# CHAPTER 4

# DATA ANALYSIS RESULTS

## 4.1 Introduction

This chapter presents the data analysis results. It begins with data screening and demographic profile of the respondents, covering their company, gender, age, work position, work experience, and education level. Then, it presents the results of assumption analysis and EFA. Following this, the CFA results are presented. Finally, it presents the results of hypotheses testing.

## 4.2 Data Screen

As mentioned in Chapter 3, the questionnaire was delivered personally to the 800 selected respondents. Assistance was sought from nine enumerators to distribute the questionnaires to the respondents. The questionnaires were distributed from early August 2021 up to November 2021. The completed questionnaires were collected after three weeks. A total of 776 questionnaires were returned and collected from the respondents, while 24 questionnaires were unreturned. The return rate was 97 percent. All 776 questionnaires were completed without any missing value.

## 4.3 Demographic Profile of Respondents

Table 4.1 summarizes the demographic profile of the respondents. The majority ($n$ = 630, 81.2%) of respondents are employees of PT Waskita Karya (Persero), 72 respondents (9.3 percent) work at PT Brantas Abipraya (Persero), 22 respondents (2.8 percent) at PT PP (Persero), 18 respondents (2.3 percent) at PT Adhi Karya (Persero),

13 respondents (1.7 percent) at PT Nindya Karya (Persero), 10 respondents (1.3 percent) at PT Istaka Karya (Persero), three respondents (0.4 percent) at PT Hutama Karya (Persero), and three respondents (0.4 percent) at PT Wijaya Karya (Persero). Most of the respondents are male (86.1%). More than one-third (41.5%) of the respondents belong are aged below 31 years old, followed by 31–40 years old (29%), 41–50 years old (17.7%), and above 50 years old (11.9%). In terms of position, most of the respondents were staff (*pelaksana*) (59.1%), followed by supervisors (31.2%) and managers (9.7%). In terms of experience, 322 respondents (41.5%) have less than six years of experience, while only 75 respondents (9.7%) have more than 25 years of work experience. Finally, two-thirds of the respondents hold a bachelor's degree (66.6%). The second most common education level was diploma (13.1%), then high school (12.2%) and postgraduate (8%).

**Table 4.1:** Demographic Profile of Respondents

| Variable | Frequency | Percentage |
|---|---|---|
| Gender | | |
| Male | 668 | 86.1 |
| Female | 108 | 13.9 |
| Age | | |
| < 31 years old | 322 | 41.5 |
| 31 to 40 years old | 225 | 29.0 |
| 41 to 50 years old | 137 | 17.7 |
| > 50 years old | 92 | 11.9 |
| Work Position | | |
| Staff (*Pelaksana*) | 459 | 59.1 |
| Supervisor | 242 | 31.2 |
| Management Level | 75 | 9.7 |
| Work Experience | | |
| < 6 years | 322 | 41.5 |
| 6 to 10 years | 175 | 22.6 |
| 11 to 15 years | 110 | 14.2 |
| 16 to 20 years | 57 | 7.3 |
| 21 to 25 years | 37 | 4.8 |
| >25 years | 75 | 9.7 |
| Education Level | | |
| Postgraduate | 62 | 8.0 |
| Bachelor's | 517 | 66.6 |
| Diploma | 102 | 13.1 |
| High School | 95 | 12.2 |

## 4.4 Analysis of Assumptions

Before testing the proposed hypotheses, a number of statistical assumptions were tested. These include multicollinearity, outliers, normality, linearity, and homoscedasticity.

### 4.4.1 Multicollinearity

Multicollinearity occurs when an independent variable is highly correlated with other independent variables. This high correlation means that two supposedly distinct variables are redundant in that they are measuring a similar construct (Kline, 2011). Multicollinearity was assessed using tolerance and variance inflation factor (VIF) (Pallant, 2011; Hair et al., 2010). Tolerance refers to the degree to which the variability of a predictor is not explained by other predictors. Multicollinearity is present when tolerance is less than 0.1 and VIF is higher than 10 (Pallant, 2016). Table 4.2 shows that the tolerance values for all independent variables ranged from 0.980 to 0.996, suggesting that there was no multicollinearity. The largest VIF was 1.013, which is below 10. Therefore, multicollinearity was absent.

**Table 4.2:** Multicollinearity Assessment based on VIF and Tolerance

| Variable | Tolerance | VIF |
|---|---|---|
| (Constant) | | |
| Human Resource Management | 0.995 | 1.005 |
| Transformational Leadership | 0.996 | 1.004 |
| Organizational Citizenship Behavior | 0.987 | 1.013 |
| Work Motivation | 0.980 | 1.020 |

### 4.4.2 Outliers

Pallant (2011) explained that outliers can be detected using a scatterplot. Outliers are cases where a standardized residual is larger than 3.3 or smaller than –3.3

(Tabachnick & Fidell, 2007). Figure 4.1 shows that most of the cases were between 3 and -3. This means that there were no outliers.

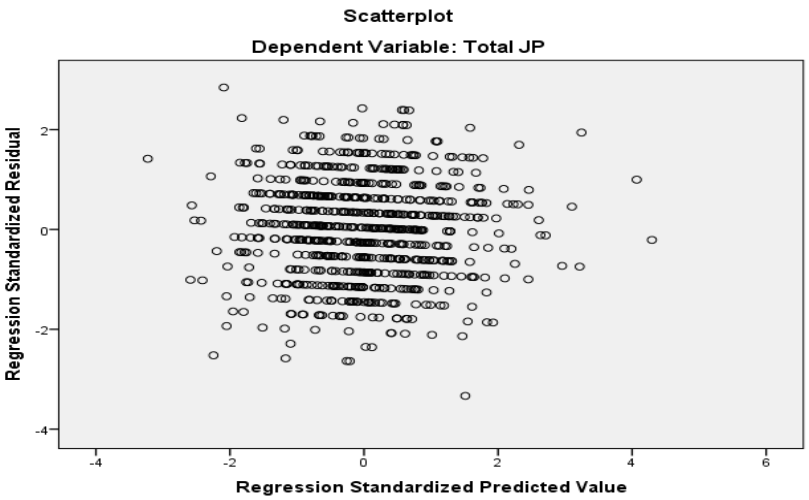



**Figure 4.1:** Scatterplot

### 4.4.3 Normality

Normality is typically assessed using skewness and kurtosis. Skewness refers to the symmetry of data distribution. A skewed variable is one whose mean is not in the center of the distribution. Kurtosis refers to the peakedness of a distribution. A distribution is either too peaked (with short, thick tails) or too flat (with long, thin tails) (Thabachnick & Fidell, 2007). The rule of thumb for normality is a skewness of less than 3 and a kurtosis of less than 10 (Kline, 1998). The focus here is on kurtosis because multivariate kurtosis could significantly affect on the variance and covariance tests (Byrne, 2010). When the standardized kurtosis index value is 3, then the data are considered normally distributed (Byrne, 2010). Table 4.3 shows that the skewness and kurtosis values are within the acceptable level of normality assumptions.

**Table 4.3:** Skewness and Kurtosis

| | N | Skewness | | Kurtosis | |
|---|---|---|---|---|---|
| | **Statistic** | **Statistic** | **Std. Error** | **Statistic** | **Std. Error** |
| Total HRM | 776 | -.421 | .088 | .581 | .175 |
| Total TL | 776 | -.533 | .088 | .887 | .175 |
| Total OCB | 776 | .260 | .088 | .897 | .175 |
| Total WM | 776 | -.288 | .088 | .314 | .175 |
| Total JP | 776 | -.060 | .088 | -.306 | .175 |
| Valid N (listwise) | 776 | | | | |

Note: HRM = Human Resource Management; TL = Transformational Leadership; OCB = Organizational Citizenship Behavior; WM = Work Motivation; JP = Job Performance.

The P-P plot (see Figure 4.2) shows that the actual probability values stray somewhat from a diagonal line that represents the expected probabilities of a normal distribution. This result provides additional indication that the data did not violate the assumption of normality.

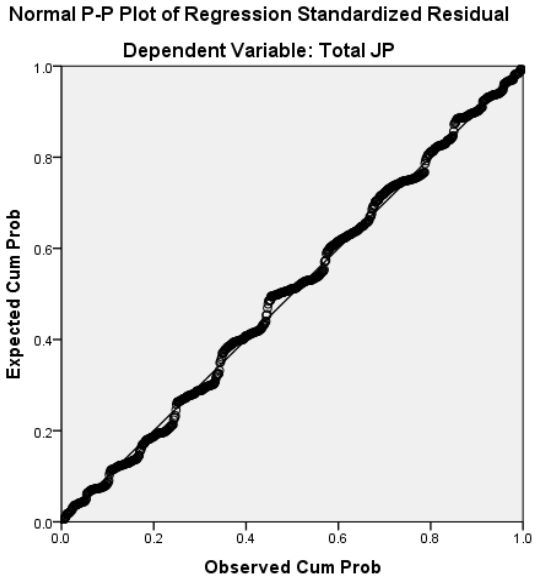



**Figure 4.2:** P-P Plot

### 4.4.4 Linearity and Homoscedasticity

The linearity assumption means that there is a straight-line relationship between two variables. Linearity is very important in a practical sense because Pearson's correlation only captures a linear relationship (Tabachnick & Fidell, 2007). According

to Schumacker and Lomax (1996), the extent to which one or both variables deviate from the assumption of a linear relationship will affect the size of the correlation coefficient.

According to Pallant (2011), the residuals scatterplot allows checking for linearity and homoscedasticity. If both linearity and homoscedasticity assumptions are met, the plot of points will appear as a rectangular band in a scatterplot. If there is a strong relationship between the variables, the band will be narrow. However, if the relationship is weaker, the band becomes broader. Figure 4.3 below shows a rectangular band in the scatterplot, indicating that the assumptions of linearity and homoscedasticity were met.

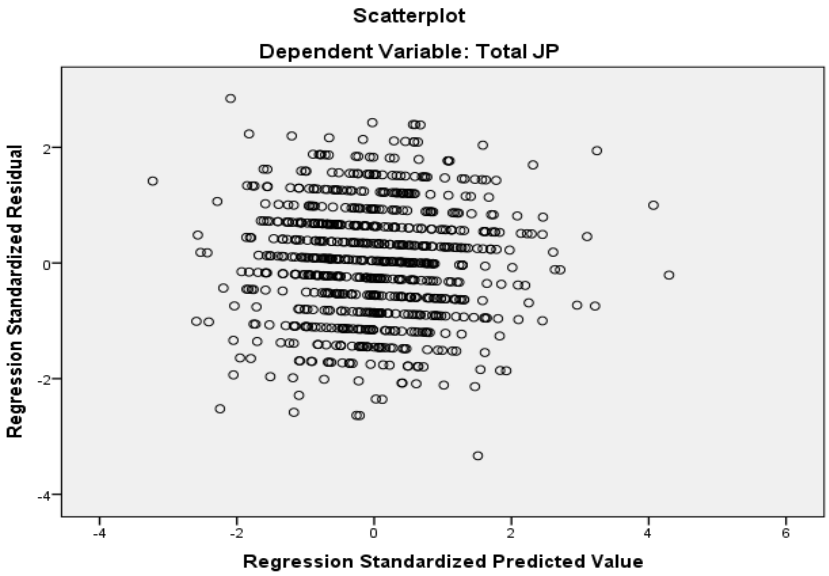



**Figure 4.3:** Scatterplot to Test for Linearity and Homoscedasticity

## 4.5 Exploratory Factor Analysis

Exploratory factor analysis (EFA) was carried out on the items for the research constructs. Principal component analysis with varimax rotation was deemed an appropriate approach for exploring the interrelationship between a set of items. After determining the number of factors, they were rotated using varimax rotation to assess

the loading pattern of each item on the factors. Varimax rotation was used to obtain simpler and more interpretable factor solutions (Hair, Black, Babin, Anderson & Tatham, 2006). The EFA results are discussed in more detail in the following sub-sections.

### 4.5.1 Human Resources Management Practices

HRM practices consist of four dimensions: compensation and benefits, training and development, career development, and work-life balance. The EFA results for each dimension is presented below.

#### 4.5.1.1 Compensation and Benefits

Table 4.4 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) value was 0.771, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(10) = 802.825$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.4:** KMO and Bartlett's Test for Compensation and Benefits

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .771 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 802.825 |
| | Df | 10 |
| | Sig. | .000 |

Table 4.5 shows that only one component had an eigenvalue exceeding 1.0 (2.446), explaining 48.917% of the variance. Table 4.6 shows that the factor loadings of the five items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct (compensation and benefits). The Cronbach's alpha for

the construct was 0.726, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.7).

**Table 4.5:** Eigenvalues for Compensation and Benefits

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2.446 | 48.917 | 48.917 | 2.446 | 48.917 | 48.917 |
| 2 | .912 | 18.244 | 67.161 | | | |
| 3 | .637 | 12.735 | 79.896 | | | |
| 4 | .563 | 11.256 | 91.152 | | | |
| 5 | .442 | 8.848 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.6:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q1CB | .769 |
| Q2CB | .781 |
| Q3CB | .427 |
| Q4CB | .729 |
| Q5CB | .728 |

Extraction Method: Principal Component Analysis

**Table 4.7:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .726 | 5 |

#### 4.5.1.2 Training and Development

Table 4.8 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) value was 0.837, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant (X2 (10) = 2040.765, $p < 0.001$). Both results indicate that the collected data were suitable for the factor analysis.

**Table 4.8:** KMO and Bartlett's Test for Training and Development

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .837 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2040.765 |
| | Df | 10 |
| | Sig. | .000 |

Table 4.9 shows that only one component had an eigenvalue exceeding 1.0 (3.375), explaining 67.51% of the variance. Table 4.10 shows that the factor loadings of the five items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct.The Cronbach's alpha for the construct was 0.879, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.11).

**Table 4.9:** Eigenvalues for Training and Development

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 3.375 | 67.509 | 67.509 | 3.375 | 67.509 | 67.509 |
| 2 | .643 | 12.860 | 80.369 | | | |
| 3 | .401 | 8.030 | 88.399 | | | |
| 4 | .339 | 6.775 | 95.174 | | | |
| 5 | .241 | 4.826 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.10:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q6TD | .858 |
| Q7TD | .800 |
| Q8TD | .768 |
| Q9TD | .855 |
| Q10TD | .823 |

Extraction Method: Principal Component Analysis

**Table 4.11:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .879 | 5 |

#### 4.5.1.3 Career Development

Table 4.12 shows that the KMO value was 0.714, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(10) = 892.014$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.12:** KMO and Bartlett's Test for Career Development

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .714 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 892.014 |
| | Df | 10 |
| | Sig. | .000 |

Table 4.13 shows that only one component had an eigenvalue exceeding 1.0 (2.242), explaining 74.72% of the variance respectively. Two items (Q14CD and Q15CD) were removed because of their low loadings (<0.4) and high cross-loadings (>0.35). Table. 4.14 shows the factor loadings for the three items. Their factor loadings were above the threshold of 0.40 (Pallant, 2011). In other words, they were useful to measure the latent construct. Furthermore, the Cronbach's alpha was 0.757 (Table 4.15), indicating internal reliability.

**Table 4.13:** Eigenvalues for Career Development

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2.242 | 74.721 | 74.721 | 2.242 | 74.721 | 74.721 |
| 2 | .408 | 13.593 | 88.314 | | | |
| 3 | .351 | 11.686 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.14:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q11CD | .865 |
| Q12CD | .853 |
| Q13CD | .876 |

Extraction Method: Principal Component Analysis

**Table 4.15:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .757 | 3 |

#### 4.5.1.4 Work-life Balance

Table 4.16 shows that the KMO value was 0.722, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(3) = 878.824$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.16:** KMO and Bartlett's Test for Work-life Balance

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .722 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 879.824 |
| | Df | 3 |
| | Sig. | .000 |

Table 4.17 shows that only one component had an eigenvalue exceeding 1.0 (2.242), explaining 74.72% of the variance. Two items were deleted (Q19WB and Q20WB) because of their low factor loadings (<0.4) and high cross-loadings (>0.35). Table 4.18 shows that the factor loadings of the three items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct.The Cronbach's alpha for the construct was 0.757, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.19).

**Table 4.17:** Eigenvalues for Work-life Balance

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2.242 | 74.721 | 74.721 | 2.242 | 74.721 | 74.721 |
| 2 | .408 | 13.593 | 88.314 | | | |
| 3 | .351 | 11.686 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.18:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q16WB | .865 |
| Q17WB | .853 |
| Q18WB | .876 |

Extraction Method: Principal Component Analysis

**Table 4.19:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .757 | 3 |

### 4.5.2 Transformational Leadership

Transformational leadership consists of four dimensions: idealized influence (attribute), idealized influence (behaviour), inspirational motivation, intellectual stimulation, and individualized consideration. The EFA results for each dimension are presented below.

#### 4.5.2.1 Idealized Influence (Attribute)

Table 4.20 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) value was 0.854, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(6) = 2275.727$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.20:** KMO and Bartlett's Test for Idealized Influence (Attribute)

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .854 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2275.727 |
| | Df | 6 |
| | Sig. | .000 |

Table 4.21 shows that only one component had an eigenvalue exceeding 1.0 (3.228), explaining 80.7% of the variance. Table 4.22 shows that the factor loadings of the four items were above 0.40 (Pallant, 2011). In other words, all items were useful to

measure the latent construct. The Cronbach's alpha for the construct was 0.92, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.23).

**Table 4.21:** Eigenvalues for Idealized Influence (Attribute)

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 3.228 | 80.700 | 80.700 | 3.228 | 80.700 | 80.700 |
| 2 | .314 | 7.856 | 88.556 | | | |
| 3 | .251 | 6.286 | 94.842 | | | |
| 4 | .206 | 5.158 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.22:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q1IIA | .880 |
| Q2IIA | .915 |
| Q3IIA | .909 |
| Q4IIA | .889 |

Extraction Method: Principal Component Analysis

**Table 4.23:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .920 | 4 |

#### 4.5.2.2 Idealized Influence (Behavior)

Table 4.24 shows that the KMO value was 0.771, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(3) = 658.588$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.24:** KMO and Bartlett's Test for Idealized Influence (Behavior)

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .509 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 658.588 |
| | Df | 3 |
| | Sig. | .000 |

Table 4.25 shows that only one component had an eigenvalue exceeding 1.0 (1.781), explaining 59.35% of the variance. One item (Q5IIB) was dropped because of its low factor loading (<0.4) and high cross-loading (>0.35). Table 4.26 shows that the factor loadings of the three items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct. The Cronbach's alpha for the construct was 0.734, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.27).

**Table 4.25:** Eigenvalues for Idealized Influence (Behavior)

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.780 | 59.347 | 59.347 | 1.780 | 59.347 | 59.347 |
| 2 | .973 | 32.447 | 91.794 | | | |
| 3 | .246 | 8.206 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.26:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q6IIB | .929 |
| Q7IIB | .927 |
| Q8IIB | .442 |

Extraction Method: Principal Component Analysis

**Table 4.27:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .734 | 3 |

### 4.5.2.3 Inspirational Motivation

Table 4.28 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) value was 0.854, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(6) = 2275.727$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.28:** KMO and Bartlett's Test for Inspirational Motivation

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .854 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2275.727 |
| | Df | 6 |
| | Sig. | .000 |

Table 4.29 shows that only one component had an eigenvalue exceeding 1.0 (3.228), explaining 80.7% of the variance. Table 4.30 shows that the factor loadings of the four items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct. The Cronbach's alpha for the construct was 0.920, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.31).

**Table 4.29:** Eigenvalues for Inspirational Motivation

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 3.228 | 80.700 | 80.700 | 3.228 | 80.700 | 80.700 |
| 2 | .314 | 7.856 | 88.556 | | | |
| 3 | .251 | 6.286 | 94.842 | | | |
| 4 | .206 | 5.158 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.30:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q9IM | .880 |
| Q10IM | .915 |
| Q11IM | .909 |
| Q12IM | .889 |

Extraction Method: Principal Component Analysis

**Table 4.31:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .920 | 4 |

#### 4.5.2.4 Intellectual Stimulation

Table 4.32 shows that the KMO value was 0.854, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant (X2(6) =

2275.727, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.32:** KMO and Bartlett's Test for Intellectual Stimulation

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .854 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2275.727 |
| | Df | 6 |
| | Sig. | .000 |

Table 4.33 shows that only one component had an eigenvalue exceeding 1.0 (3.228), explaining 80.7% of the variance. Table 4.34 shows that the factor loadings of the four items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct. The Cronbach's alpha for the construct was 0.92, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.35).

**Table 4.33:** Eigenvalues for Intellectual Stimulation

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 3.228 | 80.700 | 80.700 | 3.228 | 80.700 | 80.700 |
| 2 | .314 | 7.856 | 88.556 | | | |
| 3 | .251 | 6.286 | 94.842 | | | |
| 4 | .206 | 5.158 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.34:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q13IS | .880 |
| Q14IS | .915 |
| Q15IS | .909 |
| Q16IS | .889 |

Extraction Method: Principal Component Analysis

**Table 4.35:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .920 | 4 |

#### 4.5.2.5 Individualized Consideration

Table 4.36 shows that the KMO value was 0.609, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(3) = 658.588$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.36:** KMO and Bartlett's Test for Individualized Consideration

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .609 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 658.588 |
| | Df | 3 |
| | Sig. | .000 |

Table 4.37 shows that only one component had an eigenvalue exceeding 1.0 (1.780), explaining 59.35% of the variance. One item (Q17IC) was dropped because of its low factor loading (<0.4) and high cross-loading (>0.35). Table 4.38 shows that the factor loadings of the three items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct. The Cronbach's alpha for the construct was 0.732, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.39).

**Table 4.37:** Eigenvalues for Individualized Consideration

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.780 | 59.347 | 59.347 | 1.780 | 59.347 | 59.347 |
| 2 | .973 | 32.447 | 91.794 | | | |
| 3 | .246 | 8.206 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.38:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q18IC | .929 |
| Q19IC | .927 |
| Q20IC | .242 |

Extraction Method: Principal Component Analysis

**Table 4.39:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .732 | 3 |

### 4.5.3 Organizational Citizenship Behavior

OCB consists of four dimensions: altruism, helping behaviour, civic virtue, and sportsmanship. The EFA results for each dimension are presented below.

#### 4.5.3.1 Altruism

Table 4.40 shows that the KMO value was 0.600, in line with the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(1) = 307.725$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.40:** KMO and Bartlett's Test for Altruism

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .600 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 307.725 |
| | Df | 1 |
| | Sig. | .000 |

Table 4.41 shows that only one component had an eigenvalue exceeding 1.0 (1.573), explaining 78.65% of the variance. One item (Q3HB) was dropped because of its low factor loading (<0.4) and high cross-loading (>0.35). Table 4.42 shows that the factor loadings of the two items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct. The Cronbach's alpha for the construct was 0.719, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.43).

**Table 4.41:** Eigenvalues for Altruism

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.573 | 78.646 | 78.646 | 1.573 | 78.646 | 78.646 |
| 2 | .427 | 21.354 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.42:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q1A | .887 |
| Q2A | .887 |

Extraction Method: Principal Component Analysis

**Table 4.43:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .719 | 2 |

#### 4.5.3.2 Helping Behavior

Table 4.44 shows that the KMO value was 0.600, in line with the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(1) = 22.829$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.44:** KMO and Bartlett's Test for Helping Behavior

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .500 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 22.829 |
| | Df | 1 |
| | Sig. | .000 |

Table 4.45 shows that only one component had an eigenvalue exceeding 1.0 (1.171), explaining 58.53% of the variance. One item (Q6HB) was dropped because of its low factor loading (<0.4) and high cross-loading (>0.35). Table 4.46 shows that the factor loadings of the two items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct. The Cronbach's alpha for the

construct was 0.714, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.47).

**Table 4.45:** Eigenvalues for Helping Behavior

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.171 | 58.527 | 58.527 | 1.171 | 58.527 | 58.527 |
| 2 | .829 | 41.473 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.46:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q4HB | .765 |
| Q5HB | .765 |

Extraction Method: Principal Component Analysis

**Table 4.47:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .714 | 2 |

#### 4.5.3.3 Civic Virtue

Table 4.48 shows that the KMO value was 0.601, in line with the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(3) = 269.945$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.48:** KMO and Bartlett's Test for Civic Virtue

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .601 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 269.945 |
| | Df | 3 |
| | Sig. | .000 |

Table 4.49 shows that only one component had an eigenvalue exceeding 1.0 (1.545), explaining 51.508% of the variance. Table 4.50 shows that the factor loadings of the three items were above 0.40 (Pallant, 2011). In other words, all items were useful

to measure the latent construct. The Cronbach's alpha for the construct was 0.736, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.51).

**Table 4.49:** Eigenvalues for Civic Virtue

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.545 | 51.508 | 51.508 | 1.545 | 51.508 | 51.508 |
| 2 | .997 | 33.231 | 84.739 | | | |
| 3 | .458 | 15.261 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.50:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q7CV | .499 |
| Q8CV | .875 |
| Q9CV | .877 |

Extraction Method: Principal Component Analysis

**Table 4.51:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .736 | 3 |

#### 4.5.3.4 Sportsmanship

Table 4.52 shows that the KMO value was 0.630, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(3) = 234.95$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.52:** KMO and Bartlett's Test for Sportsmanship

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .630 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 234.950 |
| | Df | 3 |
| | Sig. | .000 |

Table 4.53 shows that only one component had an eigenvalue exceeding 1.0 (1.558), explaining 51.923% of the variance. One item (Q13S) was dropped because of its low factor loading (<0.4) and high cross-loading (>0.35). Table 4.54 shows that the factor loadings of the three items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct. The Cronbach's alpha for the construct was 0.784, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.55).

**Table 4.53:** Eigenvalues for Sportsmanship

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.558 | 51.923 | 51.923 | 1.558 | 51.923 | 51.923 |
| 2 | .936 | 31.213 | 83.136 | | | |
| 3 | .506 | 16.864 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.54:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q10S | .403 |
| Q11S | .841 |
| Q12S | .829 |

Extraction Method: Principal Component Analysis

**Table 4.55:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .784 | 3 |

### 4.5.4 Job Performance

Table 4.56 shows that the KMO value was 0.760, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(7) = 681.894$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.56:** KMO and Bartlett's Test for Job Performance

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .760 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 681.894 |
| | Df | 7 |
| | Sig. | .000 |

Table 4.57 shows that only one component had an eigenvalue exceeding 1.0 (6.126), explaining 87.52% of the variance. Table 4.58 shows that the factor loadings of the seven items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct. The Cronbach's alpha for the construct was 0.972, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.59).

**Table 4.57:** Eigenvalues for Job Performance

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 6.126 | 87.521 | 87.521 | 6.126 | 87.521 | 87.521 |
| 2 | .396 | 5.656 | 93.797 | | | |
| 3 | .258 | 3.679 | 97.019 | | | |
| 4 | .145 | 1.076 | 98.095 | | | |
| 5 | .075 | 1.067 | 99.162 | | | |
| 6 | .053 | .632 | 99.794 | | | |
| 7 | .030 | .206 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.58:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| JP1 | .951 |
| JP2 | .987 |
| JP3 | .884 |
| JP4 | .987 |
| JP5 | .858 |
| JP6 | .885 |
| JP7 | .987 |

Extraction Method: Principal Component Analysis

**Table 4.59:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .972 | 7 |

### 4.5.5 Work Motivation

Work motivation consists of four dimensions: intrinsic motivation, identified regulation, introjected regulation, and external regulation. The EFA results for each dimension are presented below.

#### 4.5.5.1 Intrinsic Motivation

Table 4.60 shows that the KMO value was 0.682, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(3) = 597.418$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.60:** KMO and Bartlett's Test for Intrinsic Motivation

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .682 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 597.418 |
| | Df | 3 |
| | Sig. | .000 |

Table 4.61 shows that only one component had an eigenvalue exceeding 1.0 (1.898), explaining 63.282% of the variance. Table 4.62 shows that the factor loadings of the three items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct. The Cronbach's alpha for the construct was 0.702, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.63).

**Table 4.61:** Eigenvalues for Intrinsic Motivation

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.898 | 63.282 | 63.282 | 1.898 | 63.282 | 63.282 |
| 2 | .796 | 26.532 | 89.814 | | | |
| 3 | .306 | 10.186 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.62:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q11WM | .594 |
| Q12WM | .874 |
| Q13WM | .884 |

Extraction Method: Principal Component Analysis

**Table 4.63:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .702 | 3 |

#### 4.5.5.2 Introjected Regulation

Table 4.64 shows that the KMO value was 0.624, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(3) = 190.078$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.64:** KMO and Bartlett's Test for Introjected Regulation

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .624 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 190.078 |
| | Df | 3 |
| | Sig. | .000 |

Table 4.65 shows that only one component had an eigenvalue exceeding 1.0 (1.501), explaining 50.031% of the variance. Table 4.66 shows that the factor loadings of the three items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct. The Cronbach's alpha for the construct was 0.702, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.67).

**Table 4.65:** Eigenvalues for Introjected Regulation

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.501 | 50.031 | 50.031 | 1.501 | 50.031 | 50.031 |
| 2 | .951 | 31.714 | 81.745 | | | |
| 3 | .548 | 18.255 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.66:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q8WM | .826 |
| Q9WM | .828 |
| Q10WM | .364 |

Extraction Method: Principal Component Analysis

**Table 4.67:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .747 | 3 |

### 4.5.5.3 Identified Regulation

Table 4.68 shows that the KMO value was 0.663, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant (X2(30) = 511.462, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.68:** KMO and Bartlett's Test for Identified Regulation

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .663 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 511.462 |
| | Df | 3 |
| | Sig. | .000 |

Table 4.69 shows that only one component had an eigenvalue exceeding 1.0 (1.955), explaining 65.166% of the variance. Table 4.70 shows that the factor loadings of the three items were above 0.40 (Pallant, 2011). In other words, all items were useful to measure the latent construct. The Cronbach's alpha for the construct was 0.702,

which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.71).

**Table 4.69:** Eigenvalues for Identified Regulation

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.955 | 65.166 | 65.166 | 1.955 | 65.166 | 65.166 |
| 2 | .618 | 20.586 | 85.752 | | | |
| 3 | .427 | 14.248 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.70:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q5WM | .754 |
| Q6WM | .816 |
| Q7WM | .849 |

Extraction Method: Principal Component Analysis

**Table 4.71:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .730 | 3 |

### 4.5.5.4 External Regulation

Table 4.72 shows that the KMO value was 0.675, exceeding the recommended value of 0.6. Bartlett's test of sphericity was also statistically significant ($X2(3) = 217.671$, $p < 0.001$). Both results indicate that the collected data were suitable for factor analysis.

**Table 4.72:** KMO and Bartlett's Test for External Regulation

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .675 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 217.671 |
| | Df | 3 |
| | Sig. | .000 |

Table 4.73 shows that only one component had an eigenvalue exceeding 1.0 (1.602), explaining 53.398% of the variance. Table 4.74 shows that the factor loadings of the three items were above 0.40 (Pallant, 2011). In other words, all items were useful

to measure the latent construct. The Cronbach's alpha for the construct was 0.756, which is greater than 0.7 (Hair et. al., 2007), indicating its internal reliability (Table 4.75).

**Table 4.73:** Eigenvalues for External Regulation

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.602 | 53.398 | 53.398 | 1.602 | 53.398 | 53.398 |
| 2 | .832 | 27.719 | 81.117 | | | |
| 3 | .566 | 18.883 | 100.000 | | | |

Extraction Method: Principal Component Analysis

**Table 4.74:** Item Factor Loading

| Items | Loading Factor |
|---|---|
| Q1WM | .650 |
| Q2WM | .818 |
| Q3WM | .715 |

Extraction Method: Principal Component Analysis

**Table 4.75:** Item Reliability

| Cronbach's Alpha | Number of items |
|---|---|
| .756 | 3 |

## 4.6 Summary of Exploratory Factor Analysis

**Table 4.76:** Summary of Exploratory Factor Analysis

| Variable Dimension | Original Items | Final items |
|---|---|---|
| Compensation & benefits | 5 items | 5 items |
| Training & development | 5 items | 5 items |
| Career development | 5 items | 3 items |
| Work-life balance | 5 items | 3 items |
| Idealized influence (attribute) | 4 items | 4 items |
| Idealized influence (behavior) | 4 items | 3 items |
| Inspirational motivation | 4 items | 4 items |
| Intellectual stimulation | 4 items | 4 items |
| Individualized consideration | 4 items | 3 items |
| Altruism | 3 items | 2 items |
| Helping behaviour | 3 items | 2 items |
| Civic virtue | 3 items | 3 items |
| Sportsmanship | 4 items | 3 items |
| Job performance | 7 items | 7 items |
| Intrinsic motivation | 3 items | 3 items |
| Introjected regulation | 3 items | 3 items |
| Identified regulation | 3 items | 3 items |
| External regulation | 3 items | 3 items |

## 4.7 Confirmatory Factor Analysis (CFA)

CFA was conducted to provide confirmation on the causal relationships between the observed variables (items) and the latent variables. The following subsections present a detailed discussion of how the observed variables (items) are linked to their underlying latent construct using CFA techniques. The five research constructs were work motivation, human resource management practices, organizational citizenship behavior, transformational leadership, and job performance.

### 4.7.1 Work Motivation Construct

Table 4.76 shows that the work motivation construct was initially measured using four components: external regulation (3 items), identified regulation (3 items), introjected regulation (3 items), and intrinsic motivation (3 items). All items had acceptable factor loadings, and the critical ratio value was >1.960 (Table 4.77). The fitness index was sufficient and within the recommended level (GFI = 0.93, AGFI = 0.89, CFI = 0.86, RMSEA = 0.09, $\chi 2$ /df = 7.43). This means that the model fitted the data adequately.

**Table 4.77:** CFA Result for Work Motivation

| Dimension for work motivation | Item | Loading value |
|---|---|---|
| External regulation | Q1WM | 0.598 |
| | Q2WM | 0.806 |
| | Q3WM | 0.586 |
| Identified regulation | Q5WM | 0.566 |
| | Q6WM | 0.672 |
| | Q7WM | 0.838 |
| Introjected regulation | Q8WM | 0.632 |
| | Q9WM | 0.683 |
| | Q10WM | 0.540 |
| Intrinsic motivation | Q11WM | 0.583 |
| | Q12WM | 0.797 |
| | Q13WM | 0.864 |

### 4.7.2 Human Resource Management Construct

Table 4.76 shows that the HRM practices construct was initially measured using four components: work-life balance (3 items), career development (3 items), training and developments (5 items), and compensation (5 items). All items had acceptable factor loadings, and the critical ratio value was >1.960 (Table 4.78). The fitness index was adequate and within the recommended level (GFI = 0.91, AGFI = 0.88, CFI = 0.92, RMSEA = 0.08, $\chi 2$ /df = 6.10). This means that the model fitted the data adequately.

**Table 4.78:** CFA Result for Human Resource Management

| Dimension for human resource management | Item | Loading value |
|---|---|---|
| Work-life balance | Q16WB | 0.786 |
| | Q17WB | 0.757 |
| | Q18WB | 0.821 |
| Career Development | Q11CD | 0.813 |
| | Q12CD | 0.764 |
| | Q13CD | 0.785 |
| Training and Development | Q6TD | 0.836 |
| | Q7TD | 0.714 |
| | Q8TD | 0.676 |
| | Q9TD | 0.817 |
| | Q10TD | 0.801 |
| Compensation | Q1CB | 0.780 |
| | Q2CB | 0.573 |
| | Q3CB | 0.532 |
| | Q4CB | 0.525 |
| | Q5CB | 0.724 |

### 4.7.3 Organizational Citizenship Behavior

Table 4.76 shows that the OCB construct was measured using two components: sportsmanship (3 items) and civic venture (3 items). Two other dimensions, helping behavior and altruism, were excluded because their items were not significant (critical value of <1.96). One item under the sportsmanship dimension (Q7CV) was also deleted because of its non-significant critical value. The remaining items had acceptable factor loadings, and the critical ratio value was >1.960 (Table 4.79). The fitness index was

sufficient and within the recommended level (GFI = 0.99, AGFI = 0.99, CFI = 0.99, RMSEA = 0.03, $\chi 2$ /df = 1.21). This means that the model fitted the data adequately.

**Table 4.79:** CFA Result for Organizational Citizenship Behavior

| Dimension for organizational citizenship behavior | Item | Loading value |
|---|---|---|
| Sportsmanship | Q10S | 0.592 |
| | Q11S | 0.695 |
| | Q12S | 0.708 |
| Civic Venture | Q9CV | 0.788 |
| | Q8CV | 0.688 |

### 4.7.4 Transformational Leadership Construct

Table 4.76 shows that the transformational leadership construct was measured using five components: individualized consideration (3 items), intellectual stimulation (4 items), inspirational motivation (4 items), and idealized influence (behavior) (3 items), and idealized influence (attribute) (4 items). All items had acceptable factor loadings, and the critical ratio value was >1.960 (Table 4.80). The fitness index was sufficient and within the recommended level (GFI = 0.96, AGFI = 0.95, CFI = 0.99, RMSEA = 0.04, $\chi 2$ /df = 2.10). This means that the model fitted the data adequately.

**Table 4.80:** CFA Result for Transformational Leadership

| Dimension for transformational leadership | Item | Loading value |
|---|---|---|
| Individualized consideration | Q18IC | 0.977 |
| | Q19IC | 0.771 |
| | Q20IC | 0.510 |
| Intellectual stimulate | Q13IS | 0.828 |
| | Q14IS | 0.894 |
| | Q15IS | 0.881 |
| | Q16IS | 0.843 |
| Inspirational motivator | Q9IM | 0.828 |
| | Q10IM | 0.893 |
| | Q11IM | 0.881 |
| | Q12IM | 0.845 |
| Idealized influence (behavior) | Q6IIB | 0.843 |
| | Q7IIB | 0.894 |
| | Q8IIB | 0.516 |
| Idealized influence (behavior) | Q1IIA | 0.822 |
| | Q2IIA | 0.881 |
| | Q3IIA | 0.883 |
| | Q4IIA | 0.862 |

### 4.7.5 CFA for Job Performance Construct

Table 4.76 shows that the job performance construct was measured using seven items. All items had acceptable factor loadings, and the critical ratio value was >1.960 (Table 4.81). The fitness index was sufficient and within the recommended level (GFI = 0.96, AGFI = 0.95, CFI = 0.99, RMSEA = 0.04, $\chi 2$ /df = 2.10). This means that the model fitted the data adequately.

**Table 4.81:** CFA Result for Job Performance

| Item | Loading value |
|---|---|
| JP1 | 0.931 |
| JP2 | 0.980 |
| JP3 | 0.880 |
| JP4 | 0.986 |
| JP5 | 0.853 |
| JP6 | 0.884 |
| JP7 | 0.985 |

### 4.7.6 Composite Reliability (CR) and Average Variance Extracted (AVE)

**Table 4.82:** Composite Reliability and Average Variance Extracted for All Contracts

| Construct | Item | Factor Loading | AVE (≥ 0.5) | CR (≥ 0.6) |
|---|---|---|---|---|
| Work Motivation | Intrinsic | 0.586 | 0.52 | 0.87 |
| | Introjected | 0.663 | | |
| | Identified | 0.625 | | |
| | External | 0.570 | | |
| HRM Practices | Compensation | 0.749 | 0.55 | 0.83 |
| | Training | 0.739 | | |
| | Carerer | 0.862 | | |
| | Work-life | 0.605 | | |
| Transformational | Idealize (attribute) | 0.686 | 0.65 | 0.92 |
| | Idealize (behavior) | 0.864 | | |
| | Inspirational | 0.782 | | |
| | Intellectual | 0.775 | | |
| | Individualized | 0.877 | | |
| OCB | Civic Virtue | 0.810 | 0.77 | 0.91 |
| | Sportsmanship | 0.938 | | |
| Job Performance | JP1 | 0.931 | 0.53 | 0.85 |
| | JP2 | 0.980 | | |
| | JP3 | 0.880 | | |
| | JP4 | 0.986 | | |
| | JP5 | 0.853 | | |
| | JP6 | 0.884 | | |
| | JP7 | 0.985 | | |

Table 4.82 shows the AVE and CR for all constructs. The AVE ranged between 0.52 and 0.77, indicating their convergent validity. The CR values for all constructs ranged from 0.83 to 0.92, indicating their reliability. In the final step of the measurement model assessment, the discriminant validity of the constructs was assessed to ensure that they were not redundant. Discriminant validity is achieved if the correlation between the independent variables does not exceed 0.85 (Fornel & Larker, 1981, Awang, 2015). Table 4.83 shows that every correlation was below 0.85, confirming the discriminant validity of the constructs.

**Table 4.83:** Correlation between Independent Variables

| Variable | HRM | WM | TL | OCB |
|---|---|---|---|---|
| HRM | - | | | |
| WM | 0.069 | - | | |
| TL | 0.005 | 0.056 | - | |
| OCB | 0.036 | 0.111** | 0.036 | - |

Note: HRM = Human Resource Management Practices; WM = Work Motivation; TL = Transformational Leadership; OCB = Organizational Citizenship Behavior. **= $p<0.05$.

Overall, the discussion in this section provides evidence to support the validity and reliability of the measurement model. The final measurement model had adequate fit as it met the requirements of several fit indices. The researcher hypotheses could then be tested.

## 4.8 Mean and Standard Deviation

Table 4.84 shows the mean, standard deviation, and correlation of the research variables. The mean scores of the variables ranged from 3.531 to 4.122, while the standard deviation from 0.438 to 0.619.

**Table 4.84:** Mean and Standard Deviation

| Variable | Mean | Standard Deviation |
|---|---|---|
| HRM | 3.531 | 0.619 |
| TL | 3.856 | 0.528 |
| OCB | 3.742 | 0.438 |
| WM | 3.566 | 0.606 |
| P | 4.122 | 0.448 |

Note: HRM = Human Resource Management; TL = Transformational Leadership; OCB = Organizational Citizenship Behavior; WM = Work Motivation; P = Performance.

## 4.9 Hypotheses Testing

### 4.9.1 Hypothesis 1: HRM Practices are Positively Related to Job Performance

**Table 4.85:** Regression Results

| Dependent variable | Job performance | |
|---|---|---|
| | ***t* value** | ***β*** |
| HRM practices | 1.246 | 0.045 |

Note: β = Standardized Coefficients Beta Value

Table 4.85 shows that the effect of HRM practices on job performance was positive but not significant ($\beta = 0.045$, $p > 0.05$). Therefore, H1 was not supported.

### 4.9.2 Hypothesis 2: HRM Practices are Positively Related to Work Motivation

**Table 4.86:** Regression Results

| Dependent variable | Work motivation | |
|---|---|---|
| | ***t* value** | ***β*** |
| HRM practices | 1.931 | 0.069 |

Note: β = Standardized Coefficients Beta Value

Table 4.86 shows that the effect of HRM practices on work motivation was positive but not significant ($\beta = 0.069$, $p > 0.05$). Therefore, H2 was not supported.

### 4.9.3 Hypothesis 3: Transformational Leadership is Positively Related to Job Performance

**Table 4.87:** Regression Results

| Dependent variable | Job performance | |
|---|---|---|
| | ***t* value** | ***β*** |
| Transformational leadership | 0.781 | 0.028 |

Note: β = Standardized Coefficients Beta Value

Table 4.87 shows that the effect of transformational leadership on job performance was positive but not significant ($\beta = 0.028$, $p > 0.05$). Therefore, H3 was not supported.

### 4.9.4 Hypothesis 4: Transformational Leadership is Positively Related to Work Motivation

**Table 4.88:** Regression Results

| Dependent variable | Work motivation | |
|---|---|---|
| | ***t* value** | ***β*** |
| Transformational leadership | 1.573 | 0.056 |

Note: β = Standardized Coefficients Beta Value

Table 4.88 shows that the effect of transformational leadership on work motivation was positive but not significant ($\beta = 0.056$, $p > 0.05$). Therefore, H4 was not supported.

### 4.9.5 Hypothesis 5: Organizational Citizenship Behavior is Positively Related to Job Performance

**Table 4.89:** Regression Results

| Dependent variable | Job performance | |
|---|---|---|
| | ***t* value** | ***β*** |
| OCB | 1.971 | 0.082* |

Note: β = Standardized Coefficients Beta Value; *$p < 0.05$

Table 4.89 shows that the effect of OCB on job performance was positive and significant ($\beta = 0.082$, $p < 0.05$). Therefore, H5 was supported.

### 4.9.6 Hypothesis 6: Organizational Citizenship Behavior is Positively Related to Work Motivation

**Table 4.90:** Regression Results

| Dependent variable | Work motivation | |
|---|---|---|
| | ***t* value** | ***β*** |
| OCB | 3.093 | 0.111* |

Note: β = Standardized Coefficients Beta Value; *$p < 0.05$

Table 4.90 shows that the effect of OCB on work motivation was positive and significant ($\beta = 0.111$, $p < 0.05$). Therefore, H6 was supported.

### 4.9.7 Hypothesis 7: Work Motivation is Positively Related to Job Performance

**Table 4.91:** Regression Results

| Dependent variable | Job performance | |
|---|---|---|
| | ***t* value** | ***β*** |
| Work motivation | 2.493 | 0.095* |

Note: β = Standardized Coefficients Beta Value; *$p < 0.05$

Table 4.91 shows that the effect of work motivation on job performance was positive and significant ($\beta = 0.095$, $p < 0.05$). Therefore, H7 was supported.

### 4.9.8 Hypotheses 8–10: Work Motivation as a Mediator

Section 4.9.1 shows that HRM practices had a positive but non-significant effect on job performance ($\beta = 0.045$, $p > 0.05$). This does not meet the first step of Baron and Kenny's (1986) mediation analysis procedure. Section 4.9.2 shows that HRM practices had a positive but non-significant effect on job performance ($\beta = 0.069$, $p < 0.05$). The second step of Baron and Kenny's procedure was thus not met. This means that H8, concerning the mediation of work motivation between HRM practices and job performance, was not supported.

The previous Section 4.9.3 shows that transformational leadership had a positive but non-significant effect on job performance ($\beta = 0.028$, $p < 0.05$). Step 1 of Baron and Kenny's procedure was thus not fulfilled. The second step was also not met because the effect of transformational leadership on work motivation was positive byt not significant ($\beta = 0.056$, $p > 0.05$). This means that H9, concerning the mediation of work

motivation between transformational leadership and job performance, was not supported.

Section 4.9.5 shows that the effect of OCB on job performance was positive and significant ($\beta = 0.082$, $p < 0.05$). The first step of Baron and Kenny's requirement was thus met. In addition, Section 4.8.6 shows that the effect of OCB on work motivation was positive and significant ($\beta = 0.111$, $p < 0.05$). The second requirement was thus met as well. Section 4.8.7 shows that that the effect of work motivation on job performance was positive and significant ($\beta = 0.095$, $p < 0.05$). This satisfied the third requirement of the approach. Therefore, work motivation could mediate between OCB and job performance (Baron & Kenny, 1986; Mackinoon, Fairchild & Fritz, 2007).

An additional analysis was conducted to determine whether work motivation fully or partially mediated the relationship between OCB and job performance. Table 4.92 shows that the relationship between OCB and job performance was positive but not significant ($\Delta R^2$ for Model 2 = 0.001, $p > 0.05$) when the mediator (work motivation) was controlled. This means that work motivation fully mediated between OCB and job performance (meeting the requirement of Step 4 of Baron and Kenny's approach).

**Table 4.92:** Hierarchical Regression Analysis Results

| **Predictor** | **Job performance** | | |
|---|---|---|---|
| | ***β*** | Adjusted $R^2$ | $\Delta R^2$ |
| *Model 1* | | | |
| Work motivation | 0.095 | 0.080 | |
| *Model 2* | | | |
| Work motivation | 0.085 | | |
| OCB | 0.030 | 0.080 | 0.000 |

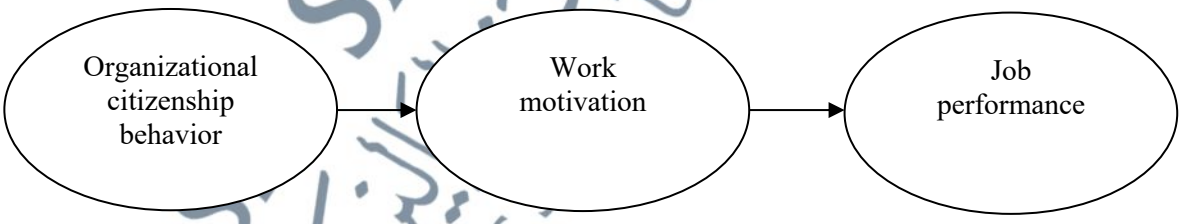
Note: β = Standardized Coefficients Beta Value; Adjust $R^2$ = Adjust R Square; $\Delta R^2$ = R Square Change

## 4.10 Summary of Findings

**Table 4.93:** Summary of Findings

| No. | Hypotheses | Analysis results |
|---|---|---|
| H1 | HRM practices are positively related to job performance | Not Supported (Positive but not significant) |
| H2 | HRM practices are positively related to work motivation | Not Supported (Positive but not significant) |
| H3 | Transformational leadership is positively related to job performance | Not Supported (Positive but not significant) |
| H4 | Transformational leadership is positively related to work motivation | Not Supported (Positive but not significant) |
| H5 | OCB is positively related to job performance | Supported (Positive and significant) |
| H6 | OCB is positively related to work motivation | Supported (Positive and significant) |
| H7 | Work motivation is positively related to job performance | Supported (Positive and significant) |
| H8 | Work motivation mediates the relationship between HRM practices and job performance | Not Supported |
| H9 | Work motivation mediates the relationship between transformational leadership and job performance | Not Supported |
| H10 | Work motivation mediates the relationship between OCB and job performance | Supported (full mediation) |

## 4.11 Final Research Model




## 4.12 Chapter Summary

This chapter has presented the results of the data analysis. Only four proposed hypotheses were supported by the data. Specifically, OCB had a significant positive effect on job performance and on work motivation. In addition, work motivation significantly influenced job performance. Work motivation also fully mediated between OCB and job performance. The next chapter will discuss these findings in more detail.