THE RELATIONSHIP BETWEEN WORKING CONDITION, WORKLOAD, SUPERVISOR ROLE ON EMPLOYEE JOB PERFORMANCE, AT FACILITY COMPANY

By

NOOR FAIZAL BIN NAYAN

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Universiti Utara Malaysia

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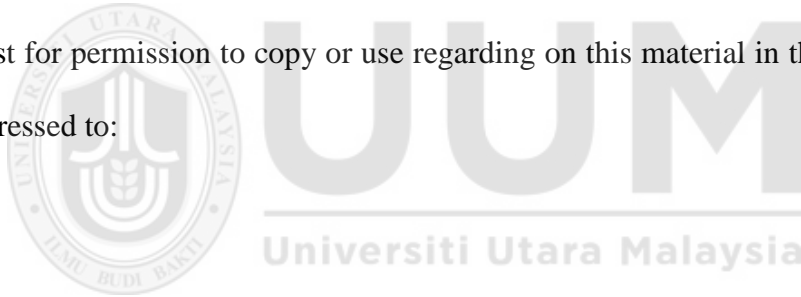
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ABSTRACT

The objective of this study was to examine the relationship between workload, working condition, supervisor role and job performance among employees at facility Company, at Langkawi, Malaysia. Social exchange theory (SET) was utilized in explaining the relationship between the research variables in the research framework. A total of 180 employees from facility company representing a response rate of 100% participated in this study. Data were collected through questionnaire. Three hypotheses were tested using Statistical Package for the Social Sciences (SPSS) 25. The findings indicated that working condition and supervisor role were significant and positively related to employee performance. Theoretical and practical implications of the study as well as suggestions for future research were also discussed.

Keywords: working condition, workload, supervisor role and job performance.
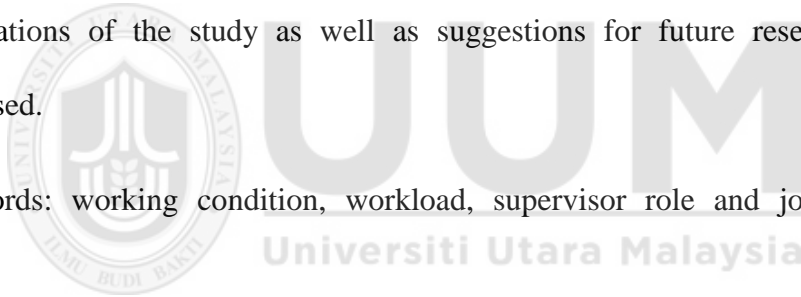
ABSTRAK

Objektif kajian ini adalah untuk mengkaji hubungan antara bebanan tugas, keadaan tempat kerja, kepimpinan penyelia dan prestasi kerja di sebuah syarikat air di Langkawi, Malaysia. Teori pertukaran sosial (SET) digunakan dalam menerangkan hubungan antara pemboleh ubah penyelidikan dalam rangka penyelidikan. Sejumlah 180 pekerja dari syarikat air yang mewakili kadar respon sebanyak 100% telah mengambil bahagian dalam kajian ini. Data dikumpul melalui soal selidik. Tiga hipotesis telah diuji dengan menggunakan *Statistical Package for the Social Sciences* (SPSS) 25. Penemuan menunjukkan faktor keadaan tempat kerja, dan peranan penyelia adalah mempunyai hubungan berkaitan dengan prestasi kerja. Implikasi teoritis dan praktikal kajian serta cadangan untuk penyelidikan masa depan juga dibincangkan.

Kata kunci: keadaan tempat kerja, peranan penyelia, bebanan tugasan dan prestasi kerja.

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In the name of Allah SWT, the most Gracious and Most Merciful, I praised to Allah for the completion of this project paper. Without the dedication and support from these people, the completion of this dissertation would not have been possible.

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Secondly, I would like to thank the respondent who involved in the validation of survey for this project paper. Without their passionate participation and input, the validation survey could not have been successfully conducted.

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LIST OF ABBREVATION

List of Abbreviations	Description of Abbreviations
SPSS	Statistical Package for Social Sciences
F	Frequency
JP	Job Performance
WC	Working Condition
SPR	Supervisor Role
WR	Workload
SET	Social Exchange Theory
TD	Training and Development
TL	Transformational Leadership
TNA	Training Need Analysis

CHAPTER 1

INTRODUCTION

1.1. Introduction

This chapter consists of background of study, problem statement, research questions and objectives, scope and significance of the study. At the end of this chapter, also discussed the definition of key terms, organization of thesis and conclusion on chapter one.

1.2. Background of Study

Employee's job performance had become an important aspects of the organization and that will determine whether an organization can survive in the current rough market or not.

Nowadays, every organization considers its employee as a valuable asset and organization willing to do everything to retain its best talent employee by giving an interesting level of salary or providing other interesting benefits to the employee. The organization is also willing to provide training to their employee in order to increase employee's knowledge, skill and abilities because the organization believes that a high level of performance from the employee will give so many benefits to the organization.

An employee plays a key role in helping the organisation to accomplish every target that the organization tries to achieve. In short, we can say that the employee was an important asset for every organization. According to Rantesalu, Mus, and Arifin (2016) there were so many factors that will affect employee's job performance and the driving elements that can grow employee's job performance. Thus, organization needs to motivate their employees in the first place.

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Questionnaire

RELATIONSHIP BETWEEN WORKING CONDITION, WORKLOAD, SUPERVISOR ROLE ON EMPLOYEE JOB PERFORMANCE, AT FACILITY COMPANY BASE AT LANGKAWI.

Dear Sir/Madam,

I am inviting you to participate in my research project entitled "relationship between working condition, workload, supervisor role on employee job perfromance. The study aims to identify the factor that influence on job performance.

I hope you will be able to assist by answering all the enclosed questionnaire. This research shall be completed through your cooperation by providing your valuable time and honest reply. This questionnaire is divided into five (5) sections: Section A (Demographic Information of the respondent), Section B (Working Condition), Section C (Workload), Section D (Supervisor role) and Section E (job performance).

Your answers will be treated strictly confidential and will be used for academic purposes and it will be used only for my project paper only.

Please answer ALL questions by fulfilling the appropriate boxes. Your cooperation and contribution for this survey is highly appreciated. Please do not hesitate to contact me at +60129146241 if you need further clarification. Please return the completed questionnaire at your earliest convenience.

Thank you for spending your time and cooperation.

Yours sincerely,

NOOR FAIZAL BIN NAYAN

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Matric No.: 822042

This section is aimed to briefly identify the details of each worker in Taliworks (Langkawi) Sdn Bhd

INSTRUCTIONS: Please Cycle your answer in one of the indicators in scale

Bahagian ini bertujuan untuk mengetahui butir-butir diri secara ringkas setiap warga yang bertugas di Taliworks (Langkawi) Sdn Bhd

ARAHAN : Sila **BULATKAN** jawapan anda dalam salah satu petunjuk dalam skala

1)	Gender/Jantina: [1] Male/Lelaki [2] Female/Perempuan
2)	Maritial Status / Status Perkahwinan: [1] Single/Bujang [2] Maried/Berkahwin [3] Others.Lain-lain
3)	Age/Umur: [1] Below/Kurang 25 years/tahun [2] 26 – 40 [3] 41 - 50 [4] above/Melebihi 51 tahun
4)	Race/Bangsa: [1] Malay/Melayu [2] Chiniese / Cina [3] indians/India [4] Others/Lain-lain
5)	Lange Of Service / Tempoh Perkhidmatan: [1] Below/Kurang 2 tahun [2] 2 – 5 tahun [3] 6 – 10 tahun [4] 11 – 15 tahun [5] 16 – 20 tahun [6] > 21 tahun

SECTION B : WORKING CONDITION

BAHAGIAN B : KEADAAN KERJA

Using the scale 1 to 5 as below, please read all the questions carefully and mark your answer (√) in the box provided for each question.

Dengan menggunakan skala 1 hingga 5 seperti dibawah, sila baca kesemua soalan dengan teliti dan tandakan jawapan anda (√) pada kotak yang disediakan bagi setiap soalan.

Scale/Skala	1	2	3	4	5
Answer	Strongly	Disagree	Unsure	Agree	Strongly

Option	disagree Sangat tidak bersetuju	Tidak bersetuju	Tidak pasti	Bersetuju	agree Sangat bersetuju

Bil	Kenyataan	Tahap Persetujuan				
		1	2	3	4	5
1	I have the tools and resources I need to do my job Saya mempunyai alat dan sumber yang perlu untuk saya lakukan kerja					
2	My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties Tempat kerja saya menyediakan persekitaran yang tidak terganggu tanpa sebarang bunyi yang memberi saya masa sahaja untuk melaksanakan tugas saya					
3	The amount of work expected of me is reasonable Jumlah kerja yang diharapkan dari saya adalah munasabah					
4	A better work environment (spacious office, enough lighting etc.) will make me perform better at my job Persekitaran kerja yang lebih baik (pejabat luas, pencahayaan yang mencukupi dan lain-lain) akan membuat saya lebih baik dalam kerja saya					
5	The morale in my department is high Semangat dalam jabatan saya tinggi					

SECTION C : WORKLOAD

BAHAGIAN C : BEBANAN KERJA

Using the scale 1 to 5 as below, please read all the questions carefully and mark your answer (√) in the box provided for each question.

Dengan menggunakan skala 1 hingga 5 seperti dibawah, sila baca kesemua soalan dengan teliti dan tandakan jawapan anda (√) pada kotak yang disediakan bagi setiap soalan.

Scale/Skala	1	2	3	4	5
Answer Option	Strongly disagree Sangat tidak bersetuju	Disagree Tidak bersetuju	Unsure Tidak pasti	Agree Bersetuju	Strongly agree Sangat bersetuju

No	Question	Satisfying Level				
		1	**2**	**3**	**4**	**5**
1	I am given enough time to do what is expected of me at my job (Saya diberi masa secukupnya dalam kerja saya)					
2	It seems that I have more work at my job that I can handle (Saya mempunyai lebih kerja dari saya mampu menanggung)					
3	My job requires that me work very hard (Kerja ini memerlukan saya berkerja keras)					
4	There isn't enough time during my regular workdays to do everything that is expected of me (Saya tidak mempunyai cukup masa semasa waktu berkerja untuk melakukan semua yang diharapkan pada saya)					

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5	I am rushed in doing my job (Saya tergesa-gesa melakukan kerja saya)					
6	There has been an increase in my workload in the past year (Terdapat peningkatan dalam beban kerja saya)					
7	The increased workload has negatively affected my family, religious and/or cultural responsibilities (Beban kerja yang meningkat telah memberi kesan negatif terhadap tanggungjawab keluarga, agama dan / atau budaya saya)					

SECTION D : SUPERVISOR ROLE

BAHAGIAN D : PERANAN PENYELIA

Using the scale 1 to 5 as below, please read all the questions carefully and mark your answer (√) in the box provided for each question.

Dengan menggunakan skala 1 hingga 5 seperti dibawah, sila baca kesemua soalan dengan teliti dan tandakan jawapan anda (√) pada kotak yang disediakan bagi setiap soalan.

Scale/Skala	1	2	3	4	5
Answer Option	Strongly disagree Sangat tidak bersetuju	Disagree Tidak bersetuju	Unsure Tidak pasti	Agree Bersetuju	Strongly agree Sangat bersetuju

No	Question	Satisfying Level				
		1	2	3	4	5
1	Made performance expectations and priorities clear to his/her subordinates. Membuat harapan dan keutamaan prestasi jelas					

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	kepada bawahannya.					
2	Listened actively to his/her subordinates' concerns. Mendengar secara aktif terhadap kebimbangan bawahannya.					
3	Told his/her subordinates when they performed well. Memberitahu bawahannya apabila mereka berkerja dengan baik.					
4	Tried to build rapport with his/her subordinates. Cuba untuk membina hubungan dengan bawahannya.					
5	Given his/her subordinates the freedom to develop and work independently. Memberi bawahannya kebebasan untuk membangun dan bekerja secara bebas.					
6	Provided both positive and constructive feedback to his/her subordinates about their job performance. Memberi maklumbalas positif dan konstruktif kepada bawahannya mengenai prestasi kerja mereka.					
7	Assisted his/her subordinates in meeting their goals. Membantu bawahannya dalam memenuhi matlamat mereka.					

Using the scale 1 to 5 as below, please read all the questions carefully and mark your answer (√) in the box provided for each question.

Dengan menggunakan skala 1 hingga 5 seperti dibawah, sila baca kesemua soalan dengan teliti dan tandakan jawapan anda (√) pada kotak yang disediakan bagi setiap soalan.

Scale/Skala	1	2	3	4	5
Answer Option	Extremely Poor Sangat Teruk	Below Average Bawah purata	Average Sama rata	Above Average Melebihi purata	Excellent Sangat baik

Bil	Kenyataan	Tahap Persetujuan				
		1	2	3	4	5
1	How do you rate yourself in terms of the quantity of work you have achieved? Bagaimanakah anda menilai diri anda dari segi kuantiti kerja yang telah anda capai?					
2	How do you evaluate yourself in terms of your ability to achieve a goal? Bagaimanakah anda menilai diri sendiri dari segi keupayaan anda dalam mencapai sesuatu matlamat?					
3	How do you assess among colleagues in terms of job performance in the department? Bagaimanakah anda menilai diri dalam kalangan rakan sekerja dari segi prestasi kerja dalam jabatan?					
4	How do you evaluate quality in terms of performance involving customer relationships? Bagaimanakah anda menilai kualiti diri dari segi					

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	prestasi yang melibatkan perhubungan pelanggan?					
5	How do you evaluate your self-esteem in terms of time management, capacity planning and spending management? Bagaimanakah anda menilai prestasi diri dari segi pengurusan masa, perancangan keupayaan dan pengurusan perbelanjaan?					
6	How do you evaluate your performance on your product / service, department, rivals and customer needs? Bagaimanakah anda menilai kualiti prestasi anda berkenaan perkhidmatan/produk, jabatan, pesaing dan keperluan pelanggan anda?					

DEMOGRAPHIC INFORMATION

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	157	87.2	87.2	87.2
	Female	23	12.8	12.8	100.0
	Total	180	100.0	100.0	

Marital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	11	6.1	6.1	6.1
	Married	163	90.6	90.6	96.7
	Others	6	3.3	3.3	100.0
	Total	180	100.0	100.0	

Age

Valid	Below 25 years	2	1.1	1.1	1.1
	26 to 40 years	165	91.7	91.7	92.8
	41 to 50 years	10	5.6	5.6	98.3
	Above 51	3	1.7	1.7	100.0
	Total	180	100.0	100.0	

Race

Valid	Malay	172	95.6	95.6	95.6
	chinese	3	1.7	1.7	97.2
	Indian	5	2.8	2.8	100.0

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	Total	180	100.0	100.0	

Service

Valid	Below 2 years	20	11.1	11.1	11.1
	2 to 5 years	9	5.0	5.0	16.1
	6 to 10 years	111	61.7	61.7	77.8
	11 to 15 years	28	15.6	15.6	93.3
	16 to 20 years	10	5.6	5.6	98.9
	More Than 21 years	2	1.1	1.1	100.0
	Total	180	100.0	100.0	

Scale: Workload
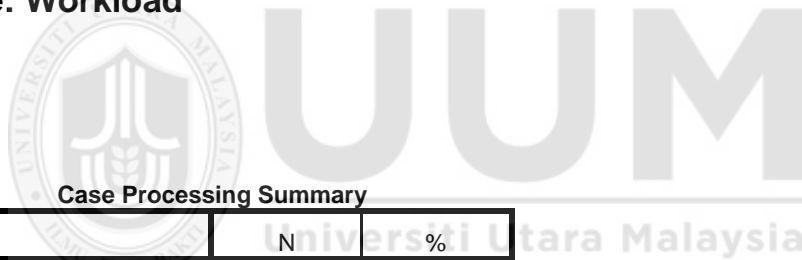
Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded[a]	0	.0
	Total	180	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
.439	.497	5

Item Statistics

	Mean	Std. Deviation	N

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B1	3.1444	.62644	180
B2	3.4444	.89831	180
B3	3.1444	.62644	180
B4	3.5167	.62064	180
B5	3.6500	.80136	180

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.380	3.144	3.650	.506	1.161	.052	5
Item Variances	.524	.385	.807	.422	2.095	.037	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B1	13.7556	3.024	.284	.	.351
B2	13.4556	3.277	-.015	.	.596
B3	13.7556	3.024	.284	.	.351
B4	13.3833	2.886	.362	.	.301
B5	13.2500	2.513	.346	.	.284

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.9000	4.035	2.00864	5

Scale: Workload(del B2)

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded[a]	0	.0
	Total	180	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
.596	.637	4

Item Statistics

	Mean	Std. Deviation	N
B1	3.1444	.62644	180
B3	3.1444	.62644	180
B4	3.5167	.62064	180
B5	3.6500	.80136	180

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.364	3.144	3.650	.506	1.161	.067	4
Item Variances	.453	.385	.642	.257	1.667	.016	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B1	10.3111	1.869	.593	.	.361
B3	10.3111	1.869	.593	.	.361
B4	9.9389	2.147	.410	.	.503
B5	9.8056	2.482	.061	.	.793

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Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.4556	3.277	1.81034	4

Reliability

Scale: Workload(del B2 & B5)

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded[a]	0	.0
	Total	180	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
.793	.792	3

Item Statistics

	Mean	Std. Deviation	N
B1	3.1444	.62644	180
B3	3.1444	.62644	180
B4	3.5167	.62064	180

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.269	3.144	3.517	.372	1.118	.046	3
Item Variances	.390	.385	.392	.007	1.019	.000	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B1	6.6611	1.041	.820	.	.506
B3	6.6611	1.041	.820	.	.506
B4	6.2889	1.570	.339	.	1.000

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
9.8056	2.482	1.57529	3

Reliability
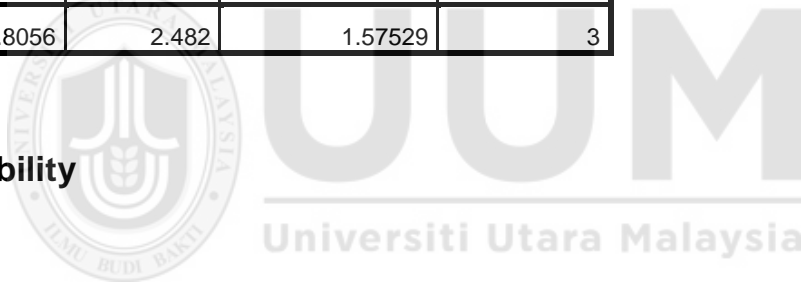
Scale: Supervisor Roles

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded[a]	0	.0
	Total	180	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
.683	.702	7

Item Statistics

	Mean	Std. Deviation	N
C1	3.4556	.71942	180
C2	3.3444	.60095	180
C3	3.1000	.75561	180
C4	3.1444	.62644	180
C5	3.3444	.60095	180
C6	3.1444	.62644	180
C7	3.5222	.62047	180

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.294	3.100	3.522	.422	1.136	.028	7
Item Variances	.426	.361	.571	.210	1.581	.007	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C1	19.6000	6.018	.186	.	.709
C2	19.7111	5.693	.397	.	.648
C3	19.9556	6.087	.143	.	.725
C4	19.9111	4.729	.760	.	.543
C5	19.7111	5.257	.571	.	.602
C6	19.9111	4.729	.760	.	.543
C7	19.5333	6.429	.120	.	.716

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.0556	7.192	2.68187	7

Reliability

Scale: Working Condition

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded[a]	0	.0
	Total	180	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
.946	.955	7

Item Statistics

	Mean	Std. Deviation	N
D1	3.3778	.71813	180
D2	3.4444	.89831	180
D3	3.5111	.97160	180
D4	3.6500	.80136	180
D5	3.7222	.69359	180
D6	3.7222	.69359	180
D7	3.7222	.69359	180

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Summary Item Statistics

|	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.593	3.378	3.722	.344	1.102	.021	7
Item Variances	.622	.481	.944	.463	1.962	.035	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
D1	21.7722	17.205	.892	.	.932
D2	21.7056	17.527	.625	.	.957
D3	21.6389	16.455	.715	.	.951
D4	21.5000	16.475	.909	.	.930
D5	21.4278	17.285	.913	.	.931
D6	21.4278	17.285	.913	.	.931
D7	21.4278	17.285	.913	.	.931

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
25.1500	23.033	4.79930	7

Reliability

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Scale: Job Performance

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded^a	0	.0
	Total	180	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
.681	.743	6

Item Statistics

	Mean	Std. Deviation	N
E1	2.9611	.96511	180
E2	3.4389	1.28230	180
E3	3.4500	1.22486	180
E4	3.1056	.71299	180
E5	3.1722	.74617	180
E6	3.4444	.71864	180

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.262	2.961	3.450	.489	1.165	.045	6
Item Variances	.943	.508	1.644	1.136	3.235	.265	6

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
E1	16.6111	9.233	.496	.679	.610
E2	16.1333	7.893	.491	.719	.614
E3	16.1222	10.477	.138	.850	.754
E4	16.4667	10.250	.507	.974	.622
E5	16.4000	9.973	.540	.989	.611
E6	16.1278	10.123	.532	.900	.615

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.5722	13.073	3.61566	6

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
JobPerformance	19.5722	3.61566	180
Workload	9.8056	1.57529	180
SupervisorRole	23.0556	2.68187	180
WorkingCondition	25.1500	4.79930	180

Correlations

		JobPerformance	Workload	SupervisorRole	WorkingCondition
Pearson Correlation	JobPerformance	1.000	-.341	-.418	.119
	Workload	-.341	1.000	.809	.021
	SupervisorRole	-.418	.809	1.000	.059
	WorkingCondition	.119	.021	.059	1.000
Sig. (1-tailed)	JobPerformance	.	.000	.000	.056
	Workload	.000	.	.000	.390
	SupervisorRole	.000	.000	.	.216
	WorkingCondition	.056	.390	.216	.
N	JobPerformance	180	180	180	180
	Workload	180	180	180	180
	SupervisorRole	180	180	180	180
	WorkingCondition	180	180	180	180

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	WorkingCondition, Workload, SupervisorRole^b	.	Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	457.271	3	152.424	14.248	.000^b
	Residual	1882.791	176	10.698		
	Total	2340.061	179			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), WorkingCondition, Workload, SupervisorRole

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.113	2.426		12.414	.000
	Workload	.006	.264	.003	.022	.982
	SupervisorRole	-.578	.156	-.429	-3.715	.000
	WorkingCondition	.108	.051	.144	2.121	.035

a. Dependent Variable: JobPerformance

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	16.9282	23.5864	19.5722	1.59831	180
Residual	-8.44513	5.07178	.00000	3.24321	180
Std. Predicted Value	-1.654	2.512	.000	1.000	180
Std. Residual	-2.582	1.551	.000	.992	180

a. Dependent Variable: JobPerformance

Charts

Scatterplot

Dependent Variable: JobPerformance
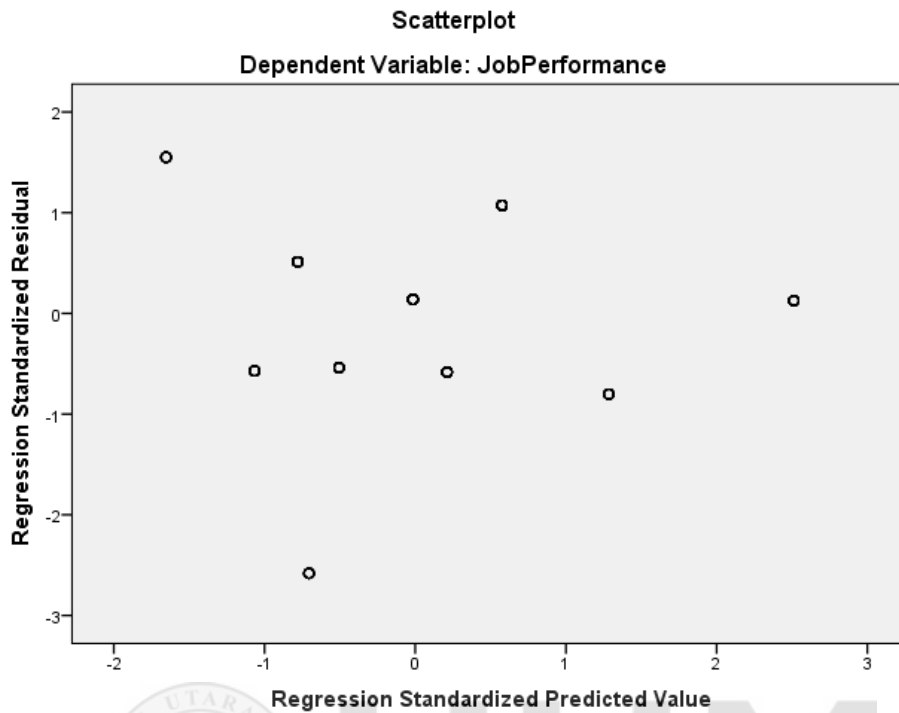
Correlations

		Workload	SupervisorRole	WorkingCondition	JobPerformance
Workload	Pearson Correlation	1	.809**	.021	-.341**
	Sig. (2-tailed)		.000	.781	.000
	N	180	180	180	180
SupervisorRole	Pearson Correlation	.809**	1	.059	-.418**
	Sig. (2-tailed)	.000		.433	.000
	N	180	180	180	180
WorkingCondition	Pearson Correlation	.021	.059	1	.119
	Sig. (2-tailed)	.781	.433		.113
	N	180	180	180	180
JobPerformance	Pearson Correlation	-.341**	-.418**	.119	1
	Sig. (2-tailed)	.000	.000	.113	
	N	180	180	180	180

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