings .

To clarify more about the job design, we are going to discuss about three well known Job Design approaches.

Mechanistic approach: "Jobs are created by people for people. Whether deliberately or by default, choices are made about which tasks to group together to form a job, the extent to which job holders should follow prescribed procedures in completing those tasks, how closely the job incumbent will be supervised and numerous other aspects of the work. Such choices are the essence of job design, which may thus be defined as the specification of the content and methods of jobs…" (Wall and Clegg, 1998:265-268).

Motivational approach: Herzberg (in Bloisi,2007) asked two questions : "What makes you feel good about your work?" and "What makes you feel bad?" From the answers received, Herzberg reasoned that the employment fulfillment was one of the key components of motivational job design.

For example, if a laptop is given to an employee to do his job, he will be happy but not motivated to work harder. On the other hand, satisfaction and positive attitude will be created if the motivator factors are present, such as, growth, recognition, responsibility and achievement.

Job Characteristics approach : Motivator factors studies such as **Hackman and Oldham's studies** (1980, as in Bloisi, 2007) were behind the development of the job design . Hackman and

Oldham initialized a job characteristics model which identified the factors that motivate the employee from the following aspects:

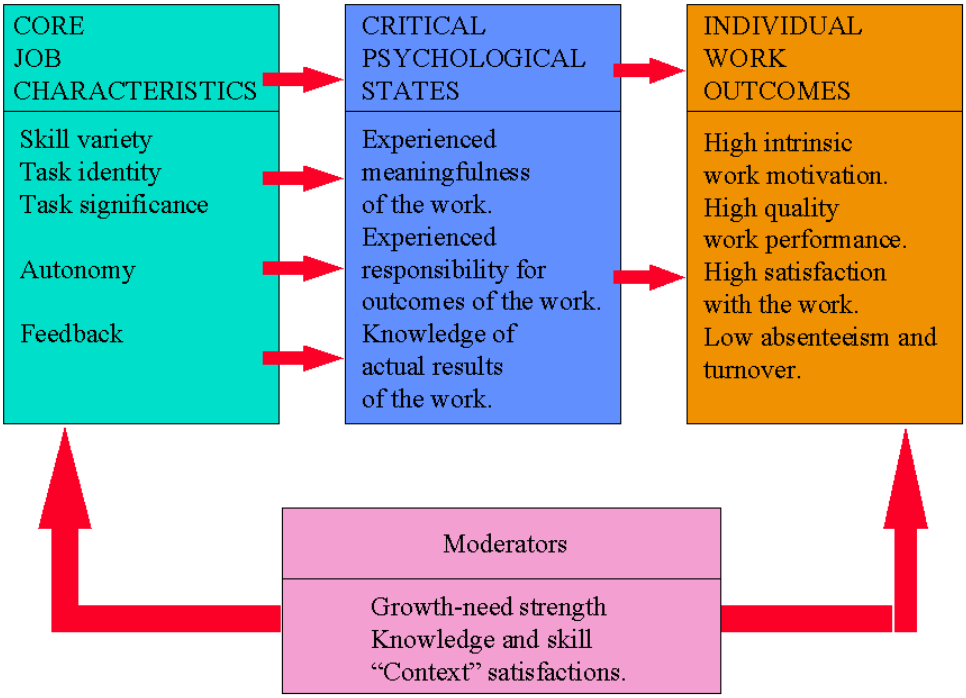
The five dimensions of job design / Core job characteristics

The theoretical arguments given by Al-Ahmadi(2009), Ivancevich(1998) , (Kahya,2007) , Garg&Rastogi(2006), Aswathappa(2006), Mathis and Jackson(2003), Campion et al(2005) and Perry et al,(2006) are all confirmed by the five dimensions of job design findings . More systematic design of job should be adopted in order to improve the employee performance and to enhance the level of the quality of the job design and it is necessary to work on the five dimensions of job design .

We have found that the Job Characteristics approach is the most comprehensive and meaningful, one, that helps us understand the relationship between job design and job performance.

The chart that follows presents the main elements of the Job Characteristics Design. It lists the core characteristics of the job, critical psychological states, individual work outcome and moderators.

Job Characteristics



Thus, the core characteristics of the job include (Schermerhorn, 1985):

Skill variety: The extent to which job requires a mixture of different exercises in doing the work and includes the utilization of various diverse skills and abilities of the employee.

Task Identity **:** The extent to which the employment requires finishing of an entire and identifiable bit of work, that is, one that includes doing something from start to finish with a noticeable conclusion.

Task Significance **:** The extent to which the job has a considerable effect on the lives or work of the employee and of other individuals somewhere else in the company or in the outer environment.

Autonomy **:** The extent to which the job gives the worker considerable freedom, independence and discretion in planning the work and in deciding the methodology to be utilized as a part of completing it.

***Feedback from job itself*:** The extent to which doing the work exercises needed by the job brings about the worker acquiring direct and clear data on the consequences of his or her execution

Employees find their job meaningful, feel responsible for the outcome and obtain knowledge of the results only when the 5 core job dimensions of the job characteristic model are available which lead to better performance, more self-satisfaction and high motivation with less absenteeism (Bauer and Erdogan, 2009).

However, the above mentioned psychological states should be on high levels for the employees to be highly motivated. The results of highly motivated employees are positive outcomes, such as High intrinsic motivation, high quality work performance , high satisfaction with the work ,Low absenteeism and turnover and ultimately these outcomes will make the company compete better with others.

Hackman and Oldham (1985) proceeded with Herzberg's reasoning by relating work design,motivation and occupation execution through their well-known and broadly acknowledged job characteristics model. They acknowledge that employee inspiration can be expanded by improving a job's variety,challenge , autonomy, feedback and meaningfulness.

The effect of core job characteristics is not the same for all people. If the fit between the well designed job and the person is poor, then it is hard to have a positive outcome and the problems may be the result . Also, facilitators would have their influence on the way in which employees work and produce .

The ***Eleven*** important facilitators are:

Experience meaningfulness of the work .

Experience responsibility for outcome of the work.

Knowledge of actual results of the work .

Growth-need strength: The extent to which an individual desires the opportunity for heading toward oneself, learning and individual achievement at work (Schermerhorn , 2005).

Knowledge and skill: If the demands of the enriched job fit the capabilities of the workers, the workers feel good and perform well (Schermerhorn,2005).

Person-Job fit: Developed skills, abilities as well as knowledge will help the employees to fit better in their jobs. According to Huselid's theoretical arguments, person-job fit and work motivation will be promoted by High performance work practices, such as trainings, performance compensation, employee decision making and employee participation (Amy L. Kristof et al 2005).

The job demand will be well understood by the employee if the job specifications are well designed and explained. Knowing the important factors of the job is an essential factor of person-job fit (Brousseau, 1984) and an employee who has the skills, knowledge and the ability has the chance to fit his job better.

Context Satisfaction : The extent to which the salary levels, relationship with co-workers and working conditions are satisfying the employee (Schermerhorn,2005). .

Person-Organization fit: There is a significant relation between person organization fit and job satisfaction and the level of commitment that an employee has towards the organization. In addition, if there is person-organization fit, the intent of employee to quit the job is very low. (Amy L. Kristof et al 2005).

Person-Group fit: There is an important relationship with the person-group fit and the employee satisfaction level, the level of employee commitment to the organization and the level of intention of the employee to quit the job. The relationship between person group fit and employee satisfaction and commitment is strong and positive, while the relationship with employee intention to quit the job is strong and negative (Amy L. Kristof et al 2005).

Person-Supervisor fit: Person-supervisor fit has a significant relationship with employee satisfaction and organizational commitment (Amy L. Kristof et al 2005).

Here,we should emphasize the vital importance of supervisor's behavior:

People with a high requirement for accomplishment have a desire to show their capacity in overcoming difficult tasks and keeping up with the standards (Mccelland and Watson;1973; Slocum et al ,2002) . These people look for input on their performance so that they gain from their missteps (Boyatzis and kolb,1995). One explanation behind why people with a high requirement for accomplishment look for input is that their inspiration is intrinsic more than extrinsic and accordingly they prefer objective appraisals (boyatzis and Kolb,1995).

Feedback is not always favorable in job performance. Many studies show that feedback might cause negative effect on the quality of the job performed. On the other hand, positive feedback

might boost the employee's morale and inspire them to work better. Thus , factors such nature of the feedback (positive or negative), availability of the feedback and how much an employee can absorb the feedback are points to determine the level of performance (Taylor B. ,2009).

In addition, engagement of employees to their job will increase if their managers and supervisors interfere and solve the problems of the employees in a fair way and remove the difficulties that do not help them to do their job in a better way (Amabile and Kramer,2011) and also ,it is important for employees to feel that they are important as human beings for their organization and not merely are they human capital.

Another important point is that encouraging employees to be engaged in their jobs is a continuous attempt by the employers and not a onetime effort. Keeping the employees motivated all the time needs giving them meaningful work and the opportunities to grow. In addition, the employers should communicate with them about their performance and provide feedback .

Thus , an employer should pay attention to the following points in order to keep the employees engaged in their work (Stephen,2013): Select employees who are willing to be engaged , provide training opportunities , provide self-checking work and provide feedback , provide opportunities for recognition/appreciation , address problems quickly , create communication opportunities with senior executives and remember that the above processes are ongoing .

According to Aneela ,the concept of participation should be explained in an organization, by the supervisor. Every employee will have the chance to participate and share the power. There

will be no punishment for any unproductive attempt taken by an employee, who should take a reward instead for trying.

When a group supervisor sets elevated requirements and expectations about participating in learning exercises (Bezuijen et al 2009), employee learning may be higher than when group supervisors don't have such requirements and expectations. Hence supervisors should set high expectations in regards to participation in learning and innovation activities and the supervisor should design the job of the employees in a way that will result in providing intrinsic rewards to them, at the end of their task performance.

To conclude the person-supervisor fit, the performance of an employee will be affected in a positive way when the organization has a supportive management and there is an open communication throughout the organization. This positive environment will help in the creation of new ideas and employees will share their knowledge with each other. The open communication and having a supportive management are the link between trust and performance. Performance will be high if there is a good leadership, which creates trust in the leadership (Amna T. et al 2011).

In addition, research recommends that individuals will be more encouraged to acknowledge objectives when they had the opportunity to participate in the goal-setting procedure (Schermerhorn ,1985).

It is obvious that fit on these four levels is important. The results prove that person job fit has the strongest influence on employee satisfaction of his job, person organization fit has a significant influence of employee commitment to the organization, person group fit has a

strong impact on satisfaction with coworkers and person supervisor fit has an important influence on satisfaction with supervisor . The above mentioned support to the employees will further facilitate their performance (Amy L. Kristof et al ,2005).

According to these results, employees with weak person job fit can work on their skills and enhance their abilities or can join another department in the organization , but if they have poor person organization fit , then there is high probability that they will leave the job (Amy L. Kristof et al , 2005).

The importance of Employee Learning: Human beings don't easily accept changes in their internal and external environment. Human beings have different abilities and attitudes. The ability to Interact , to share information ,to learn from different points of views and adapt are important survival needs in this changing world (Amna T. et al 2011).

"Learning is the methodology of connecting, growing and enhancing data, information, knowledge and intelligence"(Bierly et al ,2000,p.597) Learning serves to restrict the gap between present knowledge and required knowledge. The knowledge that people presently have can be rendered unsuitable, insufficient or even old as the job changes over the long haul .

The skill variety required by the job and identified In the job design will put pressure on the employee to learn (King et al, 2006) .

The outcome and the result of learning will be the improvement and the increase of knowledge. Knowledge helps in performance improvement of an individual, which will produce a better comprehension of the job and a performance improvement (Boyatzis and Kolb,1995).

It is important to mention that employees are the best resource of the organization so it is critical to give them a chance to have opportunities to always enhance themselves. Employee improvement is consequently huge for the development and flourishing of the organization. These people; by living up to expectations for the company in a superior manner help the company to focus its prosperity, as the more skilled an employee is, he will be more successful and will perform in a better way (Kaiser, 2000).

In addition, the capacities and limits of the employee can be further polished if company's administration gives skill building projects to the employees. Employees get to be more fulfilled and inspired, when they take part in the training programs and their abilities are improved. Preparing additionally helps them perceive their own weak areas and add to self-awareness of employees and help the employees to become more innovative and creative.

According to Stephen L. Guinn , Once a company chooses the employees with positive attributes, these workers will tend to learn and grow to perform better in their responsibilities. The need to grow and progress in work requires continuation of employee trainings from the company, which will help them to evaluate their work and also receive feedback on their performance.

There is a suggestion made after some findings that if an employee receives a high level of investments from the organization, he will be willing to work hard to do something good in return. Trainings, meaningful assignments, chances to participate in decision making and work security are the HPWPs provided to the employees by the organization (Longzeng W. et al 2011).

In addition, dissatisfaction of employees in organizations is the result of lack of development, training, following up and mentoring, which results in increasing the level of turnover. To be motivated and continue to work for their employers, many employees and managers tend to receive continuous learning opportunities in their work place.

The importance of employee learning mentioned above will be promoted by different methods according to Aswathappa (2006) , and these methods are job rotation, job enlargement and job enrichment .

Job Rotation: Job rotation gives the employee the chance to gain better insight in the organizational operation and that's by working in different departments of the organization.

One of the advantages of job rotation is that it develops different departmental knowledge in employees and breaks the routine and boring work environment. Employees benefit from the job rotation because they develop better skills in work which helps them to progress in the future.

Job Enlargement : According to Aswathappa job enlargement increases the motivation of the employees by providing them with more and varied responsibilities.

In order to develop human resources in the company and make the job more interesting, job enlargement should be used. It helps employees to do more tasks than initially assigned and break the routine. Through job enlargement, employees feel more responsible, self-achievement, perform better with the customers resulting in higher customer satisfaction. Job

enlargement should include tasks which are different but yet simple to the employee so that it sounds interesting and easy to perform.

The two strategies of learning, job enlargement and job rotation, tend to give more chances to the employee to be responsible for various tasks in the company. These chances help to offset some of the negatives of the job simplification ,which is giving employees tasks which are specialized and defined and involves standardized work procedures and result in better performance and employee satisfaction (Schermerhorn ,1985).

Job Enrichment : Gives workers autonomy and responsibility in planning, directing and performing their own tasks, including greater variety of work content and giving the employees the chance for important work experience and personal growth .

Job enrichment is the process of building motivating factors into job content .Job enrichment differs from the other job learning strategies by giving the employee the chance to take part in some managerial duties, like planning and evaluating .Job enrichment increases intrinsic motivation, which results in high levels of job satisfaction and performance (Schermerhorn, 1985) .

According to Frank (2010), job enrichment in 1970s was an exceptionally mainstream point in human assets. Work enhancement includes changing the components of occupations to make them all more difficult and rewarding for workers.

Specialists accepted that one reason for employee disappointment was the nature of their work, as numerous employees had said to have boring, repetitive and nonsense jobs, with little

challenge. The upgrade of their jobs was seen as a remedy and a few experts asserted that advanced or extended employments and less supervision would prompt more profitable and fulfilled workers (Frank L. G. , 2011).

In addition, individuals who aim for achievement, who hold middle-class working values or who seek higher-order growth need satisfaction at work are the people who have positive reactions to job enrichment. When workers have the needed abilities to do the enriched job, Job context will be positive and job enrichment will appear to be most advantageous (Schermerhorn,2005).

A few researchers accept that Frederick Herzberg deserves credit for presenting employment plan as a key component in work inspiration. One well-known administration decree focused around Herzberg's reasoning is “If you want people to do a good job, give them a good job to do.”

In his motivation-hygiene theory, Herzberg expressed that work inspiration is generally impacted by the degree to which a vocation is inherently difficult and gives chances to recognition and reinforcement. Herzberg saw the work's setting as being much more important to worker fulfillment and inspiration than authoritative or cleanliness variables, for example, organization strategies and supervisory connections (Frank L. G. ,2011).

Frederick Herzberg’s advice for Job Enrichment is the following : give the chance to workers to plan , give the workers the chance to control , give the workers maximum freedom ,give the workers more difficult tasks , help workers to become task experts , provide workers with performance feedback , increase performance accountability and provide complete units of work .

Psychological growth of an employee is provided by job enrichment, while making a job structurally larger is promoted by Job enlargement.

Empowerment is another facilitator to motivate the employee. By empowerment, the employee can manage his/her own decisions, feel more responsible at work and face less pressure from the upper management.

Giving autonomy, which is included in empowerment, to the lower level of the organization will help in increasing the level of employee motivation and help the organization to make better decisions (Aneela, A ., 2012).

After working on a survey research related to empowerment, Renis Likert classified four types of management styles. One is centralized decision making management style, in which upper level management decides and the decision goes to the employees. Second, lower level employees make decision in certain approved situations. Third, decision making is done through coordination and cooperation. Fourth, subordinates do not feel free to discuss things about the job with their superior and the decision is in the hand of different managerial levels. On another note and according to Seung-Bum Yang's explanations, empowerment has an influence on employee job satisfaction. The measurement of the empowerment is done by Yang in four dimensions and these dimensions have an important positive influence on the team. The four dimensions of empowerment are: Autonomy, information, responsibility and creativity (Aneela A ., 2012).

***Autonomy*:** According to Hackman (1987), motivation of team members is created when the members have a significant right about the way of doing their task, shoulder the responsibility

of the results and own the task. Aghion and Tirole (1997) have a preference to use the word "authority" instead of using "autonomy", but the word authority has the same perception, which is controlling the tasks and the way the tasks to be done.

Information **:** According to Lawler , information is essential for a team to be empowered and to create resolutions. A key element of empowerment in order to make decisions is the information .

Creativity **:** Hackman et al(1980) explain that there is a relation between creativity and job characteristics, like the importance of task , skills and variety have an influence on the emotional condition of the employee , which results in a positive job outcomes.

It is important that employees know that they will not be punished for any unproductive attempt and because they tried, they will be rewarded .

Velthouse et al (1990) point of view is that there is a significant relationship between empowerment and creativity.

Responsibility**:** if employees are ready to learn from their mistakes, ready to take risks and ready to shoulder responsibilities, then they will not rely much on team leaders. In addition, if employees are ready to hold difficult problems and they don't wait for the supervisor's approval and if a shared sense of responsibility exists among them, then the presence of empowerment in the employees will be clear and obvious (Aneela, A ., 2012).

After doing the tests, it was obvious that there is a positive relationship between autonomy and job satisfaction , responsibility and job satisfaction, information and job satisfaction , creativity

and job satisfaction . Among these, the strongest relationship is between creativity and job satisfaction and the weakest relationship is between information and job satisfaction (Aneela, A ., 2012).

After Yang's four points, we should mention that when the manager works too closely and puts a lot of pressure on the employee, this will eliminate the chances of empowerment. If the company has organic structure, the employees can have more empowerment and access to information than in mechanistic structure. Granting employees access to information is a major deal in empowerment. The structure of the organization and the limit of access to the information are the key factors of empowerment.

For an organization, empowerment is a key element in order to provide the employees with a comfortable atmosphere, to help them in achieving their best performance which will result in customer satisfaction and good service. But empowerment only works with employees who want to achieve more and are successful in their position. Also sometimes empowerment might cause panic to managers because they don't like to grant much access to information to the lower level employees and they don't like to feel threatened. That's why empowerment should be granted after proper trainings and knowledge (Taylor B. , 2009)and according to Hackman and Oldham(1980) , increased concentration on employee empowerment leads to high discretion models which were characterized by employee job enrichment and self-managing teamwork.

The managers should pay attention to the following while they are empowering their employees: to be more flexible and organic so that employees can be empowered , to grant employees the necessary information in order to complete their task , to train the employees on the proper KNOW-HOW of their job , to not limit the employee power and to create a proper empowerment methodology so that the managers don't feel threatened and they can control the limit of the empowerment.

In addition ,a set of principles were developed by Herzberg for job enrichment in which employee empowerment is emphasized and the principles are: removing a few controls while holding responsibility , expanding individual responsibility for work , granting extra power and opportunity to employees , making occasional reports specifically accessible to workers rather than supervisor only , the inclusion of new and more difficult tasks into the job and empowering by improving the ability through assignments on concentrated tasks

The core job characteristics (Skill variety , task identity , task significance , autonomy and feedback)plus the above mentioned and organizational facilitators (experienced meaningfulness of the work , experienced responsibility for outcomes of the work , knowledge of actual results of the work , growth-need strength , knowledge and skill , context satisfaction , person organization fit, person group fit , person supervisor fit , employee learning and empowerment) will have positive impact on the employee work outcomes, which are : High intrinsic work motivation, High quality work performance , High satisfaction with the work ,High commitment , Low absenteeism and turnover .

Organizations will perform better, when they have motivated and satisfied employees who perform in high efficiency .

Deci and Ryan (2002) proposed two separate sorts of work motivations : intrinsic and extrinsic motivation. Intrinsic motivation refers to launching a work duty which is exciting and fulfilling in itself and extrinsic motivation refers to starting a work assignment for any outside or outside prize, for example, money and a hypothesis proposes that HPWPs may have a key part in improving the intrinsic motivation of the employees, since HPWPs will work to satisfy and fulfill the employee's autonomy, competence and relatedness needs.

At the point when intrinsic motivation is high, one is more prone to appreciate working, to put additional time in work assignments, and subsequently to perform them better (Deci and Ryan,2002). Predictable with these hypothetical arguments, observational exploration has affirmed that intrinsic motivation is absolutely identified with persistence in work tasks, performance quality and overall performance ratings.

Discoveries demonstrate that there are huge varieties in employee experienced HPWPs inside a firm, and that worker experienced HPWPs advances the employee's individual job fit and intrinsic motivation, which improve his or her performance . James et al (1986) points that there is a positive relation between employee satisfaction and outcome. Chen et al (2006), Andrisani(1978), Spector(1997) made a conclusion that absenteeism, turnover and job performance are influenced by job satisfaction in a significant way.

By careful follow-ups and interpretations of what the employees say and how they behave while discussing about their jobs, managers should have the ability to check the job satisfaction of the employees on a daily basis.

The components of job satisfaction are : The work itself – responsibility, interest and growth.

Quality of supervision – technical help and social support, relationship with co-workers – social harmony and respect promotion opportunities – chances for further advancement

Pay – adequacy of pay and perceived equity vis-à-vis others.

CHAPTER THREE

RESEARCH FRAMEWORK AND METHODOLOGY

RESEARCH QUESTIONS

Reflecting the literature review,the research questions were clarified as follows:

1- Whether a well-designed job, such as the Job Characteristics Design produces positive individual work outcomes on the employees of an organization as advocated in the literature.

2- Whether personal and organizational facilitators will produce positive individual work outcomes on the employees of an organization as advocated in the literature.

3- Whether Job Characteristics Design plus personal and organizational facilitators will have positive individual work outcomes .

HYPOTHESES:

First set of hypotheses:

Hypothesis 1.1 : Core Job Characteristics design is positively related to high work motivation .

Hypothesis 1.2 : Core Job Characteristics design is positively related to high quality work performance .

Hypothesis 1.3 : Core Job Characteristics design is positively related to high satisfaction with the work .

Hypothesis 1.4 : Core Job Characteristics design is positively related to low absenteeism .

Hypothesis 1.5 : Core Job Characteristics design is positively related to low turnover .

Hypothesis 1.6 : Core Job Characteristics design is positively related to commitment .

Second set of hypotheses:

Hypothesis 2.1 : Personal and organizational facilitator is positively related to high work motivation.

Hypothesis 2.2 : Personal and organizational facilitator is positively related to high quality work performance .

Hypothesis 2.3 : Personal and organizational facilitator is positively related to high satisfaction with the work .

Hypothesis 2.4 : Personal and organizational facilitator is positively related to low absenteeism .

Hypothesis 2.5 : Personal and organizational facilitator is positively related to low turnover .

Hypothesis 2.6 : Personal and organizational facilitator is positively related to commitment .

Third set of hypotheses :

Hypothesis 3.1 : Core Job Characteristics design plus Personal and organizational facilitators are positively related to high work motivation.

Hypothesis 3.2 : Core Job Characteristics design plus Personal and organizational facilitators are positively related to high quality work performance .

Hypothesis 3.3 : Core Job Characteristics design plus Personal and organizational facilitators are positively related to high satisfaction with the work .

Hypothesis 3.4 : Core Job Characteristics design plus Personal and organizational facilitators are positively related to low absenteeism .

Hypothesis 3.5 : Core Job Characteristics design plus Personal and organizational facilitators are positively related to low turnover .

Hypothesis 3.6 : Core Job Characteristics design plus Personal and organizational facilitators are positively related to commitment .

METHODOLOGY

Instrument

The survey questionnaire, attached as an appendix, was used as the main data-collection instrument for gathering the data used in the statistical analyses. The questionnaire is composed of 30 statements , which aim to explore the core job characteristics and personal and organizational facilitators and whether these job characteristics and facilitators affect various aspects of individual work outcomes .

Based on literature review, the formation of the questionnaire was based on three sections : Job Characteristics Design, Personal and organizational facilitators and Individual work outcomes . The three sections were refined separately and integrated into one questionnaire.

The questionnaire was structured using a five-Likert scale where respondents were asked to indicate their level of agreement with the implementation of each of the practices according to the following scale : Strongly Disagree-Disagree-Neutral-Agree-Strongly Agree.

In order to test the clarity of the questions used in this research study, a face-to-face pilot study was conducted with ten employees who provided their feedback about the formulation of questions, their wording, and on the length of the questionnaire. After lengthy and extensive testing of all the questions, the questionnaire was revised based on the recommendations and suggestions of the instructors by striving to reduce the length of the questionnaire as much as possible .

The questionnaire did not contain any questions on demographics since they do not add to the research in a significant way.

Survey Questionnaire

Core Job Characteristics

1. In doing my job I utilize diverse skills and abilities
2. In doing my job I am in charge from start to finish
3. My job has a considerable effect on the life of others
4. My job gives me considerable freedom, independence and discretion in planning my work
5. My job gives me considerable freedom, independence and discretion in deciding how to do it
6. In my job I am able to get feedback (actual and detailed) on the results of my work

Personal and Organizational Facilitators

7. I find my work to be meaningful
8. In my job I feel responsible for the outcomes of my work
9. I have a strong need for growth in my job
10. I have the knowledge and skills to perform my job well
11. The salary level for my job is satisfying
12. Relationships with my co-workers are satisfying to me
13. I feel I fit in my organization
14. I feel I fit in my group
15. My supervisor gives feedback on my performance
16. My supervisor removes difficulties of my job
17. My supervisor continuously encourages me to be engaged in my job
18. My supervisor gives me meaningful work
19. My supervisor gives me opportunity for growth
20. I participate in continuous training programs
21. I am given the chance to work in different departments of the organization
22. I am given additional and more varied responsibilities
23. I am given autonomy and responsibility to plan, direct and perform my tasks
24. I have the information needed to do my job and the right to control it

Individual Work Outcomes

25. I am satisfied in my job
26. I am motivated in my job

27. I am committed to my job
28. My work performance is judged to be quality work by my supervisor
29. I am rarely absent in my job
30. I do not intend to leave my job

Sample size

Since multiple regression analysis was to used for testing the hypothesis that the Core Job Characteristics and Personal and Organizational facilitators affect Individual Work Outcomes, the number of observations to each independent variable should not fall below five to avoid the risk of fitting, i.e. making the results specific to the sample,thus lacking generalizability (Bartlett,Kotrlik, and Higgins,2001).

Moreover, since factor analysis was to be used to detect the structure of variables, a researcher cannot factor analyze a sample of fewer than 50 observations and preferably the sample size should be 100 or larger to provide an adequate basis for the calculation of the correlations among variables. As Hair,Black,Babin,Anderson and Tatham (2006) recommend, we should have at least five times as many observations as the number of independent variables .

In this study, 6 items were used for Core Job Characteristics and 18 items were used for Personal and Organizational facilitators producing a total of 24 items. Hence, the corresponding number of observations on the basis of 5:1 ratio is 120 (24x5) ?? .

Therefore 120 was defined to be the appropriate sample size for carrying out both multiple regression and factor analysis . However, to have more accurate results the sample size was increased to 242 .

3.3.3. Industry and sample selection

The sample was chosen from different industries , including NGOs, IT (Information Technology), manufacturing, school teachers, Laboratory, Banking , Educational , Pharmaceutical , Insurance , Printing and Publishing , Hospitality , Media, Auditing , Finance , Logistics , Household and Kitchen establishment , Agrochemicals , Healthcare , Shipping (import /export) , Engineering , Architecture and interior design , UNHCR and Graphic design .

Convenient sampling was used for the sample selection .

3.3.4. Survey Participants

The questionnaire was addressed to the employees of the organization, since we are testing the impact of job design on the employee's job performance.

3.3.5. Survey Administration

The survey administration period was three weeks during which the questionnaires were sent through emails and Facebook messages in the form of survey monkey link and at the same time a small number of questionnaires were distributed to some companies.

3.3.6. Ethical Considerations

During the administrations of the survey, certain ethical issues were taken into consideration. Among these were the respondents' right to anonymity and the right to confidentiality of shared information. As addressed in the face sheet of the survey questionnaire, the respondent was not required to disclose any personal information, to identify themselves or their organization. Moreover, the data collected from the survey was promised to remain strictly confidential and to be reported in the thesis anonymously.

CHAPTER FOUR

STATISTICAL ANALYSES

4.1 DESCRIPTIVE STATISTICS

To facilitate the display and interpretation of data descriptive statistics were computed from the responses obtained.

Descriptive Statistics of Instrument Items

Core Job Characteristics	N	Mean	S. D.
Skill Variety	242	4.30	.725
Skill Identity	242	4.09	.958
Task Significance	242	3.95	.947
Ability to get feedback	242	3.90	.871
Autonomy in planning work	242	3.76	.908
Autonomy in making decisions	242	3.71	.843

Personal and Organizational Facilitators	N	Mean	S.D.
Responsibility for outcomes	242	4.45	.669
Knowledge and skills	242	4.35	.628
Work meaningfulness	242	4.20	.792
Growth need	242	4.18	.805
Job empowerment	242	3.99	.768
Job enrichment	242	3.97	.847
Group-fit	242	3.89	.869
Organization-fit	242	3.87	.909
Satisfaction with co-workers	242	3.87	.807
Supervisor feedback	242	3.79	.874
Job enlargement	242	3.78	.878
Supervisor gives meaningful work	242	3.65	.885

Supervisor encouragement	242	3.62	.980
Supervisor gives opportunity to grow	242	3.54	1.035
Supervisor help	242	3.30	.970
Continuous training participation	242	3.25	1.141
Job rotation	242	3.06	1.116
Satisfaction with salary	242	2.99	1.147

Individual Work Outcomes	N	Mean	S. D.
Low absenteeism	242	4.41	.775
Commitment	242	4.17	.825
High work performance	242	4.02	.684
Motivation	242	3.64	.980
Satisfaction	242	3.53	.956
Low turnover	242	3.41	1.164
	242		

Among the Core Job Characteristics, Skill Variety has the highest score (4.3) with the lowest standard deviation (0.725) . Autonomy in making decision has the lowest score (3.71) .

Among the Personal and Organizational Facilitators ,Responsibility for Outcomes has the highest score (4.45) with Standard Deviation (0.669) . Satisfaction with Salary has the lowest score (2.99) .

Among Individual Work Outcomes , Low Absenteeism has the highest score (4.41) with the lowest Standard Deviation (0.775) . Low Turnover has the lowest score (3.41) .

4.1 RELIABILITY TEST

Cronbach's alpha , also known as the coefficient of reliability, was used to estimate the internal consistency of the scale since it is most commonly used when we have multiple Likert questions in a questionnaire that form a scale and we wish to determine if the scale is reliable. Cronbach's alpha measures the extent to which a set of items are related to each other. Hence, Cronbach's alpha increases as the inter-correlations among the items increase. The generally agreed upon lower limit for Cronbach's alpha is 0.7 .

The Cronbach's alphas for all variables of this study were computed using SPSS, Version 20. First, the reliability of all the independent variables was tested . The Case Processing Summary and the Reliability Statistics of the 24 independent variables are shown respectively in the tables below :

Case Processing Summary

		N	%
Cases	Valid	242	100.0
	Excluded[a]	0	.0
	Total	242	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
.885	.885	24

The Cronbach's alpha is 0.885, which indicates a high level of internal consistency for our scale .

Since the questionnaire included three sets of questions, Core Job Characteristics, Personal and Organizational Facilitators and Individual Work Outcomes , there was a chance that Cronbach's alpha would not be able to distinguish among them . Hence, reliability analysis was performed on each set of questions .

Cronbach's alpha for the Core Job Characteristics was calculated to test the internal consistency of these practices.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.653	.654	6

The Cronbach's alpha for Core Job Characteristics is 0.653 , which indicates a high level of internal consistency for the Core Job Characteristics construct .

Similarly, Cronbach's alpha for Personal and Organizational Facilitators was calculated to test the internal consistency of these practices .

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.871	.869	18

The Cronbach's alpha of Personal and Organizational Facilitators is 0.871, which indicates a high level of internal consistency for the Personal and Organizational Facilitators construct.

Finally, reliability analysis was also performed on Individual Work Outcomes. The SPSS output is shown below.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.762	.746	6

The Cronbach's alpha is 0.762, which indicates a high level of internal consistency for our scale. The Item-Total Statistics for the six dependent variables, which represent Organizational Performance, are shown below .

4.3 FACTOR ANAYLYSES

Hair et al. (2006) stated, "Factor analysis is an interdependence technique whose primary purpose is to define the underlying structure among the variables in the analysis"(p.104). Factor analysis provides the tools for analyzing the structure of the interrelationships (correlation) among a large number of variables by defining sets of variables that are highly correlated, known as factors. In other words, it identifies the broader evaluative dimensions, which are composites of specific items that are highly correlated.

In this study, exploratory factor analysis was used to test construct validity, that is, the extent to which a measure or set of measures correctly represents the concept of the study.

To determine the appropriateness of factor analysis the entire correlation matrix was examined using the Barlett Test of Sphericity and Kaiser-Myer-Olkin Measure of Sampling Adequacy (KMO MSA).

The Barlett Test of Sphericity tests the overall significance of all correlations within a correlation matrix. It examines the hypothesis that the variables are uncorrelated in the population, that is, the population correlation matrix is an identity matrix ; each variable correlates perfectly with itself (r=1) but has no correlation with the other variables (r=0).

If the Barlett's Test of Sphericity is significant, that is, less than alpha (0.05) the null hypothesis (the correlation matrix is an identity matrix) will be rejected and factor analysis can be conducted on the study.

Kaiser-Myer-Olkin Measure of Sampling Adequacy (KMO MSA) is used to quantify the degree of inter-correlations among the variables. The KMO MSA ranges from 0 to 1 reaching 1 when each variable is perfectly predicted without error by the other variables. The researchers should

always have a measure of sampling adequacy above 0.50 before proceeding with the factor analysis.

1. Factor Analysis on Core Job Characteristics :

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.634
Bartlett's Test of Sphericity	Approx. Chi-Square	245.685
	Df	15
	Sig.	.000

The KMO for Core Job Characteristics is 0.634 which is greater than 0.5 and the Barlett's Test of Sphericity is 0.000 which is less than 0.05 so it is significant. Based on the tests' results it is satisfactory to proceed with the factor analysis on Core Job Characteristics.

Principal component analysis was performed on the Core Job Characteristics to summarize the total variance in a minimum number of factors.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.250	37.497	37.497	2.250	37.497	37.497
2	1.162	19.371	56.868	1.162	19.371	56.868
3	.891	14.853	71.721			
4	.761	12.684	84.404			
5	.602	10.028	94.432			
6	.334	5.568	100.000			

Extraction Method: Principal Component Analysis.

With reference to the above "Total Variance Explained" table and based on the latent root criterion, two factors are extracted for the Core Job Characteristics are explained by 56.868% of the total variance .

The rotated component matrix makes the interpretation of the factor analysis easier showing the factor loadings of the variables on the extracted components. The factor loadings represent the correlation of each variable and the factor. Loadings indicate the degree of correspondence between the variable and the factor, with higher loadings making the variable representative of the factor. Factor loadings interpret the role each variable plays in defining each factor. Factor loadings of 0.5 and above are necessary for practical significance. The table below shows the two factor structure of Core Job Characteristics based on the rotated component matrix .

Component Matrix[a]

	Component	
	1	2
Skill Variety	.457	.535
Skill Identity	.592	.163
Task Significance	.424	.678
Autonomy in planning work	.755	-.404
Autonomy in making decisions	.768	-.472
Ability to get feedback	.591	.066

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Factor 1 has two highly loaded variables which are Autonomy in planning work (0.755) and Autonomy in making decisions (0.768) . The factor of these two variables is **Autonomy.**

Factor 2 has two highly loaded variables which are Skill Variety (0.535) and Task Significance (0.678). The factor of these two variables is **Challenge**

2. Factor analysis on Personal and Organizational Facilitators :

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.866
Bartlett's Test of Sphericity	Approx. Chi-Square	1651.490
	Df	153
	Sig.	.000

The KMO for Personal and Organizational Facilitators is 0.801 which is greater than 0.5 and the Berlett's Test of Sphericity is 0.000 which is less than 0.05 so it is significance. Based on the test's results it is satisfactory to proceed with the factor analysis on Personal and Organizational Facilitators .

With reference to the "Total Variance Explained" table below and based on latent root criterion, five factors are extracted, accounting for 68.052% of the total variance .

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.059	33.659	33.659	6.059	33.659	33.659
2	1.604	8.910	42.569	1.604	8.910	42.569
3	1.288	7.154	49.723	1.288	7.154	49.723
4	1.164	6.467	56.189	1.164	6.467	56.189
5	1.131	6.283	62.472	1.131	6.283	62.472
6	1.004	5.580	68.052	1.004	5.580	68.052
7	.804	4.465	72.517			
8	.707	3.929	76.446			
9	.637	3.541	79.986			
10	.580	3.221	83.207			
11	.556	3.087	86.294			
12	.478	2.657	88.950			
13	.467	2.594	91.545			
14	.449	2.497	94.042			
15	.370	2.056	96.098			
16	.279	1.550	97.647			
17	.251	1.397	99.044			

18	.172	.956	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component					
	1	2	3	4	5	6
Work meaningfulness	.544	.182	.106	-.350	.324	.088
Responsibility for outcomes	.362	.328	.324	-.419	.378	.173
Growth need	.131	-.010	.420	.579	.331	.513
Knowledge and skills	.175	.652	.204	.405	-.080	-.156
Satisfaction with salary	.475	-.160	.120	-.123	.067	.167
Satisfaction with co-workers	.687	.017	.341	.029	-.382	-.092
Organization-fit	.704	.034	.235	-.104	-.455	.099
Group-fit	.783	.134	.210	-.075	-.381	.098
Supervisor feedback	.235	-.105	.620	.197	.006	-.196
Supervisor help	.334	-.334	.545	.154	.290	-.143
Supervisor encouragement	.133	-.348	-.088	.540	.131	-.175
Supervisor gives meaningful work	.703	-.379	.091	.014	.128	-.114
Supervisor gives opportunity to grow	.501	-.250	-.132	-.179	.643	-.159
Continuous training participation	.503	-.026	-.229	-.293	.047	.681
Job rotation	.293	.096	-.494	.131	-.135	.548
Job enlargement	.491	.205	-.496	.211	-.044	.563
Job enrichment	.292	.512	-.301	.022	.334	-.280
Job empowerment	.475	.638	-.040	.006	.111	-.272

Extraction Method: Principal Component Analysis.

a. 6 components extracted.

- Factor 1 : Satisfaction and fit in the organization
- Factor 2: Knowledge, skills and empowerment
- Factor 3 : Supervisor help and feedback
- Factor 4 : Need to grow and supervisor encouragement
- Factor 5 : Responsibility and opportunity to grow
- Factor 6: Employee learning

3. Factor Analysis on Individual Work Outcomes .

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.771
Bartlett's Test of Sphericity	Approx. Chi-Square	436.855
	Df	15
	Sig.	.000

The Individual Work Outcomes is 0.771 which is greater than 0.50 and the Barlett's Test of Sphericity is 0.000 which is less than 0.05 so it is significant. Based on the test's results it is satisfactory to proceed with the factor analysis on Individual Work Outcomes .

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.833	47.224	47.224	2.833	47.224	47.224
2	1.048	17.471	64.695	1.048	17.471	64.695
3	.922	15.373	80.068			
4	.529	8.817	88.885			
5	.365	6.078	94.963			
6	.302	5.037	100.000			

Extraction Method: Principal Component Analysis.

As shown in the "Total Variance Explained" table above and based on the latent root criterion, two factors are extracted ,accounting for 64.685% of the total variance .

Component Matrix[a]

	Component	
	1	2
Satisfaction	.839	-.281
Motivation	.836	-.151
Commitment	.749	.334
High work performance	.343	.062
Low absenteeism	.348	.872
Low turnover	.795	-.267

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Factor 1 : Satisfaction, motivation and commitment

Factor 2 : Low absenteeism

4.4 MULTIPLE REGRESSION ANALYSES

Due to the large number of the independent variables, *multiple regression with stepwise method* was used to find the most parsimonious set of predictors that are most effective in predicting the dependent variable. Stepwise is the method of selecting variables for inclusion in the regression model that starts by selecting the best predictor of the dependent variable. The independent variable with the greatest contribution to the regression model is added first. Additional independent variables are selected in terms of the incremental explanatory power they can add to the regression model. Independent variables are added as long as their partial correlation coefficients are statistically significant. Independent variables may also be dropped if their predictive power drops to a non-significant level when another independent variable is added to the model.

Variables are added to the regression equation one at a time, using the statistical criterion of maximizing the R square of the included variables. When none of the possible addition can make a statistically significant improvement in R square, the analysis stops.

In stepwise multiple regression, the independent variables are entered according to their statistical contribution in explaining the variance in the dependent variable.
Since variables will not be added to the regression equation unless they make a statistically significant addition to the analysis, all of the independent variables selected for inclusion will have a statistically significant relationship with the dependent variable.

While multicollinearity for all variables can be examined, it is only a problem for the variables not included in the analysis. If a variable is included in the stepwise analysis, it will not have a collinear relationship.

Taking into account the relationships between Core Job Characteristics and Personal and Organizational Facilitators ,multiple regression (stepwise method) with all the independent variables was performed on each of the six dependent variables .

The ANOVA table shows the goodness of fit of the model, that is , how significantly the regression model predicts the outcome variable.

The coefficients for the independent variable show how much the dependent variable changes when the independent variable changes by one unit .

Core Job Characteristics against Satisfaction.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Ability to get feedback	.	
2	Task Significance	.	
3	Autonomy in making decisions	.	

a. Dependent Variable: Satisfaction

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.204	1	21.204	25.568	.000[b]
	Residual	199.032	240	.829		
	Total	220.236	241			
2	Regression	29.896	2	14.948	18.770	.000[c]
	Residual	190.339	239	.796		
	Total	220.236	241			
3	Regression	34.837	3	11.612	14.907	.000[d]
	Residual	185.398	238	.779		
	Total	220.236	241			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Ability to get feedback

c. Predictors: (Constant), Ability to get feedback, Task Significance

d. Predictors: (Constant), Ability to get feedback, Task Significance, Autonomy in making decisions

The probability of the F statistic (14.907) for the regression Model 3 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and dependent variable, that is , the regression model (Model 3) is statistically significant in predicting the dependent variable.

Coefficients[a]

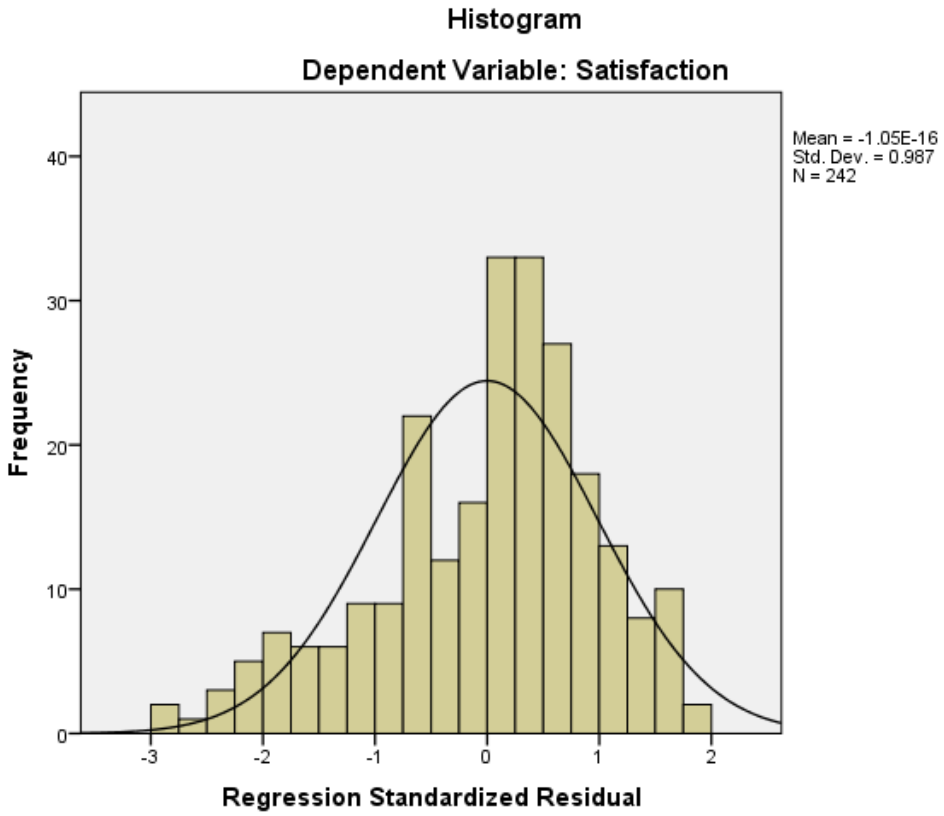
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.203	.269		8.177	.000
	Ability to get feedback	.341	.067	.310	5.057	.000
2	(Constant)	1.606	.320		5.020	.000
	Ability to get feedback	.284	.068	.259	4.169	.000
	Task Significance	.207	.063	.205	3.304	.001
3	(Constant)	1.141	.366		3.115	.002
	Ability to get feedback	.222	.072	.202	3.090	.002
	Task Significance	.216	.062	.214	3.481	.001
	Autonomy in making decisions	.181	.072	.160	2.519	.012

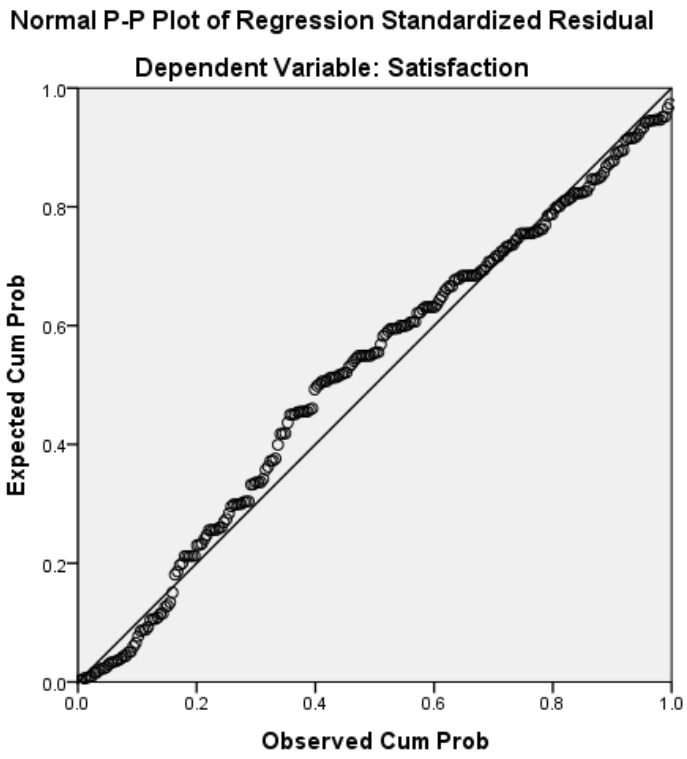
a. Dependent Variable: Satisfaction

We can represent the regression equation as :

Satisfaction : 1.141 + 0.222 (Ability to get feedback) + 0.216 (Task Significance) +
0.181(Autonomy in making decisions)

Since the significance of the t-values for all the variables are less than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between Ability to get feedback and satisfaction, Task Significance and satisfaction and Autonomy in making decisions and satisfaction.





Core Job Characteristics regressed against Motivation:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Autonomy in planning work	.	
2	Task Significance	.	

a. Dependent Variable: Motivation

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.145	1	18.145	20.418	.000[b]
	Residual	213.293	240	.889		
	Total	231.438	241			
2	Regression	26.618	2	13.309	15.530	.000[c]
	Residual	204.820	239	.857		
	Total	231.438	241			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Autonomy in planning work

c. Predictors: (Constant), Autonomy in planning work, Task Significance

The probability of the F statistics (15.530%) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Core Job Characteristics and motivation.

Coefficients[a]

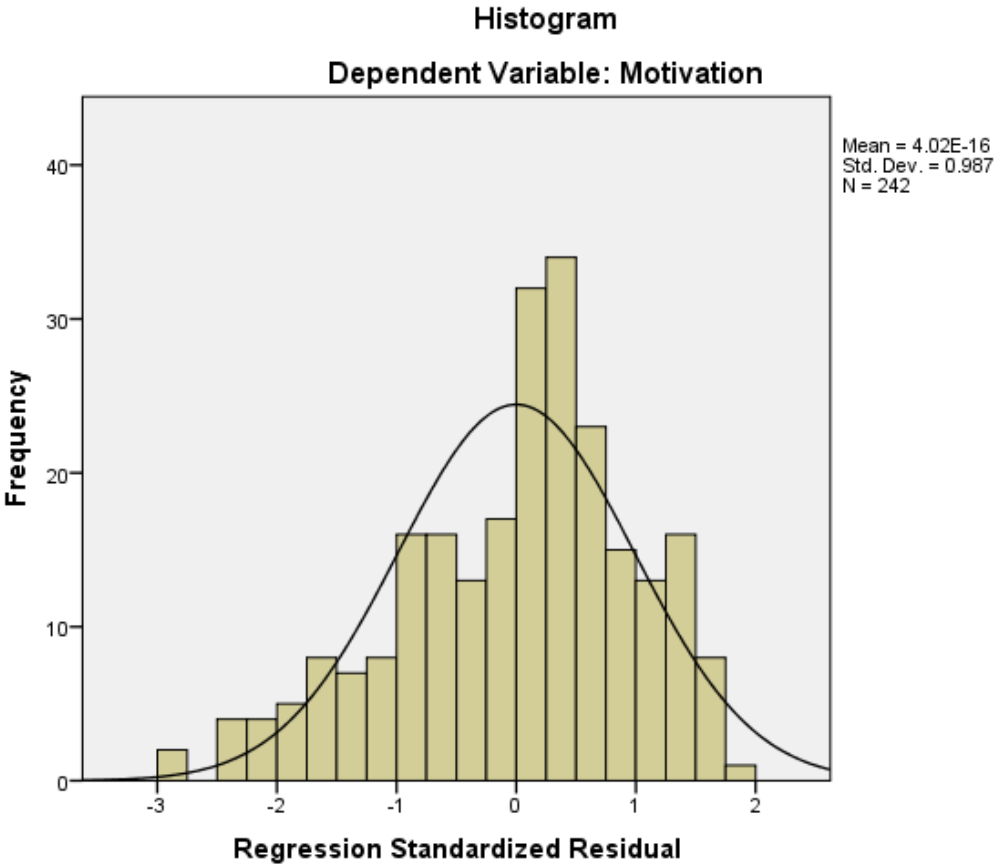
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.509	.258		9.708	.000
	Autonomy in planning work	.302	.067	.280	4.519	.000
2	(Constant)	1.833	.333		5.509	.000
	Autonomy in planning work	.272	.066	.252	4.101	.000
	Task Significance	.200	.064	.193	3.144	.002

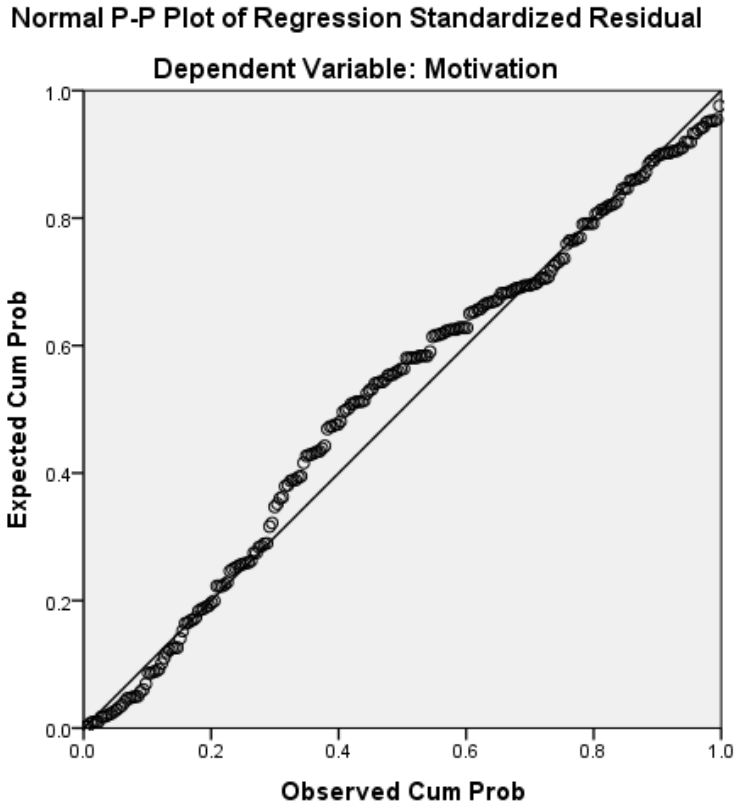
a. Dependent Variable: Motivation

We can represent the regression equation as :

Motivation : 1.833 + 0.272 (Autonomy in planning work) + 0.20 (Task Significance)

Since the significance of t-values for all variables are less than 0.05 and coefficients are positive, there is enough evidence that there is a statistically significant positive relationship between Autonomy in planning work and motivation and Task significance and motivation .





Core Job Characteristics regressed against Commitment:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Skill Variety	.	
2	Autonomy in making decisions	.	
3	Task Significance	.	

a. Dependent Variable: Commitment

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.568	1	9.568	14.865	.000[b]
	Residual	154.485	240	.644		
	Total	164.054	241			
2	Regression	15.497	2	7.749	12.466	.000[c]
	Residual	148.556	239	.622		
	Total	164.054	241			
3	Regression	20.647	3	6.882	11.422	.000[d]
	Residual	143.407	238	.603		
	Total	164.054	241			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Skill Variety

c. Predictors: (Constant), Skill Variety, Autonomy in making decisions

d. Predictors: (Constant), Skill Variety, Autonomy in making decisions, Task Significance

The probability of the F statistics (11.422%) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Core Job Characteristics and commitment.

Coefficients[a]

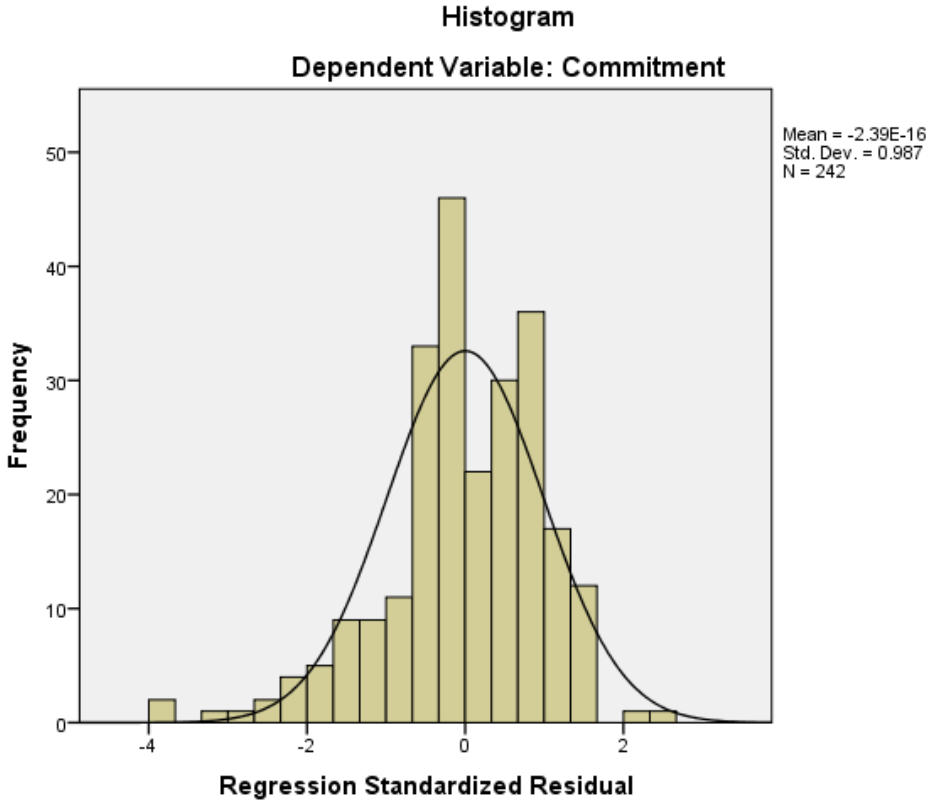
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.988	.311		9.614	.000
	Skill Variety	.275	.071	.242	3.856	.000
2	(Constant)	2.433	.354		6.864	.000
	Skill Variety	.241	.071	.212	3.405	.001
	Autonomy in making decisions	.188	.061	.192	3.088	.002
3	(Constant)	2.018	.377		5.358	.000
	Skill Variety	.191	.072	.168	2.660	.008

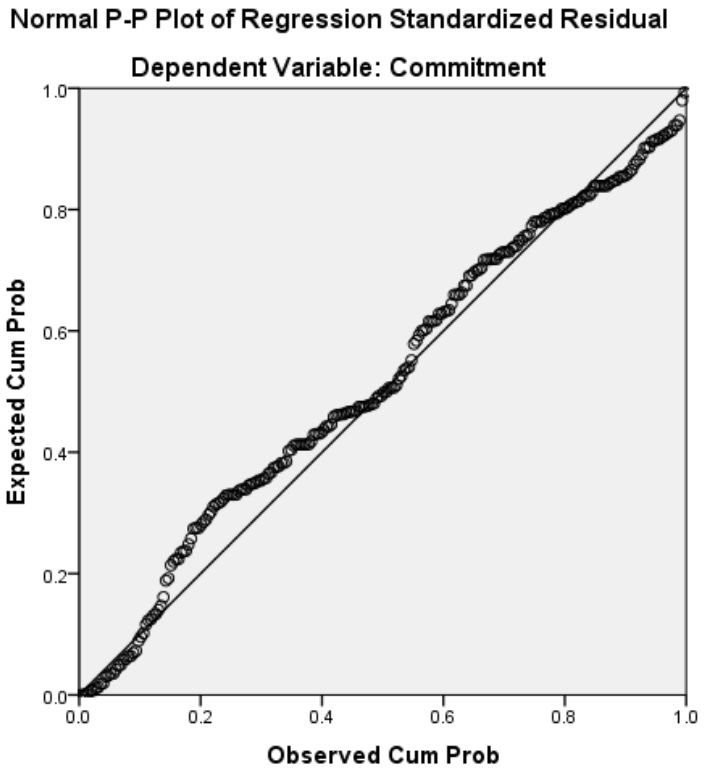
Autonomy in making decisions	.189	.060	.193	3.149	.002
Task Significance	.159	.054	.183	2.924	.004

a. Dependent Variable: Commitment

Commitment : 2.018 + 0.191 (Skill Variety) + 0.189 (Autonomy in making decisions) + 0.159 (Task Significance).

Since the significance of t-values for all variables are less than 0.05 and coefficients are positive, there is enough evidence that there is a statistically significant positive relationship between Skill Variety and commitment , Autonomy in making decisions and commitment and Task significance and commitment .





Core Job Characteristics regressed against high work performance :

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Ability to get feedback	.	
2	Skill Variety	.	

a. Dependent Variable: High work performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.278	1	7.278	16.537	.000[b]
	Residual	105.619	240	.440		
	Total	112.897	241			
2	Regression	9.628	2	4.814	11.141	.000[c]

	Residual	103.269	239	.432		
	Total	112.897	241			

a. Dependent Variable: High work performance

b. Predictors: (Constant), Ability to get feedback

c. Predictors: (Constant), Ability to get feedback, Skill Variety

The probability of the F statistics (11.141 %) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Core Job Characteristics and high work commitment.

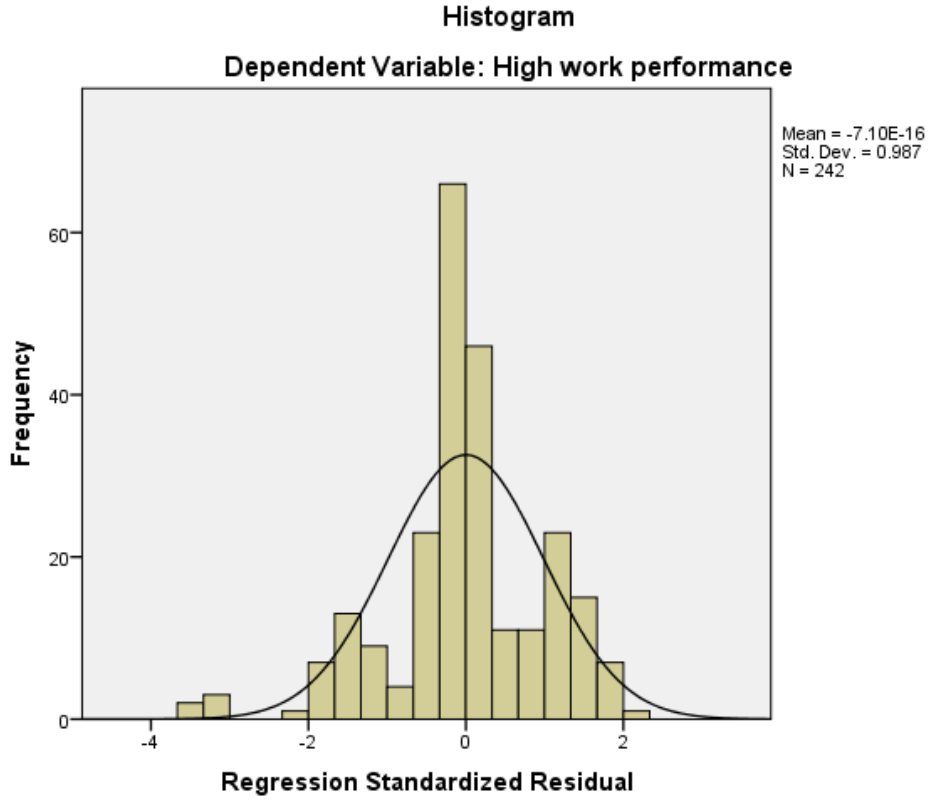
Coefficients[a]

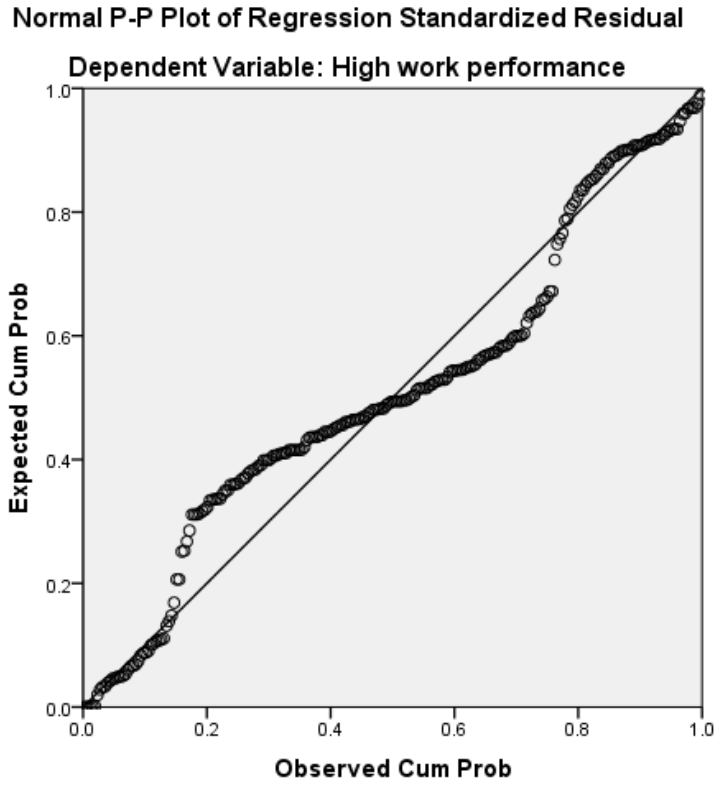
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.242	.196		16.515	.000
	Ability to get feedback	.200	.049	.254	4.067	.000
2	(Constant)	2.728	.294		9.290	.000
	Ability to get feedback	.178	.049	.227	3.608	.000
	Skill Variety	.139	.059	.147	2.332	.021

a. Dependent Variable: High work performance

High work performance : 2.728 + 0.178 (Ability to get feedback) + 0.139 (Skill Variety)

Since the significance of t-values for all variables are less than 0.05 and coefficients are positive, there is enough evidence that there is a statistically significant positive relationship between Ability to get feedback and high work performance and skill variety and high work performance.


Histogram
Dependent Variable: High work performance
Mean = -7.10E-16
Std. Dev. = 0.987
N = 242
Frequency
60
40
20
0
-4
-2
0
2
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: High work performance
Expected Cum Prob
1.0
0.8
0.6
0.4
0.2
0.0
0.0
0.2
0.4
0.6
0.8
1.0
Observed Cum Prob

Core Job Characteristics regressed against low absenteeism :

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Autonomy in making decisions	.	
2	Task Significance	.	

a. Dependent Variable: Low absenteeism

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.361	1	7.361	12.865	.000[b]
	Residual	137.317	240	.572		
	Total	144.678	241			
2	Regression	11.271	2	5.636	10.096	.000[c]
	Residual	133.406	239	.558		
	Total	144.678	241			

a. Dependent Variable: Low absenteeism

b. Predictors: (Constant), Autonomy in making decisions

c. Predictors: (Constant), Autonomy in making decisions, Task Significance

The probability of the F statistics (10.096 %) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Core Job Characteristics and low absenteeism.

Coefficients[a]

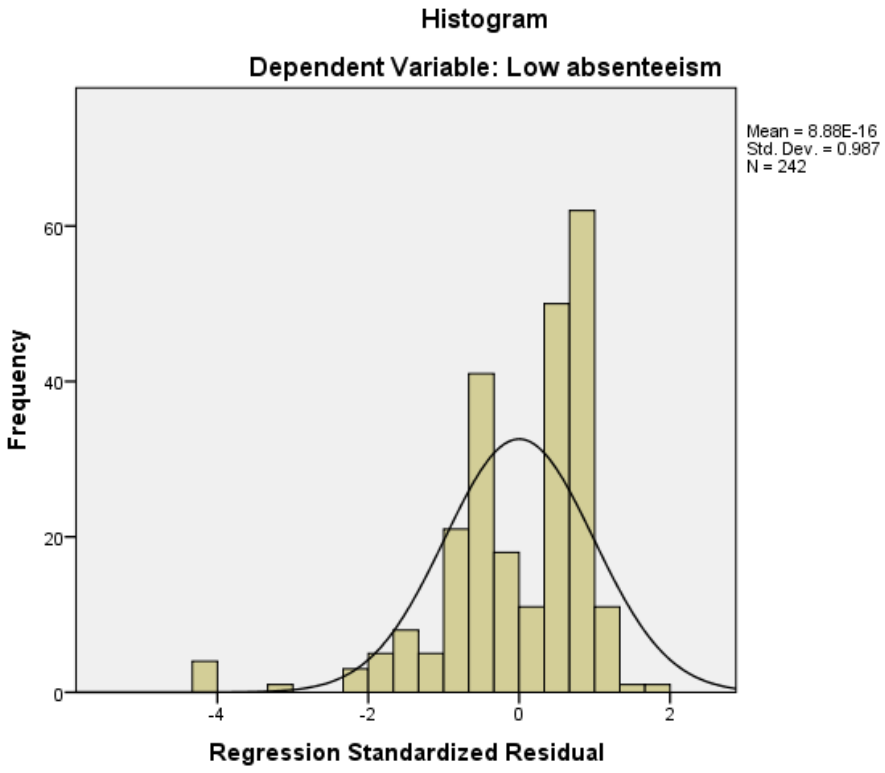
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.643	.220		16.551	.000
	Autonomy in making decisions	.207	.058	.226	3.587	.000
2	(Constant)	3.131	.291		10.753	.000
	Autonomy in making decisions	.202	.057	.220	3.543	.000
	Task Significance	.135	.051	.164	2.647	.009

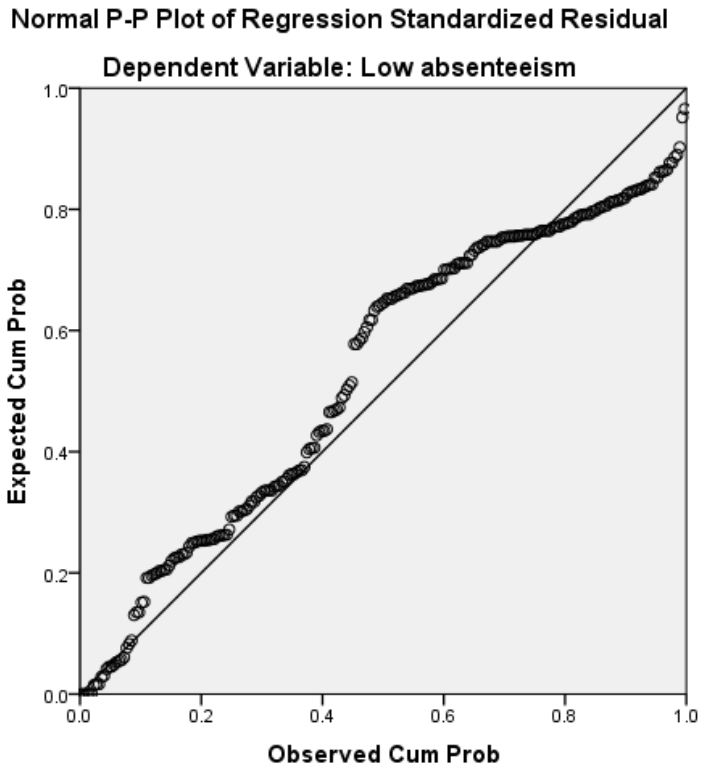
a. Dependent Variable: Low absenteeism

Low absenteeism : 3.131 + 0.202 (Autonomy in making decisions) + 0.135 (Task Significance)

Since the significance of t-values for all variables are less than 0.05 and coefficients are positive, there is enough evidence that there is a statistically significant positive relationship between Autonomy in making decisions and low absenteeism and task significance and low absenteeism

.





Core Job Characteristics regressed against low turnover :

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Task Significance	.	
2	Ability to get feedback	.	

a. Dependent Variable: Low turnover

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.578	1	21.578	16.984	.000[b]
	Residual	304.922	240	1.271		
	Total	326.500	241			
2	Regression	32.213	2	16.107	13.081	.000[c]
	Residual	294.287	239	1.231		
	Total	326.500	241			

a. Dependent Variable: Low turnover

b. Predictors: (Constant), Task Significance

c. Predictors: (Constant), Task Significance, Ability to get feedback

The probability of the F statistics (13.081 %) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Core Job Characteristics and low turnover.

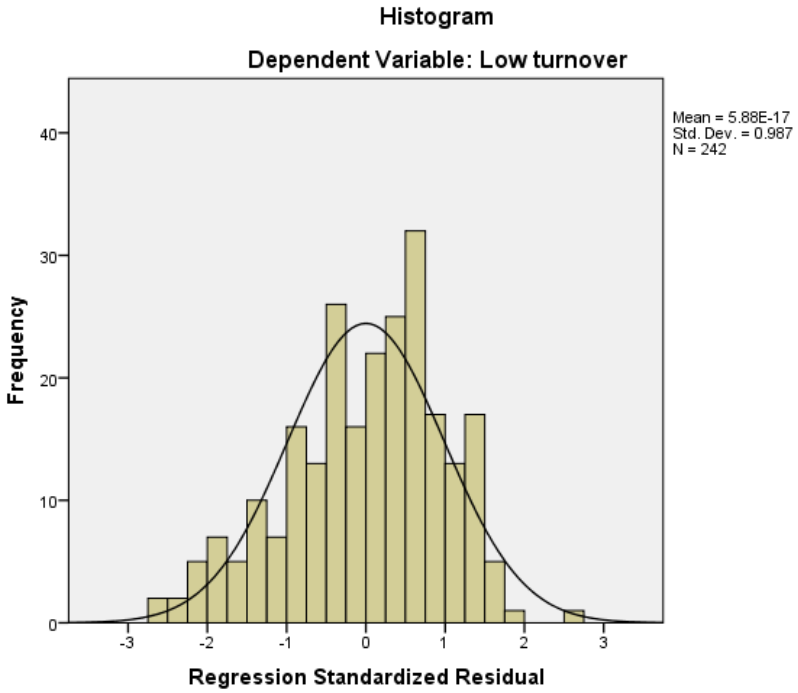
Coefficients[a]

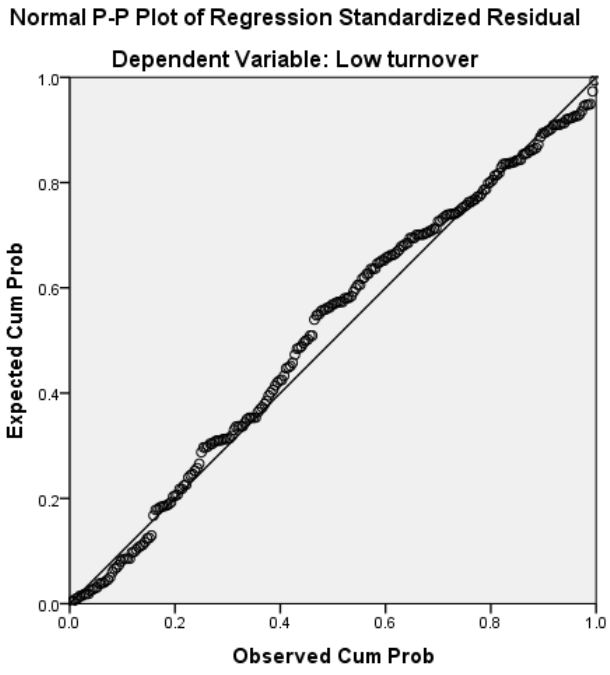
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.163	.311		6.954	.000
	Task Significance	.316	.077	.257	4.121	.000
2	(Constant)	1.416	.398		3.559	.000
	Task Significance	.259	.078	.210	3.318	.001
	Ability to get feedback	.249	.085	.186	2.939	.004

a. Dependent Variable: Low turnover

Low turnover : 1.416 + 0.259 (Task Significance) + 0.249 (Ability to get feedback)

Since the significance of t-values for all variables are less than 0.05 and coefficients are positive, there is enough evidence that there is a statistically significant positive relationship between Task Significance and low turnover and Ability to get feedback and low turnover .


Histogram
Dependent Variable: Low turnover
Mean = 5.88E-17
Std. Dev. = 0.987
N = 242
Frequency
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Low turnover
Expected Cum Prob
Observed Cum Prob

Personal and Organizational facilitators regressed against Satisfaction :

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Group-fit	.	
2	Satisfaction with salary	.	
3	Supervisor gives meaningful work	.	
4	Job empowerment	.	
5	Organization-fit	.	
6	Supervisor feedback	.	
7	Supervisor gives opportunity to grow	.	

a. Dependent Variable: Satisfaction

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.904	1	71.904	116.341	.000[b]
	Residual	148.331	240	.618		
	Total	220.236	241			
2	Regression	91.607	2	45.804	85.107	.000[c]
	Residual	128.628	239	.538		
	Total	220.236	241			
3	Regression	100.381	3	33.460	66.443	.000[d]
	Residual	119.855	238	.504		
	Total	220.236	241			
4	Regression	109.194	4	27.299	58.264	.000[e]

	Residual	111.041	237	.469		
	Total	220.236	241			
	Regression	114.538	5	22.908	51.148	.000[f]
5	Residual	105.697	236	.448		
	Total	220.236	241			
	Regression	117.399	6	19.566	44.713	.000[g]
6	Residual	102.837	235	.438		
	Total	220.236	241			
	Regression	119.133	7	17.019	39.390	.000[h]
7	Residual	101.102	234	.432		
	Total	220.236	241			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Group-fit

c. Predictors: (Constant), Group-fit, Satisfaction with salary

d. Predictors: (Constant), Group-fit, Satisfaction with salary, Supervisor gives meaningful work

e. Predictors: (Constant), Group-fit, Satisfaction with salary, Supervisor gives meaningful work, Job empowerment

f. Predictors: (Constant), Group-fit, Satisfaction with salary, Supervisor gives meaningful work, Job empowerment, Organization-fit

g. Predictors: (Constant), Group-fit, Satisfaction with salary, Supervisor gives meaningful work, Job empowerment, Organization-fit, Supervisor feedback

h. Predictors: (Constant), Group-fit, Satisfaction with salary, Supervisor gives meaningful work, Job empowerment, Organization-fit, Supervisor feedback, Supervisor gives opportunity to grow

The probability of the F statistics (39.390 %) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Personal and organizational facilitators and satisfaction.

Coefficients[a]

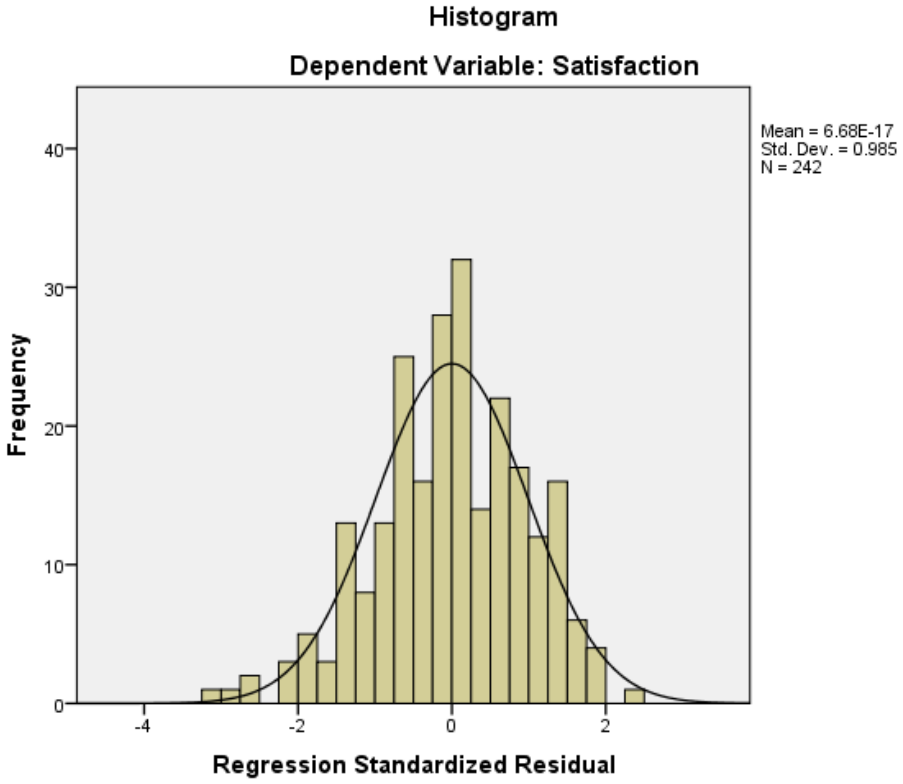
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.089	.232		4.690	.000
	Group-fit	.629	.058	.571	10.786	.000
2	(Constant)	.739	.224		3.295	.001
	Group-fit	.516	.057	.469	8.981	.000
	Satisfaction with salary	.263	.044	.316	6.051	.000
3	(Constant)	.322	.239		1.347	.179
	Group-fit	.426	.060	.387	7.139	.000
	Satisfaction with salary	.219	.043	.262	5.029	.000
	Supervisor gives meaningful work	.247	.059	.229	4.174	.000
4	(Constant)	-.426	.288		-1.479	.140
	Group-fit	.331	.062	.301	5.378	.000
	Satisfaction with salary	.217	.042	.261	5.183	.000
	Supervisor gives meaningful work	.259	.057	.240	4.533	.000
	Job empowerment	.269	.062	.216	4.337	.000
5	(Constant)	-.576	.285		-2.023	.044
	Group-fit	.138	.082	.125	1.677	.095
	Satisfaction with salary	.211	.041	.253	5.133	.000
	Supervisor gives meaningful work	.233	.056	.216	4.140	.000
	Job empowerment	.274	.061	.220	4.511	.000
	Organization-fit	.258	.075	.245	3.454	.001
6	(Constant)	-.466	.285		-1.637	.103
	Group-fit	.160	.082	.145	1.953	.052
	Satisfaction with salary	.211	.041	.254	5.212	.000
	Supervisor gives meaningful work	.284	.059	.263	4.799	.000
	Job empowerment	.303	.061	.243	4.955	.000
	Organization-fit	.280	.074	.266	3.776	.000
	Supervisor feedback	-.154	.060	-.141	-2.557	.011
7	(Constant)	-.360	.288		-1.252	.212
	Group-fit	.145	.081	.132	1.784	.076
	Satisfaction with salary	.204	.041	.244	5.027	.000

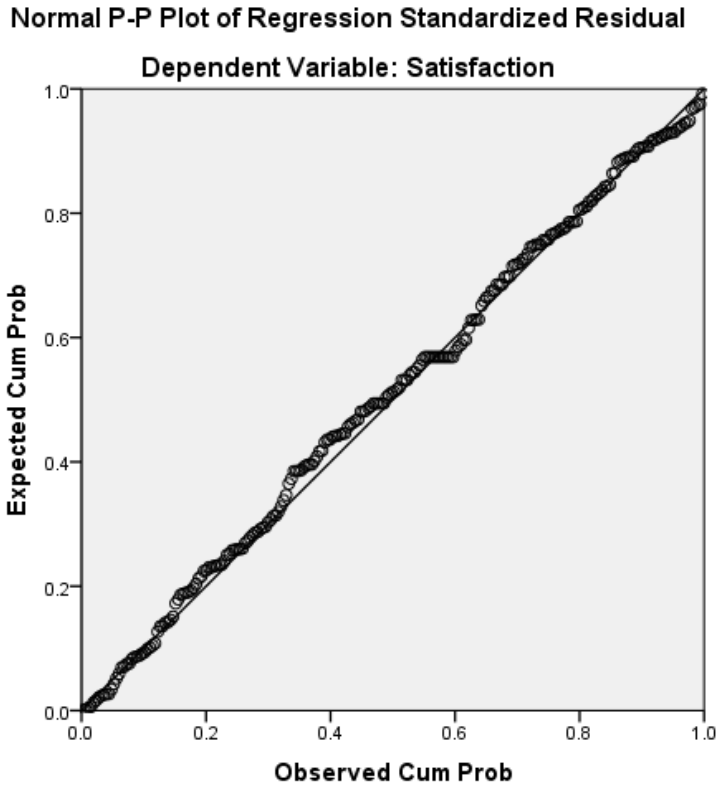
Supervisor gives meaningful work	.220	.067	.204	3.293	.001
Job empowerment	.287	.061	.231	4.693	.000
Organization-fit	.269	.074	.255	3.630	.000
Supervisor feedback	-.186	.062	-.170	-3.009	.003
Supervisor gives opportunity to grow	.123	.062	.134	2.004	.046

a. Dependent Variable: Satisfaction

Satisfaction : - 0.360 + 0.145 (Group-fit) + 0.204 (Satisfaction with salary) + 0.220 (Supervisor gives meaningful work) + 0.287 (Job empowerment) + 0.269 (Organizational-fit) – 0.186 (Supervisor feedback) + 0.123 (Supervisor gives opportunity to grow).

Since the significance of t-values for all variables are less than 0.05 there is a statistically significant relationship between Task Significance and low turnover and Ability to get feedback and low turnover .


Histogram
Dependent Variable: Satisfaction
Mean = 6.68E-17
Std. Dev. = 0.985
N = 242
Frequency
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Satisfaction
Expected Cum Prob
Observed Cum Prob

Personal and Organizational facilitators regressed against Motivation :

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Supervisor gives opportunity to grow	.	
2	Satisfaction with salary	.	
3	Work meaningfulness	.	
4	Group-fit	.	

a. Dependent Variable: Motivation

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.204	1	53.204	71.642	.000[b]
	Residual	178.234	240	.743		
	Total	231.438	241			
2	Regression	76.215	2	38.107	58.675	.000[c]
	Residual	155.223	239	.649		
	Total	231.438	241			
3	Regression	90.550	3	30.183	50.988	.000[d]
	Residual	140.888	238	.592		
	Total	231.438	241			
4	Regression	94.719	4	23.680	41.049	.000[e]
	Residual	136.719	237	.577		
	Total	231.438	241			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Supervisor gives opportunity to grow

c. Predictors: (Constant), Supervisor gives opportunity to grow, Satisfaction with salary

d. Predictors: (Constant), Supervisor gives opportunity to grow, Satisfaction with salary, Work meaningfulness

e. Predictors: (Constant), Supervisor gives opportunity to grow, Satisfaction with salary, Work meaningfulness, Group-fit

The probability of the F statistics (41.049 %) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Personal and organizational facilitators and motivation.

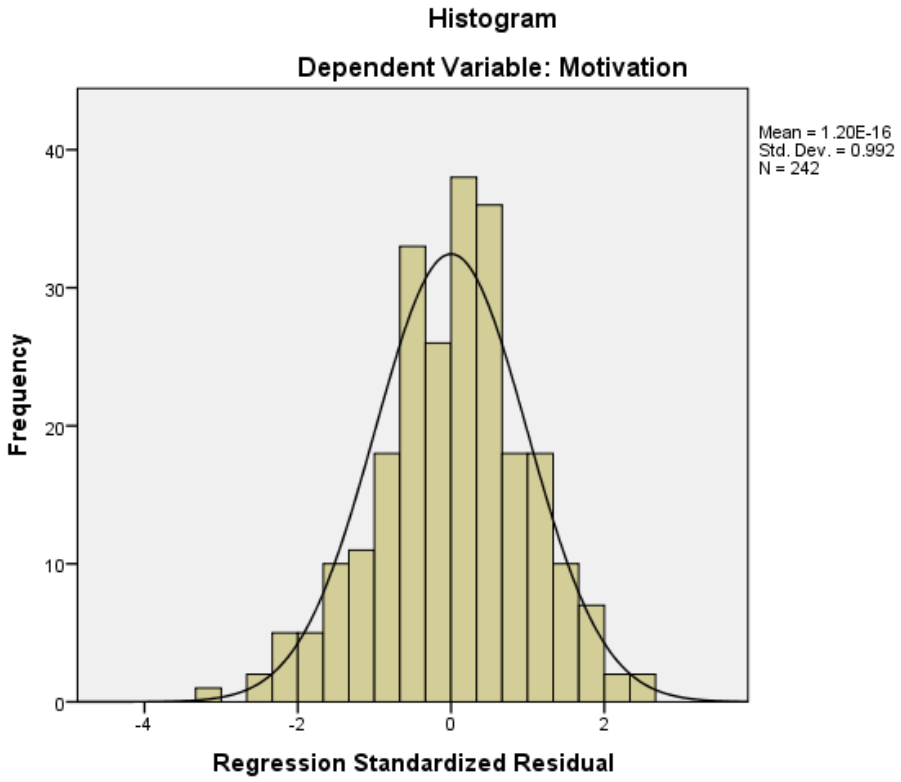
Coefficients[a]

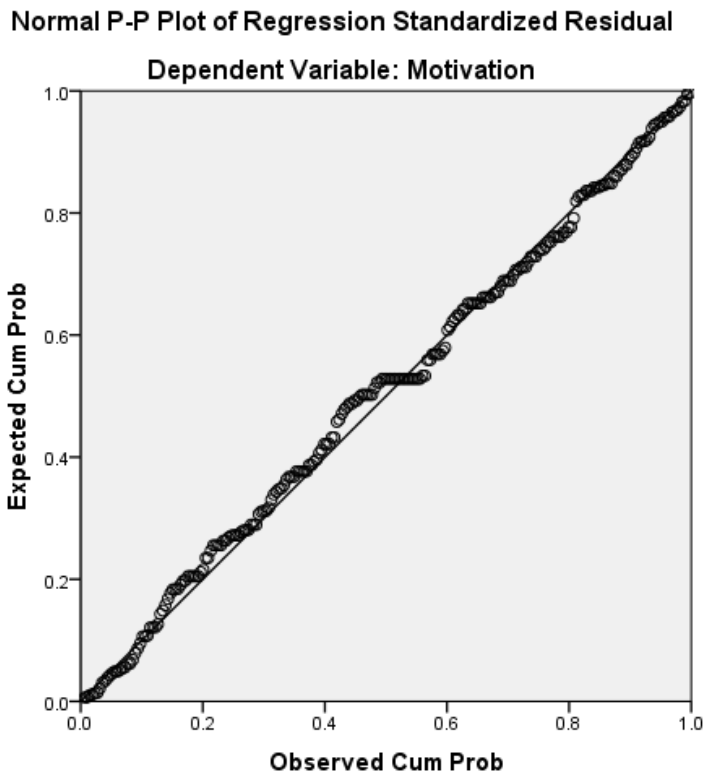
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.039	.198		10.316	.000
	Supervisor gives opportunity to grow	.454	.054	.479	8.464	.000
2	(Constant)	1.569	.201		7.808	.000
	Supervisor gives opportunity to grow	.344	.053	.364	6.444	.000
	Satisfaction with salary	.287	.048	.336	5.952	.000
3	(Constant)	.531	.285		1.862	.064
	Supervisor gives opportunity to grow	.266	.053	.281	4.969	.000
	Satisfaction with salary	.263	.046	.308	5.679	.000
	Work meaningfulness	.330	.067	.267	4.921	.000
4	(Constant)	.255	.300		.851	.395
	Supervisor gives opportunity to grow	.204	.058	.216	3.552	.000
	Satisfaction with salary	.243	.046	.284	5.239	.000
	Work meaningfulness	.292	.068	.236	4.313	.000
	Group-fit	.184	.068	.163	2.688	.008

a. Dependent Variable: Motivation

Motivation : 0.255 + 0.204 (Supervisor gives opportunity to grow) + 0.243 (Satisfaction with salary) + 0.292 (Work meaningfulness) + 0.184 (Group-fit).

Since the significance of t-values for all variables are less than 0.05 and coefficients are positive, there is enough evidence that there is a statistically significant positive relationship between supervisor gives opportunity and motivation, Satisfaction with salary and satisfaction, work meaningfulness and satisfaction and group-fit and satisfaction .





Personal and Organizational facilitators regressed against Commitment :

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Group-fit	.	
2	Responsibility for outcomes	.	
3	Job empowerment	.	
4	Work meaningfulness	.	

a. Dependent Variable: Commitment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.380	1	38.380	73.294	.000[b]
	Residual	125.674	240	.524		
	Total	164.054	241			
2	Regression	50.278	2	25.139	52.808	.000[c]
	Residual	113.775	239	.476		
	Total	164.054	241			
3	Regression	55.555	3	18.518	40.622	.000[d]
	Residual	108.498	238	.456		
	Total	164.054	241			
4	Regression	57.880	4	14.470	32.300	.000[e]
	Residual	106.174	237	.448		
	Total	164.054	241			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Group-fit

c. Predictors: (Constant), Group-fit, Responsibility for outcomes

d. Predictors: (Constant), Group-fit, Responsibility for outcomes, Job empowerment

e. Predictors: (Constant), Group-fit, Responsibility for outcomes, Job empowerment, Work meaningfulness

The probability of the F statistics (32.30 %) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Personal and organizational facilitators and commitment.

Coefficients[a]

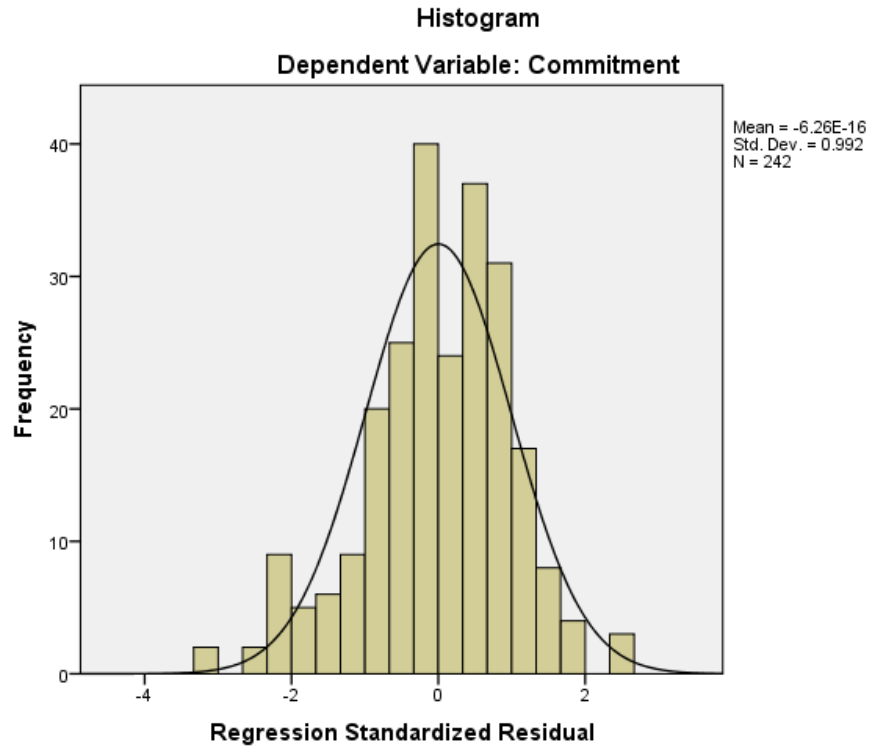
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.384	.214		11.154	.000
	Group-fit	.459	.054	.484	8.561	.000
2	(Constant)	1.148	.320		3.583	.000

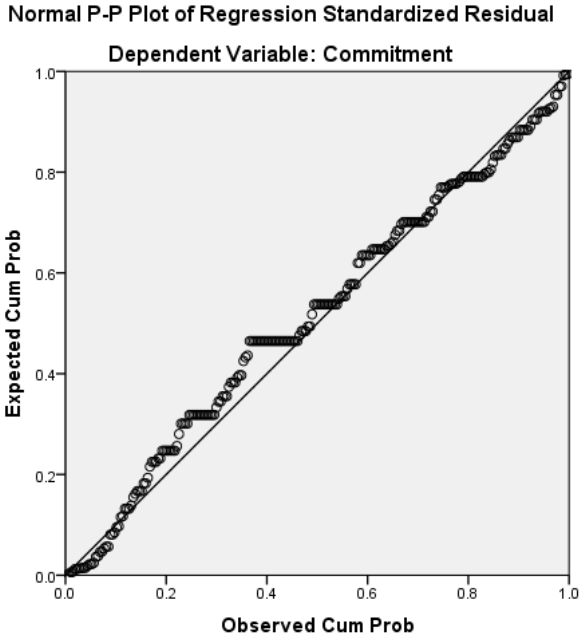
	Group-fit	.379	.054	.399	7.059	.000
	Responsibility for outcomes	.348	.070	.282	4.999	.000
	(Constant)	.743	.335		2.216	.028
3	Group-fit	.319	.055	.335	5.753	.000
	Responsibility for outcomes	.301	.070	.244	4.327	.000
	Job empowerment	.213	.062	.198	3.402	.001
	(Constant)	.547	.343		1.594	.112
	Group-fit	.290	.056	.306	5.158	.000
4	Responsibility for outcomes	.257	.072	.208	3.588	.000
	Job empowerment	.190	.063	.176	3.023	.003
	Work meaningfulness	.141	.062	.135	2.278	.024

a. Dependent Variable: Commitment

Commitment : 0.547 + 0.290 (Group-fit) + 0.257 (Responsibility for outcomes) + 0.190 (Job empowerment) + 0.141 (Work meaningfulness).

Since the significance of t-values for all variables are less than 0.05 and coefficients are positive, there is enough evidence that there is a statistically significant positive relationship between Group-fit and commitment, responsibility for outcomes and commitment , job empowerment and commitment and work meaningfulness and commitment .


Histogram
Dependent Variable: Commitment
Mean = -6.26E-16
Std. Dev. = 0.992
N = 242
Frequency
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Commitment
Expected Cum Prob
Observed Cum Prob

Personal and Organizational facilitators regressed against High work performance:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Supervisor feedback	.	
2	Knowledge and skills	.	
3	Continous training participation	.	
4	Supervisor encouragement	.	

a. Dependent Variable: High work performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.146	1	14.146	34.381	.000[b]
	Residual	98.750	240	.411		
	Total	112.897	241			
2	Regression	18.452	2	9.226	23.347	.000[c]
	Residual	94.445	239	.395		
	Total	112.897	241			
3	Regression	22.129	3	7.376	19.341	.000[d]
	Residual	90.768	238	.381		
	Total	112.897	241			
4	Regression	23.643	4	5.911	15.695	.000[e]
	Residual	89.254	237	.377		
	Total	112.897	241			

a. Dependent Variable: High work performance

b. Predictors: (Constant), Supervisor feedback

c. Predictors: (Constant), Supervisor feedback, Knowledge and skills

d. Predictors: (Constant), Supervisor feedback, Knowledge and skills, Continous training participation

e. Predictors: (Constant), Supervisor feedback, Knowledge and skills, Continous training participation, Supervisor encouragement

The probability of the F statistics (15.695 %) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Personal and organizational facilitators and high work performance .

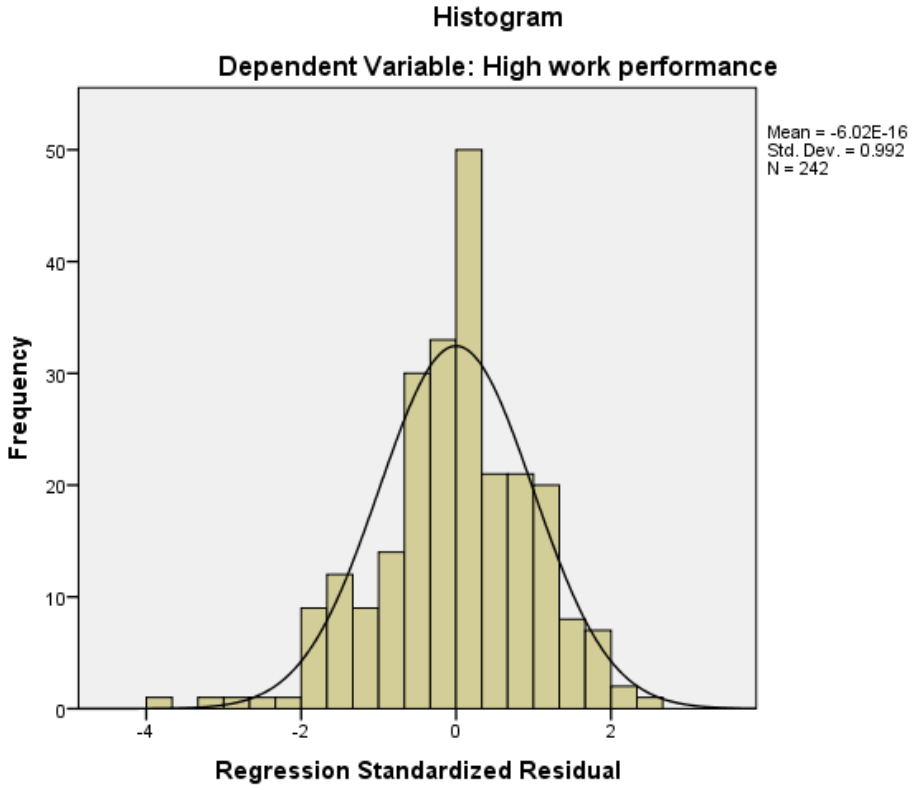
Coefficients[a]

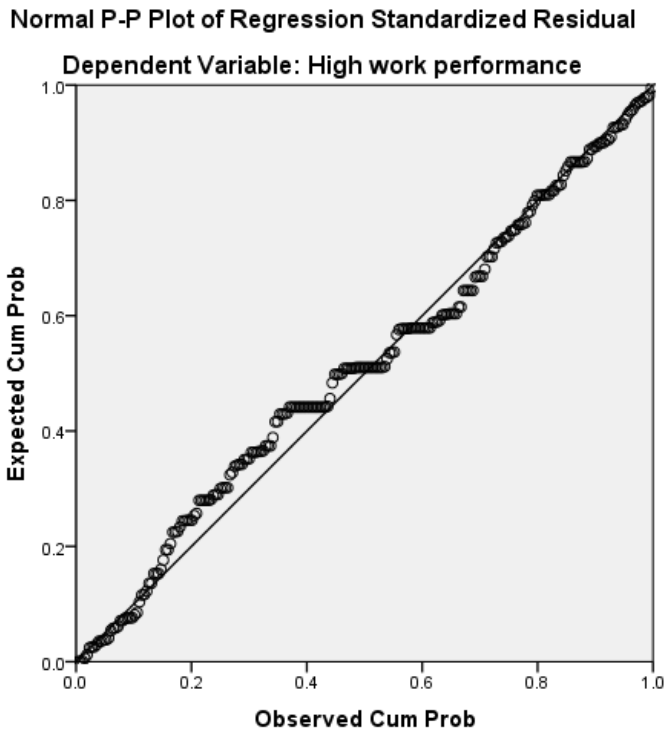
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.971	.184		16.167	.000
	Supervisor feedback	.277	.047	.354	5.864	.000
2	(Constant)	2.105	.318		6.615	.000
	Supervisor feedback	.260	.047	.332	5.573	.000
	Knowledge and skills	.214	.065	.197	3.301	.001
3	(Constant)	1.871	.322		5.820	.000
	Supervisor feedback	.216	.048	.275	4.495	.000
	Knowledge and skills	.222	.064	.203	3.474	.001
	Continous training participation	.113	.037	.189	3.105	.002
4	(Constant)	1.754	.325		5.402	.000
	Supervisor feedback	.145	.059	.186	2.455	.015
	Knowledge and skills	.229	.063	.210	3.601	.000
	Continuous training participation	.106	.036	.177	2.914	.004
	Supervisor encouragement	.104	.052	.149	2.005	.046

a. Dependent Variable: High work performance

High work performance : 1.754 + 0.145 (Supervisor feedback) + 0.229 (Knowledge and skills) + 0.106 (Continuous training participation) + 0.104 (Supervisor encouragement).

Since the significance of t-values for all variables are less than 0.05 and coefficients are positive, there is enough evidence that there is a statistically significant positive relationship between Supervisor feedback and high work performance , Knowledge and skills and high work performance , continuous training participation and high work performance and supervisor encouragement and high work performance .





Personal and Organizational facilitators regressed against Low absenteeism :

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Job empowerment	.	

a. Dependent Variable: Low absenteeism

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.918	1	18.918	36.102	.000[b]
	Residual	125.760	240	.524		
	Total	144.678	241			

a. Dependent Variable: Low absenteeism

b. Predictors: (Constant), Job empowerment

The probability of the F statistics (36.102 %) for the regression Model 1 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Personal and organizational facilitators and low absenteeism.

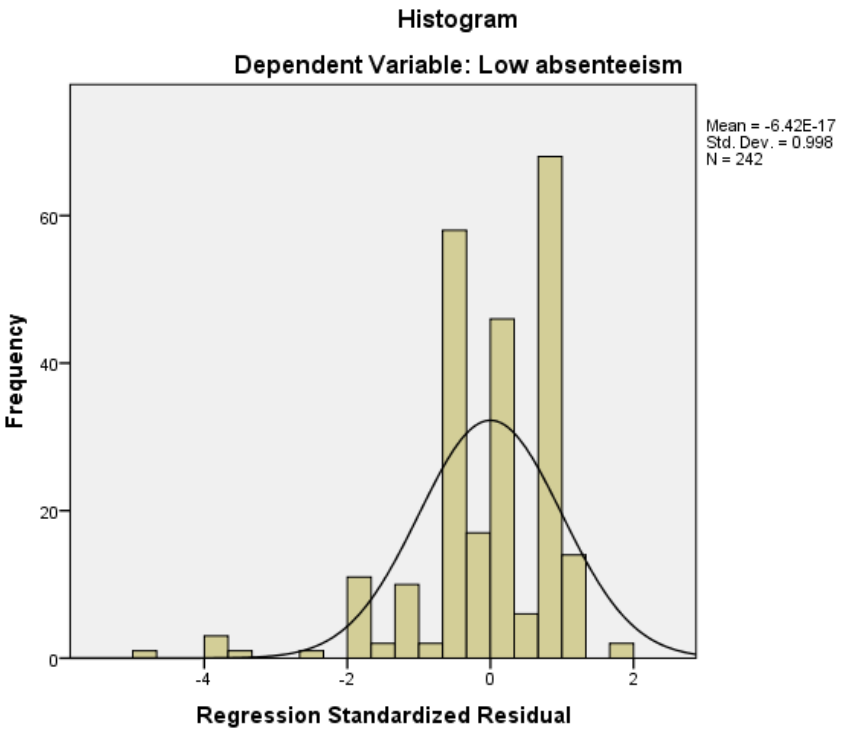
Coefficients[a]

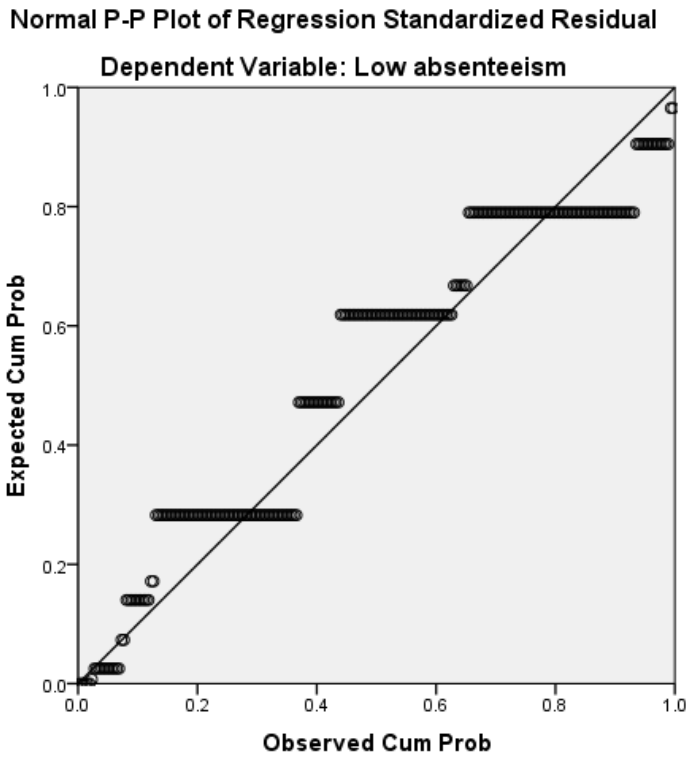
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.956	.247		11.972	.000
	Job empowerment	.365	.061	.362	6.009	.000

a. Dependent Variable: Low absenteeism

Low absenteeism : 2.956 + 0.365 (Job empowerment)

Since the significance of t-value of the variable is less than 0.05 and coefficients are positive, there is enough evidence that there is a statistically significant positive relationship between Job empowerment and low absenteeism.


Histogram
Dependent Variable: Low absenteeism
Mean = -6.42E-17
Std. Dev. = 0.998
N = 242
Frequency
60
40
20
0
-4
-2
0
2
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Low absenteeism
Expected Cum Prob
1.0
0.8
0.6
0.4
0.2
0.0
0.0
0.2
0.4
0.6
0.8
1.0
Observed Cum Prob

Personal and Organizational facilitators regressed against Low turnover :

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Organization-fit		
2	Satisfaction with salary		
3	Job empowerment		
4	Work meaningfulness		
5	Job enlargement		
6	Supervisor gives opportunity to grow		

a. Dependent Variable: Low turnover

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.583	1	69.583	65.001	.000[b]
	Residual	256.917	240	1.070		
	Total	326.500	241			
2	Regression	99.581	2	49.791	52.441	.000[c]
	Residual	226.919	239	.949		
	Total	326.500	241			
3	Regression	113.180	3	37.727	42.092	.000[d]
	Residual	213.320	238	.896		
	Total	326.500	241			
4	Regression	120.496	4	30.124	34.657	.000[e]

	Residual	206.004	237	.869		
	Total	326.500	241			
	Regression	125.776	5	25.155	29.576	.000[f]
5	Residual	200.724	236	.851		
	Total	326.500	241			
	Regression	132.232	6	22.039	26.659	.000[g]
6	Residual	194.268	235	.827		
	Total	326.500	241			

a. Dependent Variable: Low turnover

b. Predictors: (Constant), Organization-fit

c. Predictors: (Constant), Organization-fit, Satisfaction with salary

d. Predictors: (Constant), Organization-fit, Satisfaction with salary, Job empowerment

e. Predictors: (Constant), Organization-fit, Satisfaction with salary, Job empowerment, Work meaningfulness

f. Predictors: (Constant), Organization-fit, Satisfaction with salary, Job empowerment, Work meaningfulness, Job enlargement

g. Predictors: (Constant), Organization-fit, Satisfaction with salary, Job empowerment, Work meaningfulness, Job enlargement, Supervisor gives opportunity to grow

The probability of the F statistics (26.659 %) for the regression Model 6 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Personal and organizational facilitators and low turnover.

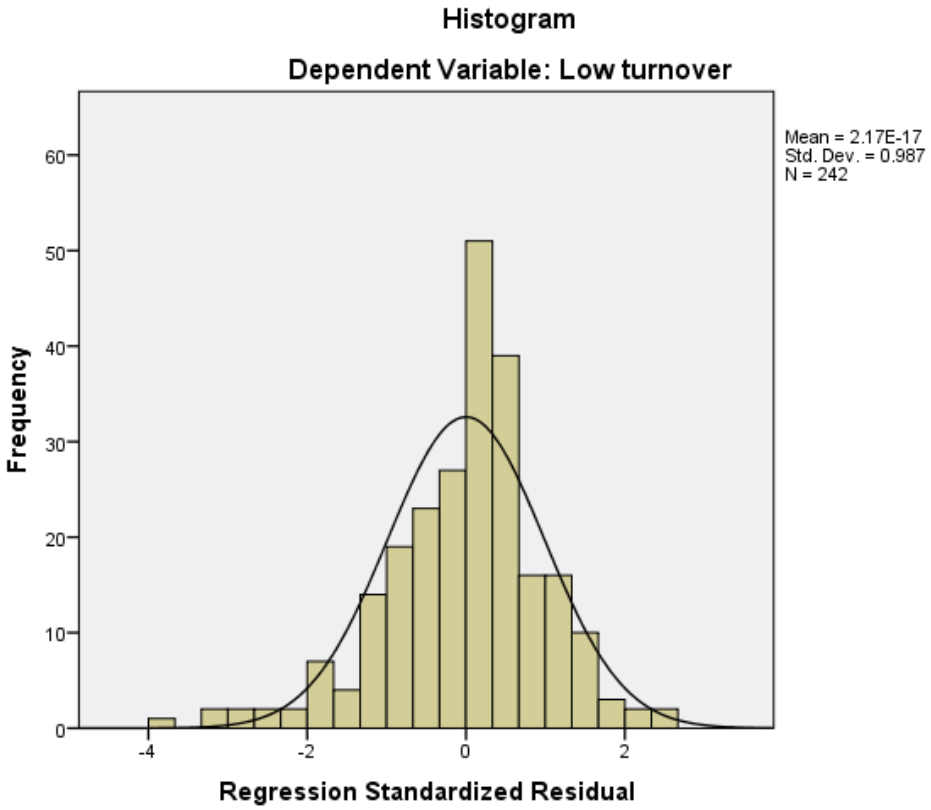
Coefficients[a]

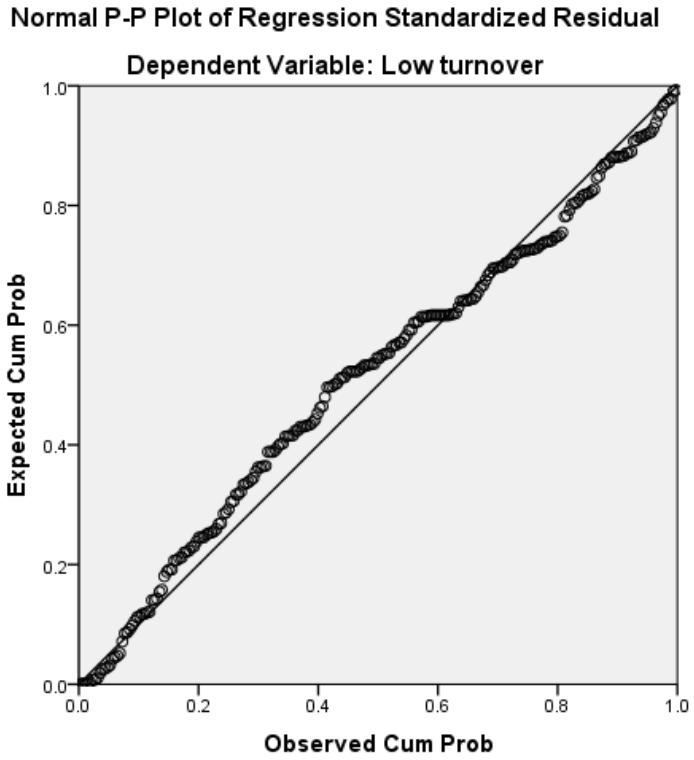
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.120	.292		3.839	.000
	Organization-fit	.591	.073	.462	8.062	.000
2	(Constant)	.625	.288		2.166	.031
	Organization-fit	.470	.072	.367	6.504	.000
	Satisfaction with salary	.322	.057	.317	5.621	.000
3	(Constant)	-.360	.377		-.954	.341
	Organization-fit	.400	.073	.312	5.508	.000
	Satisfaction with salary	.313	.056	.309	5.624	.000
	Job empowerment	.322	.083	.212	3.895	.000
4	(Constant)	-.891	.414		-2.150	.033
	Organization-fit	.350	.074	.273	4.753	.000
	Satisfaction with salary	.294	.055	.290	5.323	.000
	Job empowerment	.262	.084	.173	3.121	.002
	Work meaningfulness	.243	.084	.165	2.901	.004
5	(Constant)	-.558	.431		-1.294	.197
	Organization-fit	.377	.074	.295	5.128	.000
	Satisfaction with salary	.309	.055	.305	5.623	.000
	Job empowerment	.298	.084	.196	3.534	.000
	Work meaningfulness	.254	.083	.173	3.067	.002
	Job enlargement	-.179	.072	-.135	-2.492	.013
6	(Constant)	-.500	.425		-1.176	.241
	Organization-fit	.306	.077	.239	3.968	.000
	Satisfaction with salary	.278	.055	.274	5.014	.000
	Job empowerment	.274	.084	.180	3.276	.001
	Work meaningfulness	.218	.083	.148	2.628	.009
	Job enlargement	-.212	.072	-.160	-2.944	.004
	Supervisor gives opportunity to grow	.195	.070	.173	2.794	.006

a. Dependent Variable: Low turnover

Low turnover : -0.5 + 0.306 (Organization-fit) + 0.278 (Satisfaction with salary) + 0.274 (Job empowerment) + 0.218 (Work meaningfulness) – 0.212 (Job enlargement) + 0.195 (Supervisor gives opportunity to grow)

Since the significance of t-values for all variables are less than 0.05, there is enough evidence that there is a statistically significant positive relationship between Organization-fit and Low Turnover , Satisfaction with salary and Low turnover , Job empowerment and Low turnover and Work meaningfulness and Low turnover and Supervisor gives opportunity to grow and Low turnover and negative relationship between Job enlargement and Low turnover .




Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Low turnover
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

Core job characteristics and Personal and organizational facilitators regressed against Satisfaction:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Group-fit	.	
2	Satisfaction with salary	.	
3	Supervisor gives meaningful work	.	
4	Job empowerment	.	
5	Organization-fit	.	
6	Supervisor feedback	.	
7	Supervisor gives opportunity to grow	.	

a. Dependent Variable: Satisfaction

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.904	1	71.904	116.341	.000[b]
	Residual	148.331	240	.618		
	Total	220.236	241			
2	Regression	91.607	2	45.804	85.107	.000[c]
	Residual	128.628	239	.538		
	Total	220.236	241			
3	Regression	100.381	3	33.460	66.443	.000[d]
	Residual	119.855	238	.504		
	Total	220.236	241			
4	Regression	109.194	4	27.299	58.264	.000[e]
	Residual	111.041	237	.469		
	Total	220.236	241			
5	Regression	114.538	5	22.908	51.148	.000[f]

	Residual	105.697	236	.448		
	Total	220.236	241			
	Regression	117.399	6	19.566	44.713	.000[g]
6	Residual	102.837	235	.438		
	Total	220.236	241			
	Regression	119.133	7	17.019	39.390	.000[h]
7	Residual	101.102	234	.432		
	Total	220.236	241			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Group-fit

c. Predictors: (Constant), Group-fit, Satisfaction with salary

d. Predictors: (Constant), Group-fit, Satisfaction with salary, Supervisor gives meaningful work

e. Predictors: (Constant), Group-fit, Satisfaction with salary, Supervisor gives meaningful work, Job empowerment

f. Predictors: (Constant), Group-fit, Satisfaction with salary, Supervisor gives meaningful work, Job empowerment, Organization-fit

g. Predictors: (Constant), Group-fit, Satisfaction with salary, Supervisor gives meaningful work, Job empowerment, Organization-fit, Supervisor feedback

h. Predictors: (Constant), Group-fit, Satisfaction with salary, Supervisor gives meaningful work, Job empowerment, Organization-fit, Supervisor feedback, Supervisor gives opportunity to grow

The probability of the F statistics (39.39 %) for the regression Model 7 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Personal and organizational facilitators and satisfaction.

Coefficients[a]

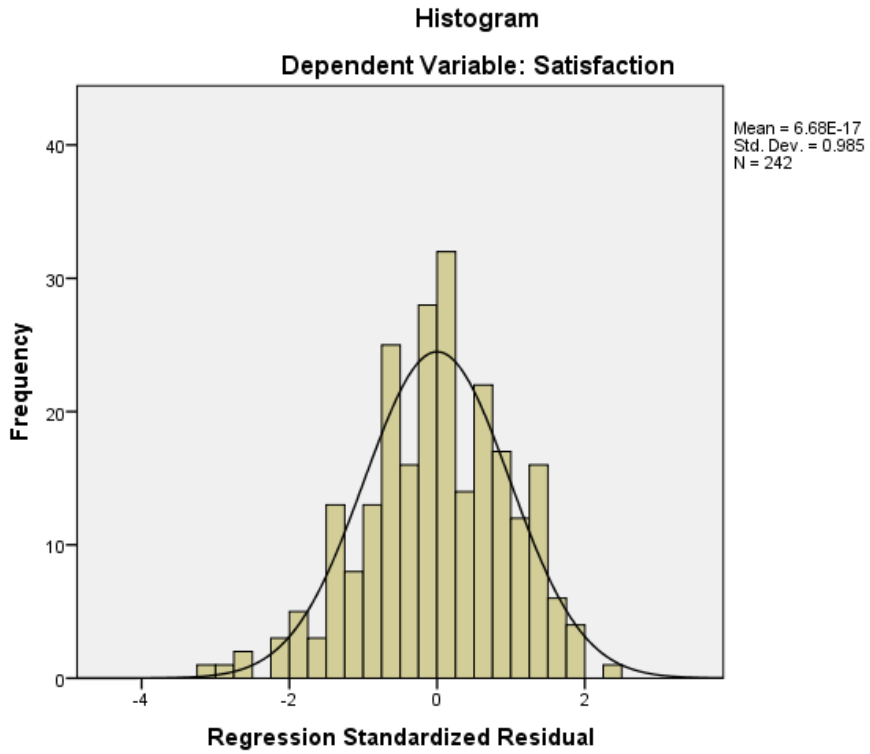
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	1.089	.232		4.690	.000			
	Group-fit	.629	.058	.571	10.786	.000	.571	.571	.571
2	(Constant)	.739	.224		3.295	.001			
	Group-fit	.516	.057	.469	8.981	.000	.571	.502	.444

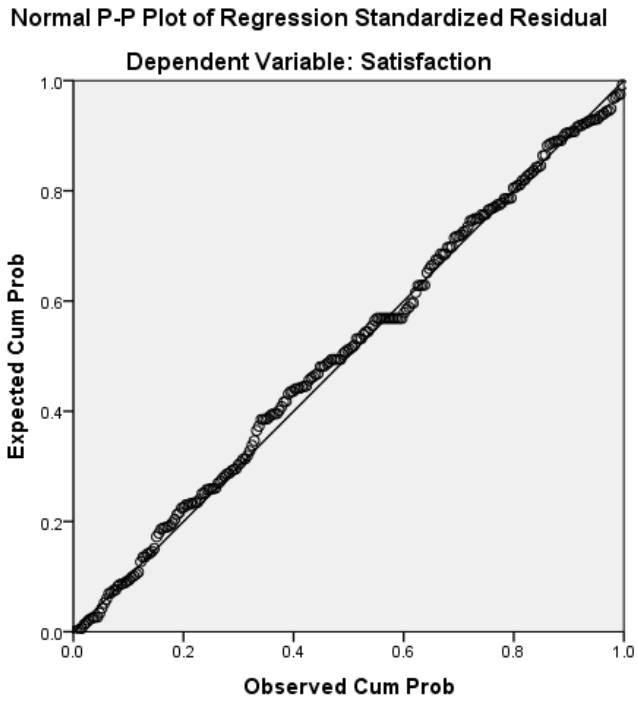
	Satisfaction with salary	.263	.044	.316	6.051	.000	.468	.364	.299
	(Constant)	.322	.239		1.347	.179			
	Group-fit	.426	.060	.387	7.139	.000	.571	.420	.341
3	Satisfaction with salary	.219	.043	.262	5.029	.000	.468	.310	.240
	Supervisor gives meaningful work	.247	.059	.229	4.174	.000	.489	.261	.200
	(Constant)	-.426	.288		-1.479	.140			
	Group-fit	.331	.062	.301	5.378	.000	.571	.330	.248
4	Satisfaction with salary	.217	.042	.261	5.183	.000	.468	.319	.239
	Supervisor gives meaningful work	.259	.057	.240	4.533	.000	.489	.282	.209
	Job empowerment	.269	.062	.216	4.337	.000	.391	.271	.200
	(Constant)	-.576	.285		-2.023	.044			
	Group-fit	.138	.082	.125	1.677	.095	.571	.109	.076
	Satisfaction with salary	.211	.041	.253	5.133	.000	.468	.317	.231
5	Supervisor gives meaningful work	.233	.056	.216	4.140	.000	.489	.260	.187
	Job empowerment	.274	.061	.220	4.511	.000	.391	.282	.203
	Organization-fit	.258	.075	.245	3.454	.001	.566	.219	.156
	(Constant)	-.466	.285		-1.637	.103			
	Group-fit	.160	.082	.145	1.953	.052	.571	.126	.087
	Satisfaction with salary	.211	.041	.254	5.212	.000	.468	.322	.232
	Supervisor gives	.284	.059	.263	4.799	.000	.489	.299	.214
6	meaningful work								
	Job empowerment	.303	.061	.243	4.955	.000	.391	.308	.221
	Organization-fit	.280	.074	.266	3.776	.000	.566	.239	.168
	Supervisor feedback	-.154	.060	-.141	-2.557	.011	.304	-.165	-.114
	(Constant)	-.360	.288		-1.252	.212			
	Group-fit	.145	.081	.132	1.784	.076	.571	.116	.079
	Satisfaction with salary	.204	.041	.244	5.027	.000	.468	.312	.223
	Supervisor gives meaningful work	.220	.067	.204	3.293	.001	.489	.210	.146
7	Job empowerment	.287	.061	.231	4.693	.000	.391	.293	.208
	Organization-fit	.269	.074	.255	3.630	.000	.566	.231	.161
	Supervisor feedback	-.186	.062	-.170	-3.009	.003	.304	-.193	-.133
	Supervisor gives opportunity to grow	.123	.062	.134	2.004	.046	.515	.130	.089

a. Dependent Variable: Satisfaction

Satisfaction : -0.360 + 0.145 (Group-fit) + 0.204 (Satisfaction with salary) + 0.220 (Supervisor gives meaningful work) + 0.287 (Job enlargement) + 0.269 (Organization-fit) - 0.186 (Supervisor feedback)

Since the significance of t-values for all variables are less than 0.05 , there is enough evidence that there is a statistically significant positive relationship between Group-fit and Satisfaction , Satisfaction with salary and Satisfaction , Supervisor gives meaningful work and Satisfaction and Job Enlargement and Satisfaction , Organization-fit and Satisfaction and negative relationship between Supervisor feedback and Satisfaction.





Core job characteristics and Personal and organizational facilitators regressed against Motivation:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Supervisor gives opportunity to grow	.	
2	Satisfaction with salary	.	
3	Work meaningfulness	.	
4	Group-fit	.	
5	Ability to get feedback	.	

a. Dependent Variable: Motivation

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.204	1	53.204	71.642	.000[b]
	Residual	178.234	240	.743		
	Total	231.438	241			
2	Regression	76.215	2	38.107	58.675	.000[c]
	Residual	155.223	239	.649		
	Total	231.438	241			
3	Regression	90.550	3	30.183	50.988	.000[d]
	Residual	140.888	238	.592		
	Total	231.438	241			
4	Regression	94.719	4	23.680	41.049	.000[e]
	Residual	136.719	237	.577		
	Total	231.438	241			
5	Regression	97.502	5	19.500	34.360	.000[f]
	Residual	133.936	236	.568		
	Total	231.438	241			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Supervisor gives opportunity to grow

c. Predictors: (Constant), Supervisor gives opportunity to grow, Satisfaction with salary

d. Predictors: (Constant), Supervisor gives opportunity to grow, Satisfaction with salary, Work meaningfulness

e. Predictors: (Constant), Supervisor gives opportunity to grow, Satisfaction with salary, Work meaningfulness, Group-fit

f. Predictors: (Constant), Supervisor gives opportunity to grow, Satisfaction with salary, Work meaningfulness, Group-fit, Ability to get feedback

The probability of the F statistics (34.36 %) for the regression Model 5 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Core job characteristics and Personal and organizational facilitators and Motivation.

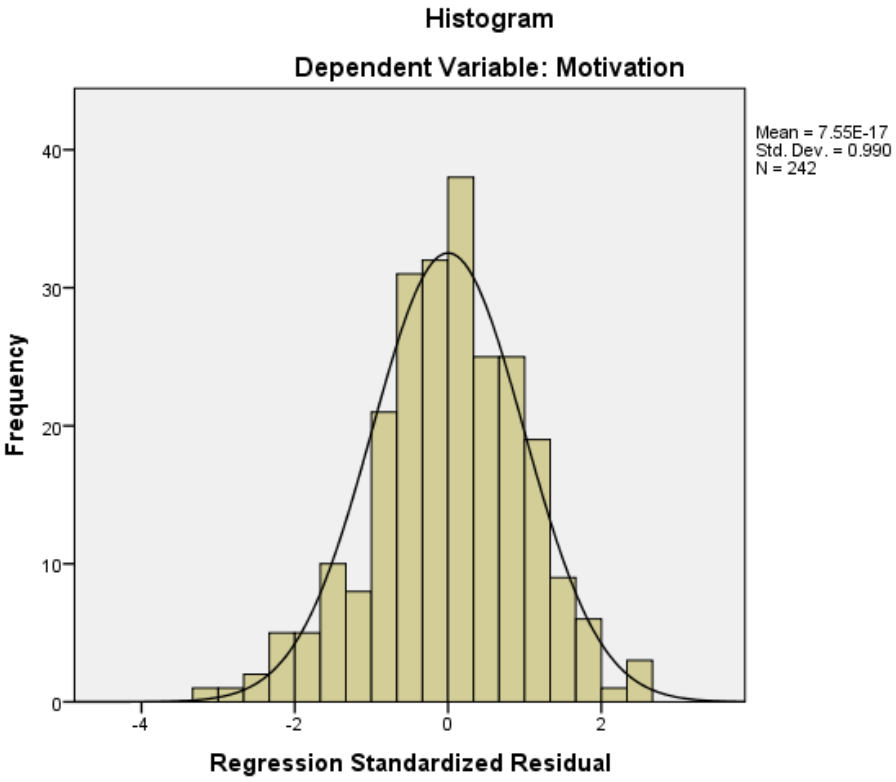
Coefficients[a]

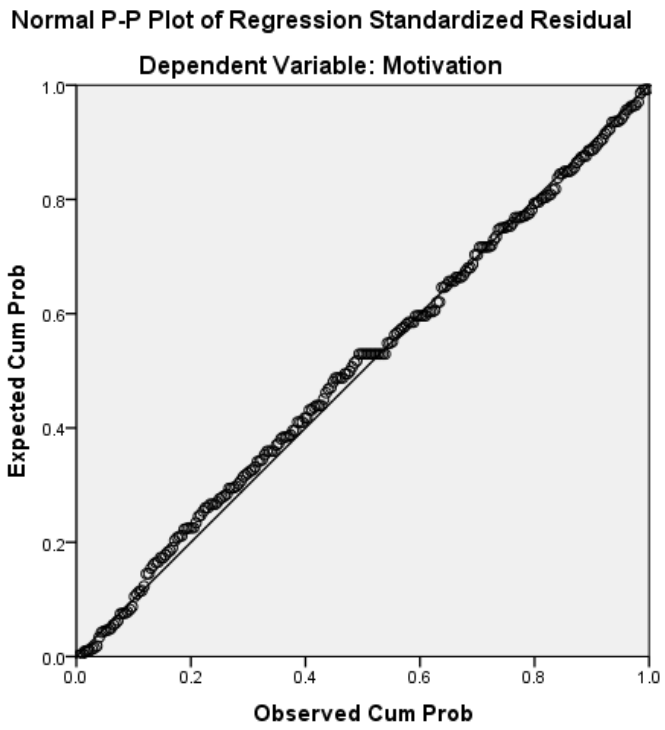
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.039	.198		10.316	.000			
	Supervisor gives opportunity to grow	.454	.054	.479	8.464	.000	.479	.479	.479
2	(Constant)	1.569	.201		7.808	.000			
	Supervisor gives opportunity to grow	.344	.053	.364	6.444	.000	.479	.385	.341
	Satisfaction with salary	.287	.048	.336	5.952	.000	.461	.359	.315
3	(Constant)	.531	.285		1.862	.064			
	Supervisor gives opportunity to grow	.266	.053	.281	4.969	.000	.479	.307	.251
	Satisfaction with salary	.263	.046	.308	5.679	.000	.461	.345	.287
	Work meaningfulness	.330	.067	.267	4.921	.000	.430	.304	.249
4	(Constant)	.255	.300		.851	.395			
	Supervisor gives opportunity to grow	.204	.058	.216	3.552	.000	.479	.225	.177
	Satisfaction with salary	.243	.046	.284	5.239	.000	.461	.322	.262
	Work meaningfulness	.292	.068	.236	4.313	.000	.430	.270	.215
	Group-fit	.184	.068	.163	2.688	.008	.450	.172	.134
5	(Constant)	.457	.311		1.470	.143			
	Supervisor gives opportunity to grow	.226	.058	.239	3.910	.000	.479	.247	.194
	Satisfaction with salary	.248	.046	.290	5.394	.000	.461	.331	.267
	Work meaningfulness	.327	.069	.264	4.740	.000	.430	.295	.235
	Group-fit	.212	.069	.188	3.074	.002	.450	.196	.152
	Ability to get feedback	-.142	.064	-.126	-2.214	.028	.203	-.143	-.110

a. Dependent Variable: Motivation

Motivation : 0.457 + 0.226 (Supervisor gives opportunity to grow) + 0.248 (Satisfaction with salary) + 0.327 (Work meaningfulness) + 0.212 (Group-fit) - 0.142 (Ability to get feedback)

Since the significance of t-values for all variables are less than 0.05 , there is enough evidence that there is a statistically significant positive relationship between Supervisor gives opportunity to grow and Motivation , Satisfaction with salary and Motivation, Work meaningfulness and Motivation and Group-fit and Motivation and negative relationship between Ability to get feedback and Motivation .





Core job characteristics and Personal and organizational facilitators regressed against Commitment:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Group-fit	.	
2	Responsibility for outcomes	.	
3	Job empowerment	.	
4	Work meaningfulness	.	

a. Dependent Variable: Commitment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.380	1	38.380	73.294	.000[b]
	Residual	125.674	240	.524		
	Total	164.054	241			
2	Regression	50.278	2	25.139	52.808	.000[c]
	Residual	113.775	239	.476		
	Total	164.054	241			
3	Regression	55.555	3	18.518	40.622	.000[d]
	Residual	108.498	238	.456		
	Total	164.054	241			
4	Regression	57.880	4	14.470	32.300	.000[e]
	Residual	106.174	237	.448		
	Total	164.054	241			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Group-fit

c. Predictors: (Constant), Group-fit, Responsibility for outcomes

d. Predictors: (Constant), Group-fit, Responsibility for outcomes, Job empowerment

e. Predictors: (Constant), Group-fit, Responsibility for outcomes, Job empowerment, Work meaningfulness

The probability of the F statistics (32.30 %) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Core job characteristics and Personal and organizational facilitators and Commitment .

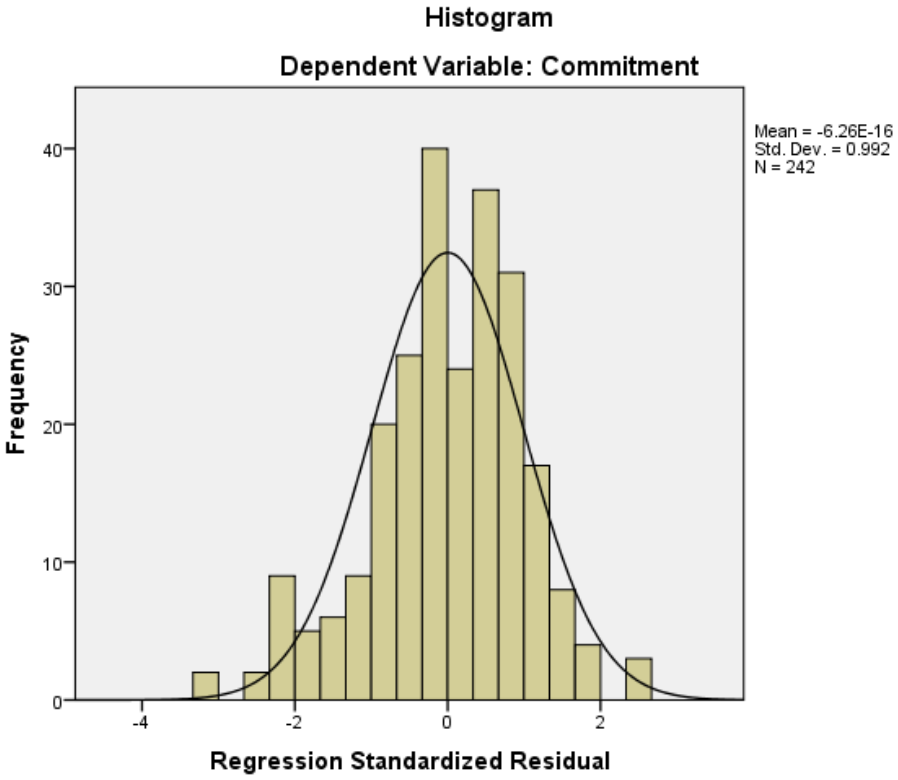
Coefficients[a]

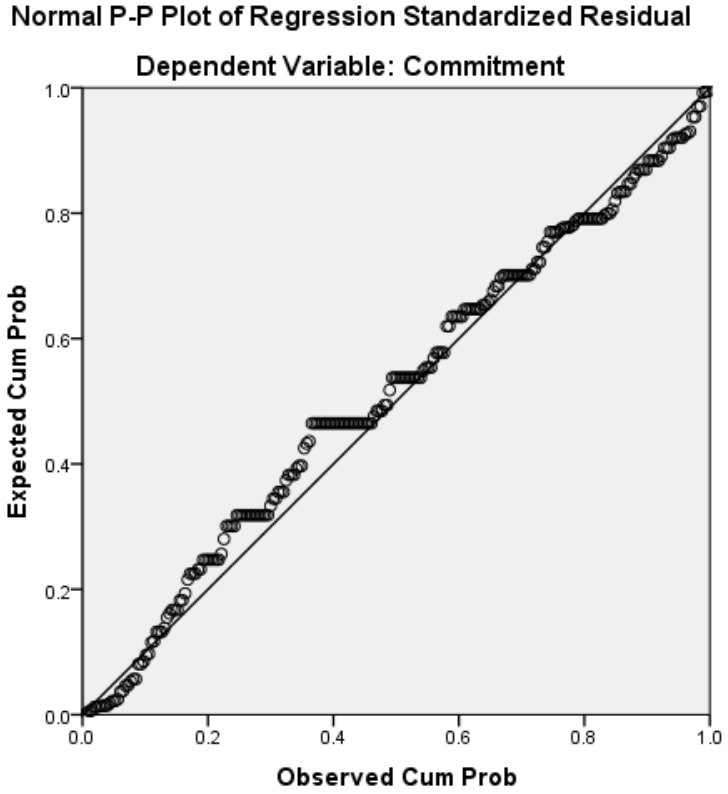
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.384	.214		11.154	.000			
	Group-fit	.459	.054	.484	8.561	.000	.484	.484	.484
2	(Constant)	1.148	.320		3.583	.000			
	Group-fit	.379	.054	.399	7.059	.000	.484	.415	.380
	Responsibility for outcomes	.348	.070	.282	4.999	.000	.402	.308	.269
3	(Constant)	.743	.335		2.216	.028			
	Group-fit	.319	.055	.335	5.753	.000	.484	.349	.303
	Responsibility for outcomes	.301	.070	.244	4.327	.000	.402	.270	.228
	Job empowerment	.213	.062	.198	3.402	.001	.395	.215	.179
4	(Constant)	.547	.343		1.594	.112			
	Group-fit	.290	.056	.306	5.158	.000	.484	.318	.270
	Responsibility for outcomes	.257	.072	.208	3.588	.000	.402	.227	.187
	Job empowerment	.190	.063	.176	3.023	.003	.395	.193	.158
	Work meaningfulness	.141	.062	.135	2.278	.024	.379	.146	.119

a. Dependent Variable: Commitment

Commitment : 0.547 + 0.290 (Group-fit) + 0.257 (Responsibility with outcomes) + 0.190 (Job empowerment) + 0.141 (Work meaningfulness)

Since the significance of t-values for all variables are less than 0.05 and coefficients are positive, there is enough evidence that there is a statistically significant positive relationship between Group-fit and commitment, Responsibility for outcomes and commitment, Job empowerment and commitment and Work meaningfulness and commitment.


Histogram
Dependent Variable: Commitment
Mean = -6.26E-16
Std. Dev. = 0.992
N = 242
Frequency
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Commitment
Expected Cum Prob
Observed Cum Prob

Core job characteristics and Personal and organizational facilitators regressed against High work performance:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Supervisor feedback	.	
2	Knowledge and skills	.	
3	Continuous training participation	.	
4	Supervisor encouragement	.	

a. Dependent Variable: High work performance

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.146	1	14.146	34.381	.000[b]
	Residual	98.750	240	.411		
	Total	112.897	241			
2	Regression	18.452	2	9.226	23.347	.000[c]
	Residual	94.445	239	.395		
	Total	112.897	241			
3	Regression	22.129	3	7.376	19.341	.000[d]
	Residual	90.768	238	.381		
	Total	112.897	241			
4	Regression	23.643	4	5.911	15.695	.000[e]
	Residual	89.254	237	.377		
	Total	112.897	241			

a. Dependent Variable: High work performance

b. Predictors: (Constant), Supervisor feedback

c. Predictors: (Constant), Supervisor feedback, Knowledge and skills

d. Predictors: (Constant), Supervisor feedback, Knowledge and skills, Continous training participation

e. Predictors: (Constant), Supervisor feedback, Knowledge and skills, Continous training participation, Supervisor encouragement

The probability of the F statistics (15.695 %) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Core job characteristics and Personal and organizational facilitators and High work performance.

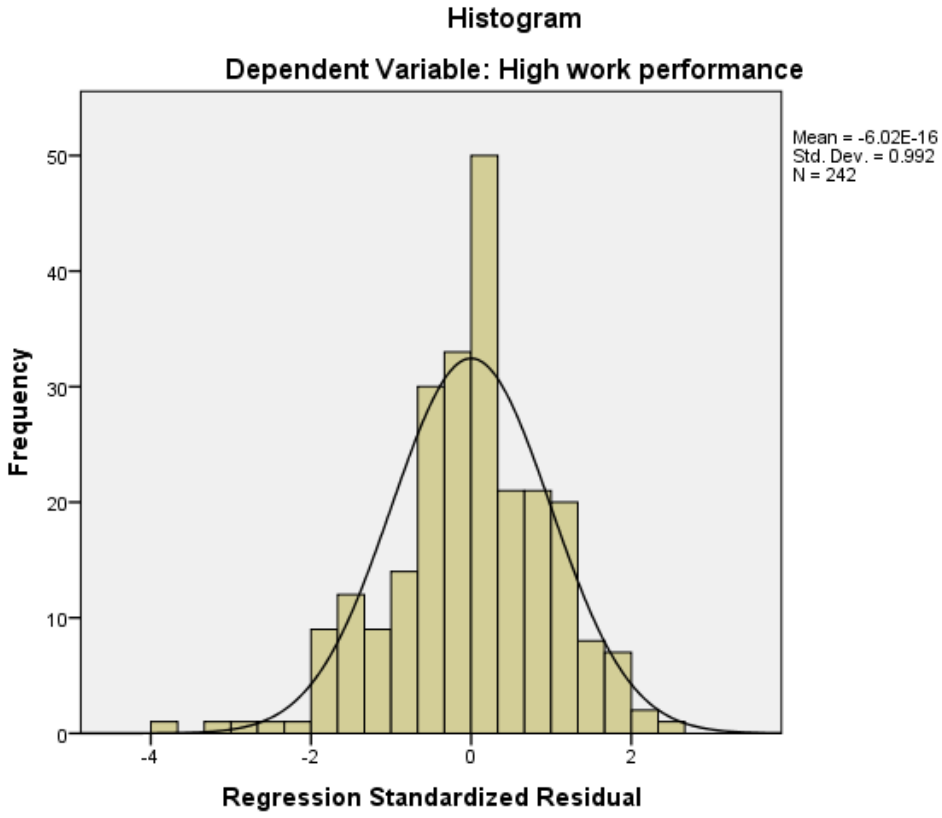
Coefficients[a]

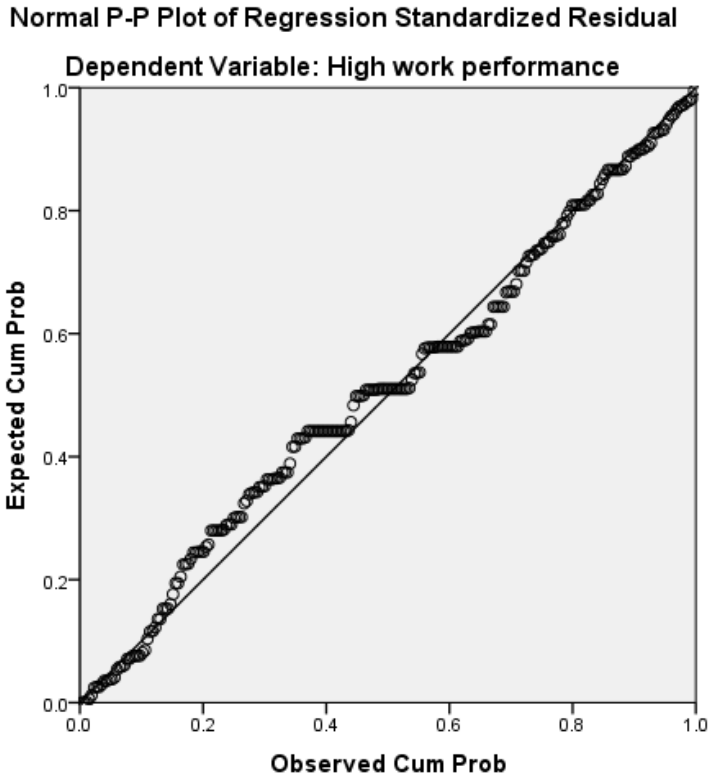
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.971	.184		16.167	.000			
	Supervisor feedback	.277	.047	.354	5.864	.000	.354	.354	.354
2	(Constant)	2.105	.318		6.615	.000			
	Supervisor feedback	.260	.047	.332	5.573	.000	.354	.339	.330
	Knowledge and skills	.214	.065	.197	3.301	.001	.234	.209	.195
3	(Constant)	1.871	.322		5.820	.000			
	Supervisor feedback	.216	.048	.275	4.495	.000	.354	.280	.261
	Knowledge and skills	.222	.064	.203	3.474	.001	.234	.220	.202
	Continous training participation	.113	.037	.189	3.105	.002	.270	.197	.180
4	(Constant)	1.754	.325		5.402	.000			
	Supervisor feedback	.145	.059	.186	2.455	.015	.354	.157	.142
	Knowledge and skills	.229	.063	.210	3.601	.000	.234	.228	.208
	Continuous training participation	.106	.036	.177	2.914	.004	.270	.186	.168
	Supervisor encouragement	.104	.052	.149	2.005	.046	.315	.129	.116

a. Dependent Variable: High work performance

High work performance : 1.754 + 0.145 (Supervisor feedback) + 0.229 (Knowledge and skills) + 0.106 (Continuous training participation) + 0.104 (Supervisor encouragement)

Since the significance of t-values for all variables are less than 0.05 and coefficients are positive, there is enough evidence that there is a statistically significant positive relationship between Supervisor feedback and High work performance , Knowledge and skills and High work performance , Continuous training participation and High work performance and Supervisor encouragement and High work performance .





Core job characteristics and Personal and organizational facilitators regressed against Low absenteeism:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Job empowerment	.	
2	Autonomy in making decisions	.	

a. Dependent Variable: Low absenteeism

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.918	1	18.918	36.102	.000[b]
	Residual	125.760	240	.524		
	Total	144.678	241			
2	Regression	21.203	2	10.601	20.520	.000[c]
	Residual	123.475	239	.517		
	Total	144.678	241			

a. Dependent Variable: Low absenteeism

b. Predictors: (Constant), Job empowerment

c. Predictors: (Constant), Job empowerment, Autonomy in making decisions

The probability of the F statistics (20.52 %) for the regression Model 2 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Core job characteristics and Personal and organizational facilitators and Low absenteeism.

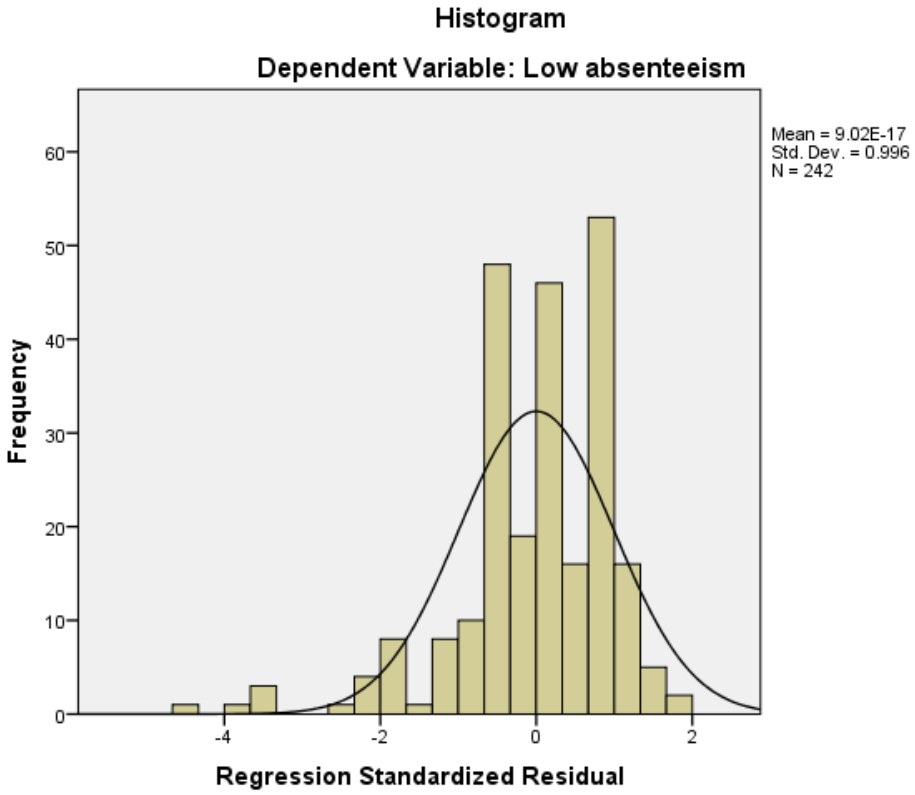
Coefficients[a]

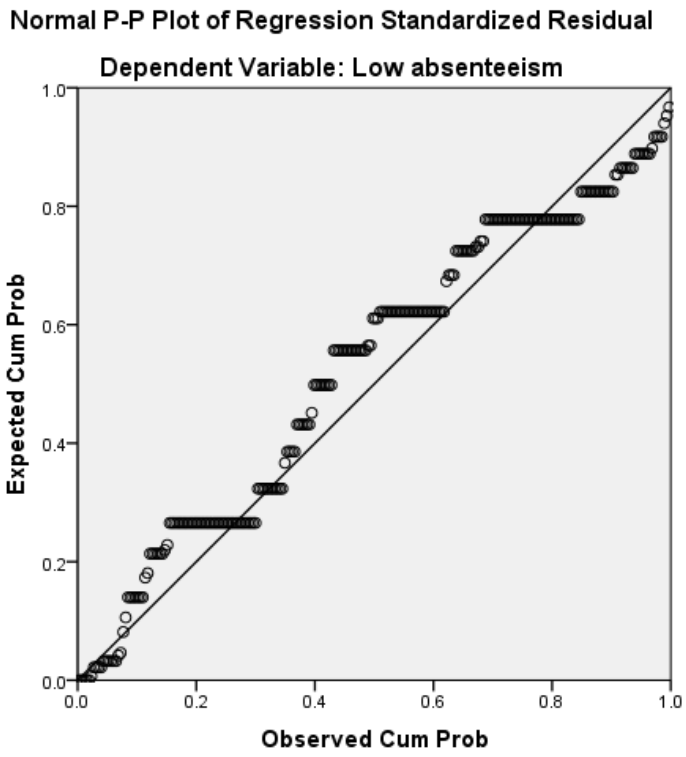
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.956	.247		11.972	.000			
	Job empowerment	.365	.061	.362	6.009	.000	.362	.362	.362
2	(Constant)	2.662	.282		9.429	.000			
	Job empowerment	.326	.063	.323	5.176	.000	.362	.317	.309
	Autonomy in making decisions	.121	.057	.131	2.103	.036	.226	.135	.126

a. Dependent Variable: Low absenteeism

Low absenteeism : 2.662 + 0.326 (Job empowerment) + 0.121 (Autonomy in making decisions).

Since the significance of t-values for all variables are less than 0.05 and coefficients are positive, there is enough evidence that there is a statistically significant positive relationship between Job empowerment and Low absenteeism , Autonomy in making decisions and Low absenteeism .





Core job characteristics and Personal and organizational facilitators regressed against Low turnover:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Organization-fit	.	
2	Satisfaction with salary	.	
3	Job empowerment	.	
4	Work meaningfulness	.	
5	Job enlargement	.	

6	Supervisor gives opportunity to grow	.	
7	Autonomy in making decisions	.	

a. Dependent Variable: Low turnover

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.583	1	69.583	65.001	.000[b]
	Residual	256.917	240	1.070		
	Total	326.500	241			
2	Regression	99.581	2	49.791	52.441	.000[c]
	Residual	226.919	239	.949		
	Total	326.500	241			
3	Regression	113.180	3	37.727	42.092	.000[d]
	Residual	213.320	238	.896		
	Total	326.500	241			
4	Regression	120.496	4	30.124	34.657	.000[e]
	Residual	206.004	237	.869		
	Total	326.500	241			
5	Regression	125.776	5	25.155	29.576	.000[f]
	Residual	200.724	236	.851		
	Total	326.500	241			
6	Regression	132.232	6	22.039	26.659	.000[g]
	Residual	194.268	235	.827		
	Total	326.500	241			
7	Regression	135.779	7	19.397	23.798	.000[h]
	Residual	190.721	234	.815		
	Total	326.500	241			

a. Dependent Variable: Low turnover

b. Predictors: (Constant), Organization-fit

c. Predictors: (Constant), Organization-fit, Satisfaction with salary

d. Predictors: (Constant), Organization-fit, Satisfaction with salary, Job empowerment

e. Predictors: (Constant), Organization-fit, Satisfaction with salary, Job empowerment, Work meaningfulness

f. Predictors: (Constant), Organization-fit, Satisfaction with salary, Job empowerment, Work meaningfulness, Job enlargement

g. Predictors: (Constant), Organization-fit, Satisfaction with salary, Job empowerment, Work meaningfulness, Job enlargement, Supervisor gives opportunity to grow

The probability of the F statistics (23.798 %) for the regression Model 7 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of Core job characteristics and Personal and organizational facilitators and Low turnover.

Coefficients[a]

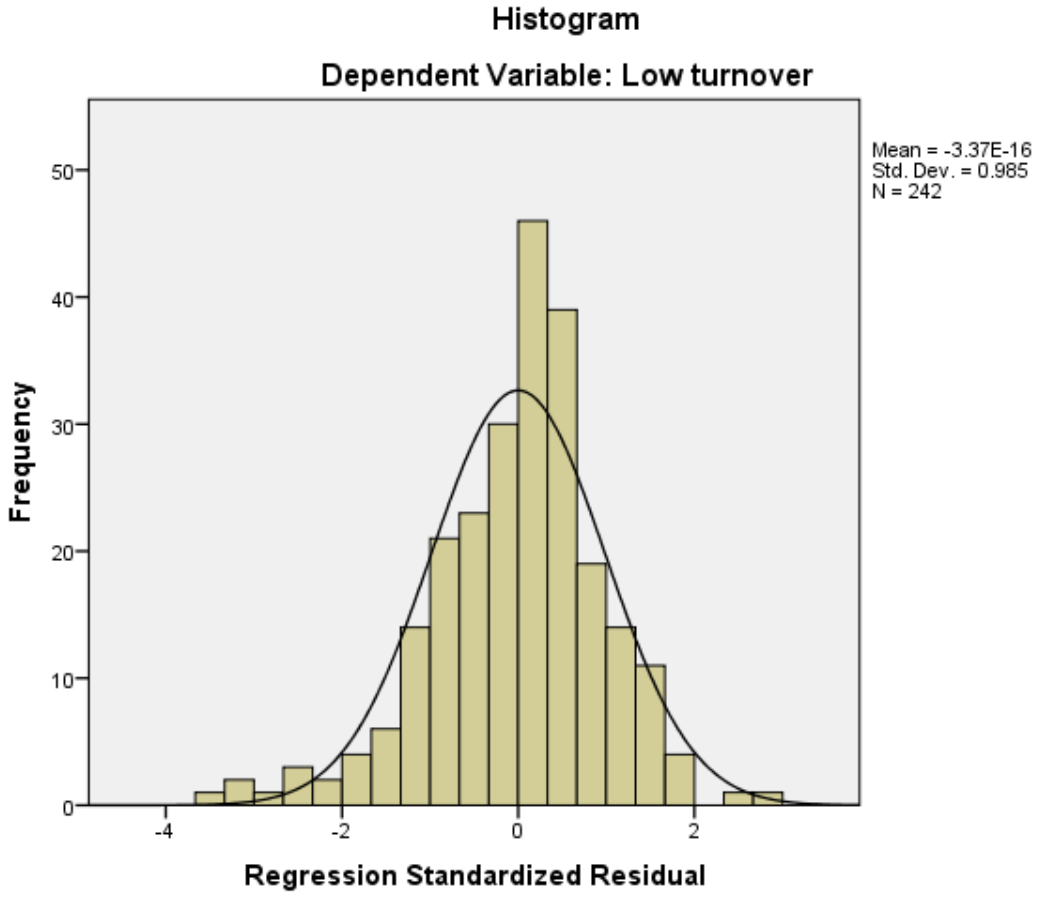
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.120	.292		3.839	.000					
	Organization-fit	.591	.073	.462	8.062	.000	.462	.462	.462	1.000	1.000
2	(Constant)	.625	.288		2.166	.031					
	Organization-fit	.470	.072	.367	6.504	.000	.462	.388	.351	.912	1.097
	Satisfaction with salary	.322	.057	.317	5.621	.000	.427	.342	.303	.912	1.097
3	(Constant)	-.360	.377		-.954	.341					
	Organization-fit	.400	.073	.312	5.508	.000	.462	.336	.289	.855	1.170
	Satisfaction with salary	.313	.056	.309	5.624	.000	.427	.343	.295	.910	1.099
	Job empowerment	.322	.083	.212	3.895	.000	.334	.245	.204	.924	1.082
4	(Constant)	-.891	.414		-2.150	.033					
	Organization-fit	.350	.074	.273	4.753	.000	.462	.295	.245	.807	1.238
	Satisfaction with salary	.294	.055	.290	5.323	.000	.427	.327	.275	.897	1.115
	Job empowerment	.262	.084	.173	3.121	.002	.334	.199	.161	.869	1.151

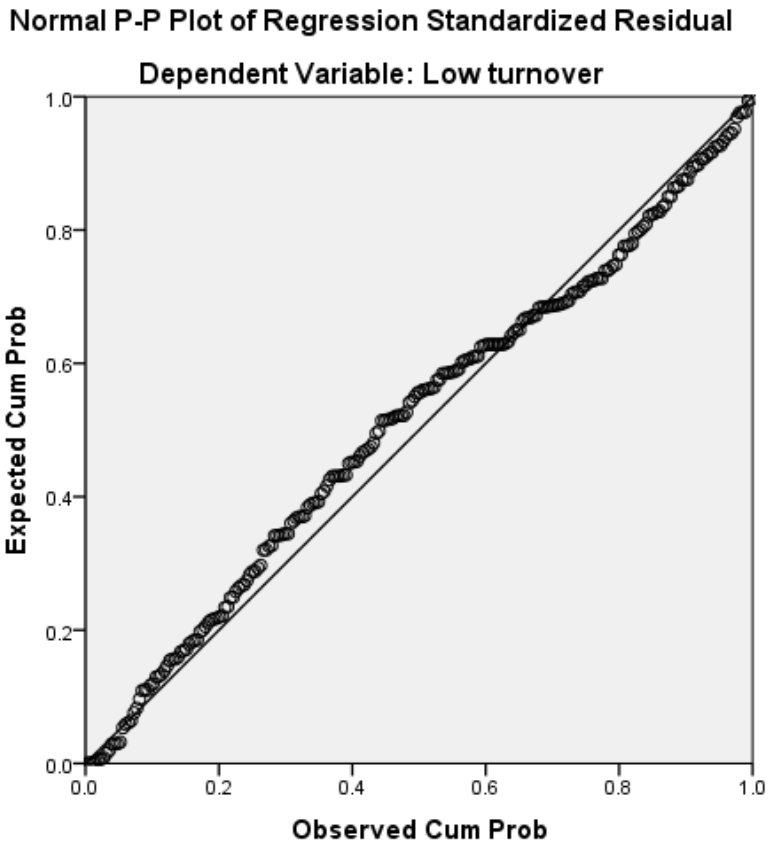
	Work meaningfulness	.243	.084	.165	2.901	.004	.374	.185	.150	.820	1.219
	(Constant)	-.558	.431		-1.294	.197					
	Organization-fit	.377	.074	.295	5.128	.000	.462	.317	.262	.789	1.268
	Satisfaction with salary	.309	.055	.305	5.623	.000	.427	.344	.287	.886	1.128
5	Job empowerment	.298	.084	.196	3.534	.000	.334	.224	.180	.843	1.186
	Work meaningfulness	.254	.083	.173	3.067	.002	.374	.196	.157	.818	1.223
	Job enlargement	-.179	.072	-.135	-2.492	.013	.082	-.160	-.127	.883	1.133
	(Constant)	-.500	.425		-1.176	.241					
	Organization-fit	.306	.077	.239	3.968	.000	.462	.251	.200	.701	1.427
	Satisfaction with salary	.278	.055	.274	5.014	.000	.427	.311	.252	.849	1.177
6	Job empowerment	.274	.084	.180	3.276	.001	.334	.209	.165	.834	1.199
	Work meaningfulness	.218	.083	.148	2.628	.009	.374	.169	.132	.797	1.254
	Job enlargement	-.212	.072	-.160	-2.944	.004	.082	-.189	-.148	.860	1.163
	Supervisor gives opportunity to grow	.195	.070	.173	2.794	.006	.437	.179	.141	.660	1.516
	(Constant)	-.280	.435		-.643	.521					
	Organization-fit	.308	.076	.241	4.031	.000	.462	.255	.201	.700	1.428
	Satisfaction with salary	.299	.056	.295	5.347	.000	.427	.330	.267	.821	1.218
	Job empowerment	.307	.085	.203	3.637	.000	.334	.231	.182	.804	1.244
7	Work meaningfulness	.247	.083	.168	2.957	.003	.374	.190	.148	.775	1.290
	Job enlargement	-.203	.072	-.153	-2.832	.005	.082	-.182	-.141	.856	1.168
	Supervisor gives opportunity to grow	.195	.069	.174	2.821	.005	.437	.181	.141	.660	1.516
	Autonomy in making decisions	-.158	.076	-.114	-2.086	.038	.128	-.135	-.104	.829	1.206

a. Dependent Variable: Low turnover

Low turnover : -0.28 + 0.308 (Organization-fit) + 0.299(Satisfaction with salary) + 0.307 (Job empowerment) + 0.247 (Work meaningfulness) – 0.203 (Job enlargement) + 0.195 (Supervisor gives opportunity to grow) – 0.158 (Autonomy in making decisions) .

Since the significance of t-values for all variables are less than 0.05 , there is enough evidence that there is a statistically significant positive relationship between Organization-fit and Low turnover , Satisfaction with salary and Low turnover , Job empowerment and Low turnover , Work meaningfulness and Low turnover , Supervisor gives opportunity to grow and Low turnover and negative relationship between Job Enlargement and Low turnover and Autonomy in making decisions and Low turnover.




Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Low turnover
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

CHAPTER FIVE

SUMMARY OF FINDINGS AND RECOMMENDATIONS

FINDINGS

As stated through the research questions, this study aimed mainly to test first whether a well-designed job, such as the Job Characteristics Design produces positive individual work outcomes on the employees of an organization as advocated in the literature. Second, whether personal and organizational facilitators will produce positive individual work outcomes on the employees of an organization as advocated in the literature. Third, whether Job Characteristics Design plus personal and organizational facilitators will have positive individual work outcomes .

Findings from Descriptive Statistics

242 survey questionnaire were filled out by 242 respondents that are employees who work in Lebanon from 24 different industries .

Findings from Factor Analysis

Factor analysis is a process in which values of observed data are expressed in functions of a number of possible causes in order to find out which are the most important. Three factors were concluded which contained variables that can be grouped under the following :…….

Findings from regression Analyses

The hypothesis tested to know whether the Core Job Characteristics, Personal and Organizational facilitators and Core Job Characteristics plus Personal and Organizational facilitators are positively related to each of the dependent variables.

Finding 1:

The more the employee is able to get feedback, feels that what he is doing has influence on the life of the others, has the autonomy in making decisions, fits in the organization and group, satisfied with the salary, feels that he is doing a meaningful work given by the supervisor , empowered and has the opportunity to grow , the more the employee feels satisfied in the job .

Finding 2:

The more the employee has autonomy in planning the work, feels that what he is doing has influence on the life of the others, feels that he is doing a meaningful work given by the supervisor, satisfied with the salary and fit in the group and has the opportunity to grow, the more the employee will be motivated in the job .

Finding 3:

The more the employee uses diverse skills in the job, has the autonomy in making decisions, feels that what he is doing has influence on the life of the others , be responsible for the outcomes , fits in the group , feels that he is doing a meaningful work and is empowered ,the more the employee will be committed in the job.

Findings 4:

The more the employee has the ability to get feedback, uses diverse skills in the job , has the knowledge in doing the job , participates in continuous training programs and receives supervisors encouragement , the more the employee will have high work performance .

Finding 5:

The more the employee has autonomy in making decisions , feels that what he is doing has influence on the life of the others and is empowered , the less the employee has the tendency to be absent from the job .

Finding 6:

The more the employee is able to get feedback , feels that what he is doing has influence on the life of the others , fits the organization, is satisfied with the salary, feels that he is doing a

meaningful work and has the opportunity to grow, the less the employee has tendency to leave the job.

LIMITATIONS

We have to be aware of some limitations to our research. As this study is based on random employee responses obtained from survey questionnaire, we should note that employees might bias either to display positive or neutral results .

Working with a sample of limited number of industries and studying this topic in them, and comparing the job design characteristics in them could have revealed to us the specific design related issues in different industries .

Concerning the negative regression coefficients, they created limitation to my study, perhaps if I had included demographic factors , they would have helped to explain more. Also, perhaps describing satisfaction by additional indicators could have done the same. Further research should take these findings into appropriate consideration.

RECOMMENDATIONS

After receiving several negative correlations in our regression analysis, it is important to mention that employees were not satisfied and motivated because of their supervisors' feedback. We should elaborate more by saying that this result is due to that the employees received an unprofessional feedback from their supervisors or due to the employee readiness in receiving any feedback and improving their performance .

Another negative correlation that we received was between low turnover and job enlargement and low turnover and autonomy in making decisions. This negative relationship is due to taking more responsibility without any compensation or due to giving the employees more responsibilities without giving any information or knowledge about that responsibility.

Hence, it is important for supervisors to give constructive feedback which satisfies and motivates the employees and at the same time, it is important for employees to be ready to receive feedback from their supervisors, knowing that the purpose of feedback is to improve the performance of the employee and the organization.

Finally, supervisors should provide the employees with the needed information and knowledge for any additional task given to them, in addition, compensation should also be given to the employee for this additional responsibility.

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