

## CHAPTER 4

### DATA ANALYSIS

#### 4.1 Introduction

This chapter describes the results of data analysis. The chapter begins with the demographic profiles of the respondents. Following this, the chapter exhibits the results of assumption analysis and the analysis of exploratory factor analysis. Then, the result of hypothesis testing was also reported in this chapter.

#### 4.2 Data Screen

The surveys were delivered personally to 190 employees in Yayasan Dakwah Islamiah Malaysia (YADIM), Putrajaya between June to July 2019. In screening the data, 5 surveys showed incomplete responses or missing values. Therefore, all the 5 surveys were deleted. After deleting the 5 incomplete surveys, the complete and usable surveys totaled 185. The following section will provide a detailed explanation about the demographic of respondents.

#### 4.3 Demographic Data of respondents

The questionnaire had retrieved some demographic information from the respondents, such as gender, age, marital status, academic qualifications, work experience and salary. Table 4.1 shows the distribution of respondents based on gender. The total number of respondents had been 185, whereby 42.7 percent (N=79) of them were male, and 57.3 percent (N=106) were female.

Table 4.1 also shows the distribution of respondents based on age. 40.0 percent (N=74) of the respondents were age between 26 and 35 years old. 36.2 percent (N=67) of the respondents were age between 36 and 45 years old. 13.0 percent (N=24) of the respondents were age between 46 and 55 years old. 9.2 percent (N=17) of the respondents were age between 20 and 25 years old. Nevertheless, only 1.6 percent (N=3) of the respondents were age between 56 and 59 years old.

In addition, Table 4.1 summarizes the distribution of respondents based on marital status. 76.2 percent (N=141) of the respondents were single. 21.1 percent (N=39) of the respondents were married. 2.7 percent (N=5) of the respondents were divorce.

Furthermore, Table 4.1 shows the distribution of respondents based on academic qualification status. 34.6 percent (N=64) of the respondents have Diploma. 33.0 percent (N=61) of the respondents have Degree. 27.0 percent (N=50) of the respondents have SPM/Certificate. 4.9 percent (N=9) of the respondents have Master. 0.5 percent (N=1) of the respondents have PhD.

Moreover, Table 4.1 summarizes the distribution of respondents based on work experience. Out of 185 respondents, 33.5 percent (N=62) of them had 5 to 10 years work experience. 24.3 percent (N=45) had 10 to 15 years work experience. 22.7 percent (N=42) had below 5 years work experience. 19.5 percent (N=36) had 15 to 20 years work experience.

Finally, Table 4.1 explains the respondents' salary distribution. 50.3 percent (N=93) of the respondents gain salary below RM3000. 38.4 percent (N=71) of the respondents gain salary between RM3000 to RM5000. While, only 11.4 percent (N=21) of the respondents gain salary above RM5000.

**Table 4.1:** Respondents Demographic

Characteristic	Frequency ( <i>N</i> )	Percentage (100%)
Gender		
Male	79	42.7
Female	106	57.3
Age		
20 – 25 years	17	9.2
26 – 35 years	74	40.0
36 – 45 years	67	35.2
46 – 55 years	24	13.0
56 – 59 years	3	1.6
Marital Status		
Single	39	21.1
Married	141	76.2
Divorced	5	2.7
Academic Qualification		
SPM	50	27.0
Diploma	64	34.6
Degree	61	32.0
Master	9	4.9
PhD	1	.5
Experience on working		
Below 5 years	42	22.7
5 – 10 years	62	33.5
10 – 15 years	45	24.3
15 – 20 years	36	19.5
Salary		
Below RM3000	93	50.3
RM3000 – RM5000	71	38.4
RM5000 above	21	11.4

## 4.4 Analysis of the assumptions

### 4.4.1 Normality test

To satisfy the assumption of normality of the data, the test of normality namely kurtosis and skewness were performed. Skewness and Kurtosis is used to know whether the result is normally distributed or not. Skewness is a measure of symmetry, or more precisely, the lack of symmetry of the normal distribution. Kurtosis is a measure of the peakedness of a distribution (Mishra & Colleagues, 2019).

The rule of thumb for the normality test as suggested by Kline (1998) is characterized as having a skewness of less than 3 and a kurtosis less than 10. The focus here is on kurtosis value because multivariate kurtosis could rigorously impact on the variance and covariance's test (Byrne, 2010). Also, it has to be noticed that when the standardized kurtosis index value is 3, then the data considered normally distributed (Byrne, 2010). Table 4.2 shows the test of normality test of the data collected. It shows that the skewness and kurtosis values are within the acceptable level of normality assumptions.

**Table 4.2:** Normality Assessment

Variable	min	max	skew	c.r.	kurtosis	c.f.
S5.1_JS	1.000	7.000	-1.006	-5.584	.992	2.753
S5.2_JS	1.000	7.000	-1.263	-7.012	2.430	6.747
S5.4_JS	1.000	7.000	-1.143	-6.347	2.588	7.185
S2.10_SAL	1.000	5.000	-.499	-2.770	.327	.907
S2.2_SAL	1.000	5.000	-.933	-5.181	1.252	3.475
S2.3_SAL	1.000	5.000	-.511	-2.840	-.104	-.290
S2.4_SAL	1.000	5.000	-.377	-2.091	-.053	-.148
S5.9_JS	1.000	7.000	-1.141	-6.336	.925	2.569
S5.8_JS	1.000	7.000	-1.217	-6.760	1.927	5.349
S2.9_SAL	1.000	5.000	-.531	-2.948	.536	1.487
impact	1.667	5.000	-.205	-1.141	-.252	-.699
Autonomy	1.667	5.000	-.217	-1.208	.324	.899
Competence	2.000	5.000	-.216	-1.200	-.015	-.041
Meaning	1.000	5.000	-1.100	-6.106	3.954	10.977
S6.5_TD	2.000	5.000	-.181	-1.006	-.526	-1.461
S6.4_TD	2.000	5.000	-.317	-1.760	-.041	-.113
S6.3_TD	1.000	5.000	-.210	-1.168	.170	.471
S6.2_TD	1.000	5.000	-.422	-2.342	.502	1.395
S6.1_TD	1.000	5.000	-.793	-4.406	1.260	3.498
TaskSignificance	1.800	5.000	-.408	-2.264	1.204	3.343
TaskIdentity	1.000	5.000	-.532	-2.954	1.033	2.867
SkillVariety	2.000	5.000	-.379	-2.106	.744	2.065
S5.6_JS	1.000	7.000	-.852	-4.729	1.181	3.278
S5.7_JS	1.000	7.000	-.884	-4.908	1.591	4.418
idealised	1.000	4.000	.054	.302	-.267	-.740
Inspiration	.800	4.000	-.032	-.177	-.317	-.881
Intellectual	1.000	4.000	.090	.498	-.021	-.058
Individualized	.000	4.000	-.251	-1.393	.614	1.703
S2.5_SAL	1.000	5.000	-.543	-3.016	.374	1.039
S2.6_SAL	1.000	5.000	-.334	-1.854	-.406	-1.126
S2.7_SAL	1.000	5.000	-.492	-2.729	.530	1.472
S1.1_MOV	3.000	5.000	-.351	-1.952	-.686	-1.905
S1.3_MOV	2.000	5.000	-.678	-3.766	.366	1.017
S1.4_MOV	2.000	5.000	-.407	-2.260	-.293	-.813
S1.5_MOV	3.000	5.000	-.297	-1.647	-.801	-2.224
S1.6_MOV	3.000	5.000	-.384	-2.133	-.718	-1.995
Multivariate					191.048	24.839

#### 4.4.2 Outliers

Byrne (2010) defined outliers as any observation that is numerically different in comparison with the overall dataset. Schumacher and Lomax (1996) stated that outliers can affect the parameter estimates. Table 4.3 shows 4 cases (where squared Mahalanobis distance values exceed the critical chi-square value (refer to Appendix 1), which in this case considered outliers.

**Table 4.3: Outliers**

Observation number	Mahalanobis d-squared	p1	p2
44	109.488	.000	.000
16	86.103	.000	.000
166	77.763	.000	.000
52	76.613	.000	.000

	Minimum	Maximum	Mean	Std. Deviation	N
Cook's Distance	.000	.096	.006	.013	185

Collinearity Statistics		
Model	Tolerance	VIF
(Constant)	.400	2.502
ENRICHMENT	.615	1.626
TLEADERSHIP	.543	1.843
EMPOWERMENT	.440	2.274
TDEVELOPMENT	.673	1.487
SALARY	.400	2.502

Before taking any decision in deleting, the researcher looked into the Cook's Distance value in identifying cases (Pallant, 2011), whether those cases have any unjustified influence on the results. The cases with Cook's Distance values larger than 1, will be regarded as a potential problem (Tabachnick & Fidell, 2007). The value of Cook's Distance (Table 4.3) shows its maximum value is 0.96 (less than 1). Therefore, the four cases were retained because there are no major problems (Pallant, 2011).

#### **4.4.3 Multicollinearity**

Multicollinearity, or near-linear dependence, is a statistical phenomenon in which two or more predictors variables in a multiple regression model are highly correlated. If there is no linear relationship between predictor variables, they are said to be orthogonal (Daoud, 2017). If this happens, the standard error of the coefficients will increase (McClendon & McKee, 2002). Increased standard errors means that the coefficients for some or all independent variables may be found to be significantly different from 0. In other words, by overinflating the standard errors, multicollinearity makes some variables statistically insignificant when they should be significant. The assessment of multicollinearity is based on tolerance and Variance Inflation Factor (VIF) where tolerance is referred to the notion that how much of variability of predictor variable is not explained by other predicted variables. Tolerance values should not less than 0.10 in order to avoid an indication of multicollinearity. The analysis result (Table 4.3) showed that the tolerance value for all independent variable ranged between 0.400 to 0.673 which more than 0.10. this gives evidence that the assumption of multicollinearity is not violated. Also, the result of VIF showed that the greatest value was 2.502, which is below 10. The result provides additional evidence that the assumption of multicollinearity is not violated. The correlations are presented in Table 4.4 and the results indicated that there are positive relationships among variables. The correlation values fallen between 0.50 to .798. Also, due to most of correlation values are less than .85, it can be concluded that there is no multicollinearity issues amongst them (Pallant, 2005).

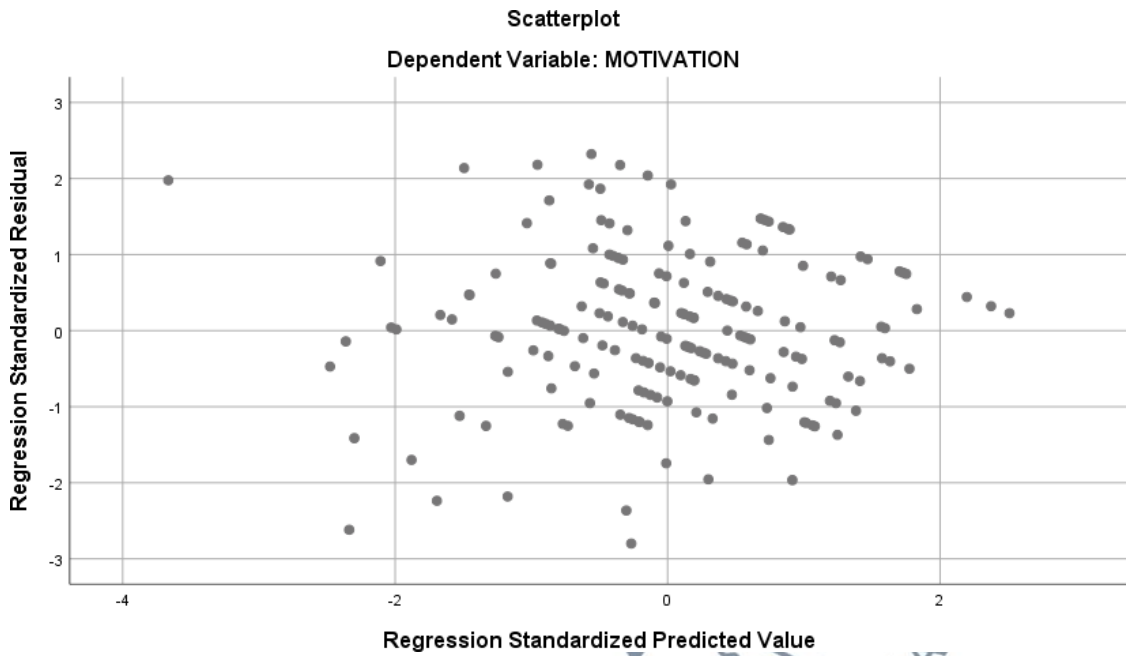
**Table 4.4:** Correlation Matrix

	MEAN	SD	SAL	JSEC	JE	TL	TD	EMP	MOT
SAL	3.77	.568	-						
JSEC	5.01	1.02	.282	-					
JE	3.73	.497	.496	.359	-				
TL	2.46	.553	.511	.451	.672	-			
TD	3.74	.620	.512	.409	.798	.422	-		
EMP	3.84	.499	.388	.282	.614	.549	.598	-	
MOT	4.21	.487	.489	.050	.566	.574	.414	.499	-

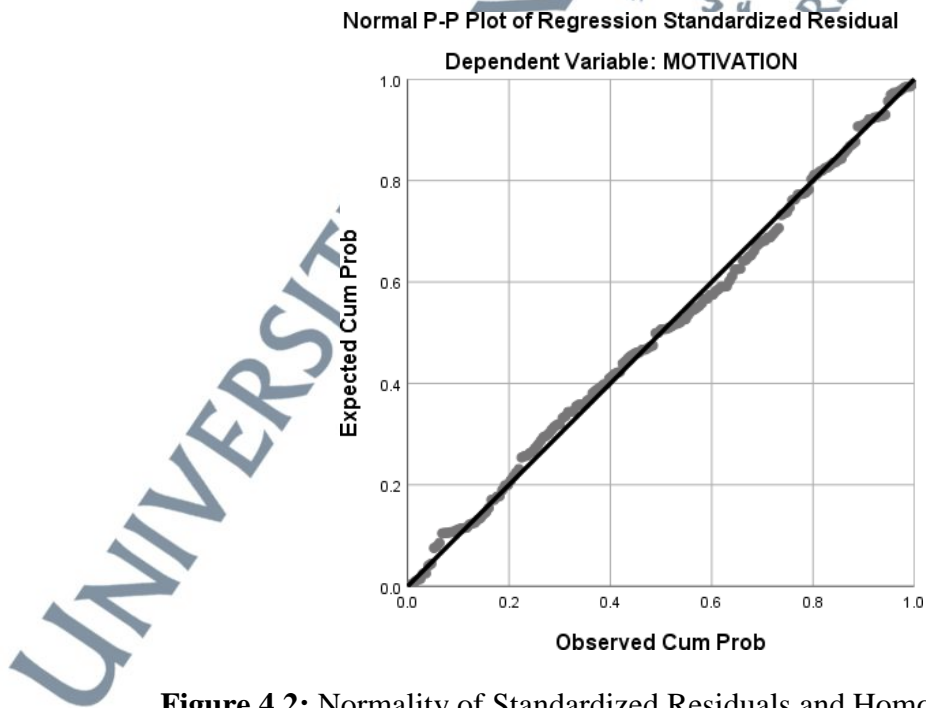
*Note: SAL = Salary; JSEC = Job Security; JE = Job Enrichment; TL = Transformational Leadership; TD = Training and Development; EMP = Empowerment; MOT = Motivation; SD = Standard Deviation*

#### 4.4.4 Test of Linearity and Homoscedasticity

The linearity exhibits the degree of change in the dependent variable that associated with the independent variable. Homoscedasticity refers to assumption that dependent variable exhibit equal levels of variance across the range of independent variables. Examination of the scatter plot and normal p-plot of regression standardized residual shows points are randomly and evenly dispersed throughout the plot indicative of a situation in which the assumption of homoscedasticity has been met. Figure 4.1 and Figure 4.2 indicated that linearity and homoscedasticity have been achieved, where the scatterplot and normal p-plot of regression standardized residual showed that the scores are concentrated in the center along the 0 point (Pallant, 2011).



**Figure 4.1:** Normality of Standardized Residuals and Homoscedasticity



**Figure 4.2:** Normality of Standardized Residuals and Homoscedasticity

## 4.4 Exploratory Factor Analysis

Factor analysis was used to reduce the total number of items to a smaller number of underlying factors. In this study, the Principal Component Analysis was used to extract factors. Varimax rotation was used to facilitate the interpretation of the factor matrix. The Bartlett's Test of Sphericity and the Kaiser Mayer Olkin measures of sampling were used to valid the used of factor analysis. The Cronbach Alpha was used to determine the reliability (internal consistency of the items in the scale) of a scale. The level of reliability was based on the argument by George and Mallory (2003) ( $>.9$  = Excellent;  $>.8$  = Good,  $>.7$  = Acceptable;  $>.6$  = Questionable;  $<.5$  = Unacceptable).

### 4.5.1 EFA for Salary

Exploratory Factor Analysis was applied to determine the factor structure among 10 items related to Salary. Table 4.5 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .856, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2(91) = 511.278$ ,  $p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.5:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.856
	Approx. Chi Square	511.278
Bartlett's Test of Sphericity	Df	28
	Sig.	.000

The results of EFA on all 10 items extracted two factors with eigenvalues greater than 1. Two items have been deleted due to cross loading (S2.1, S2.8). After deleting the two items, the results in Table 4.6 show that there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalue is 3.896. The total variance explained for measuring salary construct is 48.694%.

**Table 4.6:** Total Variance Explained for Salary

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.896	48.594	48.694	3.896	48.694	48.694
2	.956	11.950	60.644			
3	.773	9.666	70.310			
4	.669	8.369	78.679			
5	.549	6.868	85.547			
6	.454	5.670	91.217			
7	.382	4.773	95.990			
8	.321	4.010	100.000			

Table 4.7 shows the communalities value for 10 items related to Salary. Communalities are estimates of the variance in each variable accounted for by all components. Small values ( $<0.3$ ) indicate variables do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.7). The loading value for each item also meet the acceptable value, which is  $>0.50$  (see Table 4.8).

**Table 4.7:** Communalities of 10 items related to Salary

Items	Communalities
S2.2_SAL	.496
S2.3_SAL	.584
S2.4_SAL	.634
S2.5_SAL	.461
S2.6_SAL	.449
S2.7_SAL	.510
S2.9_SAL	.446
S2.10_SAL	.315

*Extraction Method: Principal Component Analysis.*

**Table 4.8:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 8 items Related to Salary

Items	Loading Value
S2.4	.796
S2.3	.764
S2.7	.714
S2.2	.704
S2.5	.679
S2.6	.670
S2.9	.668
S2.10	.561

*Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.2 EFA for Transformational Leadership

##### 4.5.2.1 Idealised Influence

Exploratory Factor Analysis was applied to determine the factor structure among 6 items related to Idealised Influence. Table 4.9 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .830, which is above suggested value of .6. The Bartlett's test of sphericity was also significant ( $X^2(91) = 293.562$   $p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.9:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.830
	Approx. Chi Square	293.562
Bartlett's Test of Sphericity	Df	10
	Sig.	.000

The results of EFA on all 6 items extracted two factors with eigenvalues greater than 1. One item (S3.2) has been deleted due to cross loading. After deleting one item the results in Table 4.10 show there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalue is 2.903. The total variance explained for measuring idealized influence construct is 58.070%.

**Table 4.10:** Total Variance Explained for Idealised Influence

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.903	58.070	58.070	2.903	58.070	58.070
2	.687	13.738	71.807			
3	.556	11.114	82.921			
4	.484	9.684	92.605			
5	.370	7.395	100.000			

Table 4.11 shows the communalities value for 6 items related to Idealised Influence. Communalities are estimates of the variance in each variable accounted for by all components. Small values (<0.3) indicate variables do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.11). The loading value for each item also meet the acceptable value, which is >0.50 (see Table 4.12).

**Table 4.11:** Communalities of 5 items related to Idealised Influence

Items	Communalities
S3.1_IDEA	.436
S3.3_IDEA	.660
S3.4_IDEA	.621
S3.5_IDEA	.592
S3.6_IDEA	.594

**Table 4.12:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 5 items Related to Idealised Influence

Items	Component 1
S3.3	.813
S3.4	.788
S3.6	.771
S3.5	.769
S3.1	.660

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.2.2 Inspirational Motivation

Exploratory Factor Analysis was applied to determine the factor structure among 7 items related to Inspirational Motivation. Table 4.13 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .799, which is above suggested value of .6. The Bartlett's test of sphericity also was significant ( $X^2(91) = 328.056, p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.13:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.799
	Approx. Chi Square	328.056
Bartlett's Test of Sphericity	Df	10
	Sig.	.000

The results of EFA on all 7 items extracted two factors with eigenvalues greater than 1. Two items have been deleted due to cross loading (S3.7, S3.8). After deleting the two items, the results in Table 4.14 show that there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalue is 2.921. The total variance explained for measuring inspirational motivation construct is 58.414%.

**Table 4.14:** Total Variance Explained for Inspirational Motivation

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.921	58.414	58.414	2.921	58.414	58.414
2	.783	15.668	74.082			
3	.531	10.615	84.697			
4	.489	9.775	94.471			
5	.276	5.529	100.000			

Table 4.15 shows the communalities value for 5 items related to Inspirational Motivation. Communalities are estimates of the variance in each variable accounted for by all components. Small values (<0.3) indicate variables do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.15). The loading value for each item also meet the acceptable value, which is >0.50 (see Table 4.16).

**Table 4.15:** Communalities of 5 items related to Inspirational Motivation

Items	Communalities
S3.9_INSP	.407
S3.10_INSP	.654
S3.11_INSP	.746
S3.12_INSP	.665
S3.13_INSP	.449

*Extraction Method: Principal Component Analysis*

**Table 4.16:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 5 items Related to Inspirational Motivation

Items	Component
S3.11	.863
S3.12	.816
S3.10	.809
S3.13	.670
S3.9	.638

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

### 4.5.2.3 Intellectual Stimulation

Exploratory Factor Analysis was applied to determine the factor structure among 5 items related to Intellectual Stimulation. Table 4.17 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .697, which is above suggested value of .6. The Bartlett's test of sphericity also was significant ( $X^2(91) = 315.576$   $p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.17:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.697
	Approx. Chi Square	315.576
Bartlett's Test of Sphericity	Df	10
	Sig.	.000

The results in Table 4.18 show that there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 2.687. The total variance explained for measuring intellectual stimulation construct is 53.745%.

**Table 4.18:** Total Variance Explained for Intellectual Stimulation

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.687	53.745	53.745	2.687	53.745	53.745
2	.993	19.855	73.559			
3	.640	12.795	86.394			
4	.453	9.058	95.453			
5	.227	4.547	100.000			

Table 4.19 shows the communalities value for 5 items related to Intellectual Stimulation. Communalities are estimates of the variance in each variable accounted for by all components. Small values (<0.3) indicate that variables do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.19). The loading value for each item meet the acceptable value, which is >0.50 (See Table 4.20).

**Table 4.19:** Communalities of 5 items related to Intellectual Stimulation

Items	Communalities
S3.14_INTL	.425
S3.15_INTL	.342
S3.16_INTL	.646
S3.17_INTL	.582
S3.18_INTL	.693

*Extraction Method: Principal Component Analysis*

**Table 4.20:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 4 items Related to Intellectual Stimulation

Items	Component
S3.18	.832
S3.16	.804
S3.17	.763
S3.14	.652
S3.15	.584

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.2.4 Individualized Consideration

Exploratory Factor Analysis was applied to determine the factor structure among 3 items related to Individualized Consideration. Table 4.21 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .621, which is above suggested value of .6. The Bartlett's test of sphericity was also significant ( $X^2(91) = 68.107, p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.21:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.621
	Approx. Chi Square	68.107
Bartlett's Test of Sphericity	Df	3
	Sig.	.000

The results in Table 4.22 show there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 1.720. The total variance explained for measuring individualized consideration construct is 57.343%.

**Table 4.22:** Total Variance Explained for Individualized Consideration

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.720	57.343	57.343	1.720	57.343	57.343
2	.737	24.569	81.911			
3	.543	18.089	100.000			

Table 4.23 shows the communalities value for 3 items related to Individualized Consideration. Communalities are estimates of the variance in each variable accounted for by all components. Small values (<0.3) indicate that variables do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.23). The loading value for each item meet the acceptable value, which is >0.50 (See Table 4.24).

**Table 4.23:** Communalities of 3 items related to Individualized Consideration

Items	Communalities
S3.19_INDV	.506
S3.20_INDV	.667
S3.21_INDV	.548

*Extraction Method: Principal Component Analysis*

**Table 4.24:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 3 items Related to Individualized Consideration

Items	Component
S3.20	.817
S3.21	.740
S3.19	.711

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.2 EFA for Transformational Leadership

Exploratory Factor Analysis was applied to determine the factor structure among 4 aspects (Idealised Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration) related to Transformational Leadership. Table 4.25 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .776, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2(91) = 374.469$ ,  $p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.25:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.776
	Approx. Chi Square	374.469
Bartlett's Test of Sphericity	Df	6
	Sig.	.000

The results in Table 4.26 show there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 2.853. The total variance explained for measuring salary construct is 71.326%.

**Table 4.26:** Total Variance Explained for Transformational Leadership

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.853	71.326	71.326	2.853	71.326	71.326
2	.576	14.400	85.726			
3	.348	8.697	94.423			
4	.223	5.577	100.000			

Table 4.27 shows the communalities value for 4 aspects (Idealised Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration) related to Transformational Leadership. Communalities are estimates of the variance in each variable accounted for by all components, and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.27). The loading value for each item meet the acceptable value, which is >0.50 (see Table 4.28).

**Table 4.27:** Communalities of 4 dimensions related to Transformational Leadership

Items	Communalities
Idealised Influence	.686
Inspirational Motivation	.761
Individualized Consideration	.595
Intellectual Stimulation	.812

*Extraction Method: Principal Component Analysis.*

**Table 4.28:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 4 dimensions Related to Transformational Leadership

	Component 1
Intellectual Stimulation	.901
Inspirational Motivation	.872
Idealised Influence	.828
Individualized Consideration	.771

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

### 4.5.3 EFA for Job Enrichment

#### 4.5.3.1 Task Significance

Exploratory Factor Analysis was applied to determine the factor structure among 5 items related to Task Significance. Table 4.29 shows that, the Kaiser-Meyer-Olkin measure of sampling adequacy was .773, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2(91) = 219.279$ ,  $p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.29:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.773
	Approx. Chi Square	219.279
Bartlett's Test of Sphericity	Df	10
	Sig.	.000

The results in Table 4.30 show there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 2.560. The total variance explained for measuring task significance construct is 51.208%.

**Table 4.30:** Total Variance Explained for Task Significance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.560	51.208	51.208	2.560	51.208	51.208
2	.940	18.794	70.002			
3	.544	10.871	80.873			
4	.493	9.856	90.729			
5	.464	9.271	100.000			

Table 4.31 shows the communalities value for 5 items related to Task Significance. Communalities are estimates of the variance in each variable accounted for by all components and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.31). The loading value for each item meet the acceptable value, which is >0.50 (see Table 4.32).

**Table 4.31:** Communalities of 5 items related to Task Significance

Items	Communalities
S4.1_TS	.311
S4.2_TS	.564
S4.3_TS	.629
S4.4_TS	.541
S4.5_TS	.515

*Extraction Method: Principal Component Analysis*

**Table 4.32:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 5 items Related to Task Significance

Items	Component
S4.3	.793
S4.2	.751
S4.4	.735
S4.5	.718
S4.1	.558

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

### 4.5.3.2 Task Identity

Exploratory Factor Analysis was applied to determine the factor structure among 3 items related to Task Identity. Table 4.33 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .680, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2(91) = 142.620, p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.33:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.680
	Approx. Chi Square	142.620
Bartlett's Test of Sphericity	Df	3
	Sig.	.000

The results in Table 4.34 show that there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 2.037. The total variance explained for measuring task identity construct is 67.894%.

**Table 4.34:** Total Variance Explained for Task Identity

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.037	67.894	67.894	2.037	67.894	67.894
2	.568	18.944	18.944			
3	.395	13.162	100.000			

Table 4.35 shows the communalities value for 3 items related to Task Identity. Communalities are estimates of the variance in each variable accounted for by all components and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see

Table 4.35). The loading value for each item meet the acceptable value, which is  $>0.50$  (see Table 4.36).

**Table 4.35:** Communalities of 3 items related to Task Identity

Items	Communalities
S4.6_TI	.599
S4.7_TI	.713
S4.8_TI	.725

*Extraction Method: Principal Component Analysis*

The results of EFA on all 3 items extracted two factors with eigenvalues greater than 1. The eigenvalues and total variance explained by the two factors is shown in Table 4.34. The results after Varimax rotation showed that the factor that related to Task Identity explained 67.894 of the variances. The loading value for each item meet the acceptable value, which is  $>0.50$ .

**Table 4.36:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 3 items Related to Task Identity

Items	Component
S4.8	.851
S4.7	.844
S4.6	.774

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

### 4.5.3.3 Skill Variety

Exploratory Factor Analysis was applied to determine the factor structure among 5 items related to Skill Variety. Table 4.34 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .768, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2(91) = 235.732, p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.37:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.768
	Approx. Chi Square	235.732
Bartlett's Test of Sphericity	Df	10
	Sig.	.000

The results in Table 4.38 show that there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 2.652. The total variance explained for measuring skill variety construct is 53.039%.

**Table 4.38:** Total Variance Explained for Skill Variety

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.652	53.039	53.039	2.652	53.039	53.039
2	.768	15.356	68.395			
3	.709	14.179	82.575			
4	.463	9.264	91.839			
5	.408	8.161	100.000			

Table 4.39 shows the communalities value for 5 items related to Skill Variety. Communalities are estimates of the variance in each variable accounted for by all

components and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.39).

**Table 4.39:** Communalities of 3 items related to Skill Variety

Items	Communalities
S4.9_SV	.492
S4.10_SV	.595
S4.11_SV	.580
S4.12_SV	.559
S4.13_SV	.427

*Extraction Method: Principal Component Analysis*

**Table 4.40:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 5 items Related to Skill Variety

Items	Component
S4.10	.771
S4.11	.762
S4.12	.747
S4.9	.701
S4.13	.653

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

### 4.5.3 EFA for Job Enrichment

Exploratory Factor Analysis was applied to determine the factor structure among 3 aspects (Task Significance, Task Identity, Skill Variety) related to Job Enrichment. Table 4.41 shows that, the Kaiser-Meyer-Olkin measure of sampling adequacy was .856, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2$  (91) = 259.364,  $p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.41:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.684
	Approx. Chi Square	259.364
Bartlett's Test of Sphericity	Df	3
	Sig.	.000

The results in Table 4.42 show that there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 2.316. The total variance explained for measuring job enrichment construct is 77.197%.

**Table 4.42:** Total Variance Explained for Job Enrichment

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.316	77.197	77.197	2.316	77.197	77.197
2	.456	15.205	92.402			
3	.228	7.598	100.000			

Table 4.43 shows the communalities value for 3 aspects (Task Significance, Task Identity, Skill Variety) related to Job Enrichment. Communalities are estimates of the variance in each variable accounted for by all components and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.43). The loading value for each item meet the acceptable value, which is >0.50 (see Table 4.44).

**Table 4.43:** Communalities of 4 aspects related to Job Enrichment

Items	Communalities
Task Significance	.853
Task Identity	.757
Skill Variety	.706

*Extraction Method: Principal Component Analysis.*

**Table 4.44:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 3 aspects Related to Job Enrichment

Items	Component 1
Task Significance	.924
Task Identity	.870
Skill Variety	.840

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.4 EFA for Job Security

Exploratory Factor Analysis was applied to determine the factor structure among 10 items related to Job Security. Table 4.45 shows that, the Kaiser-Meyer-Olkin measure of sampling adequacy was .816 which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2(91) = 549.309$ ,  $p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.45:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.816
	Approx. Chi Square	549.309
Bartlett's Test of Sphericity	Df	21
	Sig.	.000

The results of EFA on all 10 items extracted two factors with eigenvalues greater than 1. Three items have been deleted due to cross loading (S5.3, S5.5, S5.10). After deleting the three items, the results in Table 4.46 show that there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 3.704. The total variance explained for measuring skill variety construct is 52.912%.

**Table 4.46:** Total Variance Explained for Job Security

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.704	52.912	52.912	3.704	52.912	52.912
2	.968	13.826	66.737			
3	.770	10.999	77.737			
4	.610	8.710	86.447			
5	.418	5.968	92.414			
6	.313	4.475	96.889			
7	.218	3.111	100.000			

Table 4.47 shows the communalities value for 7 items related to Job Security. Communalities are estimates of the variance in each variable accounted for by all components and small values ( $<0.3$ ) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.47). The loading value for each item meet the acceptable value, which is  $>0.50$ . (see Table 4.48).

**Table 4.47:** Communalities of 10 items related to Job Security

Items	Communalities
S5.1_JS	.627
S5.2_JS	.443
S5.4_JS	.392
S5.6_JS	.438
S5.7_JS	.716
S5.8_JS	.667
S5.9_JS	.421

*Extraction Method: Principal Component Analysis*

**Table 4.48:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 7 items Related to Job Security

Items	Component
S5.7	.846
S5.8	.816
S5.1	.792
S5.2	.666
S5.6	.662
S5.9	.649
S5.4	.626

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.5 EFA for Training and Development

Exploratory Factor Analysis was applied to determine the factor structure among 5 items related to Training and Development. Table 4.49 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .849, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2 (91) = 483.915$ ,  $p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.49:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.849
	Approx. Chi Square	483.915
Bartlett's Test of Sphericity	Df	10
	Sig.	.000

The results in Table 4.50 show that there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalue is 3.408. The total variance explained for measuring training and development construct is 68.161%.

**Table 4.50:** Total Variance Explained for Training and Development

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.408	68.161	69.161	3.408	68.161	68.161
2	.575	11.507	79.668			
3	.445	8.908	88.576			
4	.330	6.600	95.176			
5	.241	4.824	100.000			

Table 4.51 shows the communalities value for 5 items related to Training and Development. Communalities are estimates of the variance in each variable accounted for by all components and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.51). The loading value for each item meet the acceptable value, which is >0.50. (see Table 4.52).

**Table 4.51:** Communalities of 5 items related to Training and Development

Items	Communalities
S6.1_TD	.679
S6.2_TD	.755
S6.3_TD	.727
S6.4_TD	.674
S6.5_TD	.573

*Extraction Method: Principal Component Analysis.*

**Table 4.52:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 5 items Related to Training and Development

Items	Component
S6.2	.869
S6.3	.853
S6.1	.824
S6.4	.821
S6.5	.757

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### **4.5.6 EFA for Empowerment**

##### **4.5.6.1 EFA for Meaning**

Exploratory Factor Analysis was applied to determine the factor structure among 3 items related to Meaning. Table 4.53 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .723, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2(91) = 397.530, p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.53:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.723
	Approx. Chi Square	397.530
Bartlett's Test of Sphericity	Df	3
	Sig.	.000

The results in Table 4.54 show that there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 2.652. The total variance explained for measuring meaning construct is 84.994%.

**Table 4.54:** Total Variance Explained for Meaning

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.550	84.994	84.994	2.550	84.994	84.994
2	.305	10.176	95.170			
3	.145	4.830	100.000			

Table 4.55 shows the communalities value for 3 items related to Meaning. Communalities are estimates of the variance in each variable accounted for by all components and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.55). The loading value for each item meet the acceptable value, which is >0.50 (see Table 4.56).

**Table 4.55:** Communalities of 3 items related to Meaning

Items	Communalities
S7.1_MNG	.848
S7.2_MNG	.901
S7.3_MNG	.800

*Extraction Method: Principal Component Analysis.*

**Table 4.56:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 3 items Related to Meaning

Items	Component
S7.1_MNG	.921
S7.2_MNG	.949
S7.3_MNG	.895

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.6.2 EFA for Competence

Exploratory Factor Analysis was applied to determine the factor structure among 3 items related to Competence. Table 4.57 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was 71.653, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2(91) = 185.337, p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.57:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.684
	Approx. Chi Square	185.337
Bartlett's Test of Sphericity	Df	3
	Sig.	.000

The results in Table 4.58 show there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 2.150. The total variance explained for measuring competence construct is 71.653%.

**Table 4.58:** Total Variance Explained for Competence

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.150	71.653	71.653	2.150	71.653	71.653
2	.538	17.918	89.571			
3	.313	10.429	100.000			

Table 4.59 shows the communalities value for 3 items related to Competence. Communalities are estimates of the variance in each variable accounted for by all components and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.59). The loading value for each item meet the acceptable value, which is >0.50 (see Table 4.60).

**Table 4.59:** Communalities of 3 items related to Competence

Items	Communalities
S7.4_CMPT	.774
S7.5_CMPT	.758
S7.6_CMPT	.617

*Extraction Method: Principal Component Analysis.*

**Table 4.60:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 3 items Related to Competence

Items	Component
S7.4_CMPT	.880
S7.5_CMPT	.871
S7.6_CMPT	.786

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.6.3 EFA for Autonomy

Exploratory Factor Analysis was applied to determine the factor structure among 3 items related to Autonomy. Table 4.61 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .677, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2(91) = 131.424$ ,  $p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.61:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.677
	Approx. Chi Square	131.424
Bartlett's Test of Sphericity	Df	3
	Sig.	.000

The results in Table 4.62 show that there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 2.003. The total variance explained for measuring autonomy construct is 66.766%.

**Table 4.62:** Total Variance Explained for Autonomy

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.003	66.766	66.766	2.003	66.766	66.766
2	.575	19.167	85.933			
3	.422	14.067	100.000			

Table 4.62 shows the communalities value for 3 items related to Autonomy. Communalities are estimates of the variance in each variable accounted for by all components and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.63). The loading value for each item meet the acceptable value, which is >0.50 (see Table 4.64).

**Table 4.63:** Communalities of 3 items related to Autonomy

Items	Communalities
S7.7_ATNM	.669
S7.8_ATNM	.726
S7.9_ATNM	.608

*Extraction Method: Principal Component Analysis.*

**Table 4.64:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 2 Dimensions Related to Individual Factors

Items	Component
S7.8_ATNM	.852
S7.7_ATNM	.818
S7.9_ATNM	.780

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.6.4 EFA for Impact

Exploratory Factor Analysis was applied to determine the factor structure among 3 items related to Impact. Table 4.65 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .686, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2(91) = 199.241, p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.65:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.686
	Approx. Chi Square	199.241
Bartlett's Test of Sphericity	Df	3
	Sig.	.000

The results in Table 4.66 show that there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 2.189. The total variance explained for measuring impact construct is 72.973%.

**Table 4.66:** Total Variance Explained for Impact

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.189	72.973	72.973	2.189	72.973	72.973
2	.512	17.064	90.037			
3	.299	9.963	100.000			

Table 4.67 shows the communalities value for 3 items related to Impact. Communalities are estimates of the variance in each variable accounted for by all components and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.67). The loading value for each item meet the acceptable value, which is >0.50 (see Table 4.68).

**Table 4.67:** Communalities of 3 items related to Impact

Items	Communalities
S7.10_IMP	.648
S7.11_IMP	.800
S7.12_IMP	.741

*Extraction Method: Principal Component Analysis.*

**Table 4.68:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 3 items Related to Impact

Items	Component
S7.11_IMP	.894
S7.12_IMP	.861
S7.10_IMP	.805

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.6 EFA for Empowerment

Exploratory Factor Analysis was applied to determine the factor structure among 4 aspects (meaning, competence, autonomy and impact) and 12 statements related to Empowerment. Table 4.69 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .658, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2(91) = 293.298, p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.69:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.658
	Approx. Chi Square	293.298
Bartlett's Test of Sphericity	Df	6
	Sig.	.000

The results in Table 4.70 show there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 2.853. The total variance explained for measuring job enrichment construct is 71.326%.

**Table 4.70:** Total Variance Explained for Empowerment

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.853	71.326	71.326	2.853	71.326	71.326
2	.576	14.400	85.726			
3	.348	8.697	94.423			
4	.223	5.577	100.000			

Table 4.71 shows the communalities value for 4 aspects (meaning, competence, autonomy and impact) and 12 statements related to Empowerment. Communalities are estimates of the variance in each variable accounted for by all components and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.71). The loading value for each item meet the acceptable value, which is >0.50 (see Table 4.72).

**Table 4.71:** Communalities of 4 aspects related to Empowerment

Items	Communalities
Meaning	.729
Competence	.708
Autonomy	.697
Impact	.312

*Extraction Method: Principal Component Analysis.*

**Table 4.72:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 4 aspects Related to Empowerment

Items	Component 1
Meaning	.854
Competence	.841
Autonomy	.835
Impact	.559

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.7 EFA for Job Satisfaction

Exploratory Factor Analysis was applied to determine the factor structure among 3 items related to Job Satisfaction. Table 4.73 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .657, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2(91) = 94.558, p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.73:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.657
	Approx. Chi Square	94.558
Bartlett's Test of Sphericity	Df	3
	Sig.	.000

The results in Table 4.74 show there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 1.858. The total variance explained for measuring job satisfaction construct is 61.943%.

**Table 4.74:** Total Variance Explained for Job Satisfaction

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.858	61.943	61.943	1.858	61.943	61.943
2	.646	21.535	83.478			
3	.496	16.522	100.000			

Table 4.75 shows the communalities value for 3 items related to Job Satisfaction. Communalities are estimates of the variance in each variable accounted for by all components and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.76). The loading value for each item meet the acceptable value, which is >0.50 (see Table 4.76).

**Table 4.75:** Communalities of 3 items related to Job Satisfaction

Items	Communalities
S8.1_JS	.633
S8.2_JS	.549
S8.3_JS	.676

*Extraction Method: Principal Component Analysis*

**Table 4.76:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 3 items Related to Job Satisfaction

Items	Component
S8.3	.822
S8.1	.796
S8.2	.741

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.8 EFA for Job Involvement

Exploratory Factor Analysis was applied to determine the factor structure among 10 items related to Job Involvement. Table 4.77 shows that, the Kaiser-Meyer-Olkin measure of sampling adequacy was .851, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2 (91) = 482.762, p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.77:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.851
	Approx. Chi Square	482.762
Bartlett's Test of Sphericity	Df	21
	Sig.	.000

The results of EFA on all 10 items extracted two factors with eigenvalues greater than 1. Three items have been deleted due to cross loading (S9.1, S9.2, S9.7). After deleting the three items, the results in Table 4.78 show that there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalue is 3.739. The total variance explained for measuring job involvement construct is 53.409%.

**Table 4.78:** Total Variance Explained for Job Involvement

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.739	53.409	53.409	3.739	53.409	53.409
2	.830	11.854	65.263			
3	.640	9.143	74.406			
4	.603	8.613	83.019			
5	.498	7.110	90.129			
6	.401	5.729	95.858			
7	.290	4.142	100.000			

Table 4.79 shows the communalities value for 7 items related to Job Involvement. Communalities are estimates of the variance in each variable accounted for by all components and small values ( $<0.3$ ) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.79). The loading value for each item meet the acceptable value, which is  $>0.50$  (see Table 4.80).

**Table 4.79:** Communalities of 7 items related to Job Involvement

Items	Communalities
S9.3_JINV	.408
S9.4_JINV	.403
S9.5_JINV	.677
S9.6_JINV	.570
S9.8_JINV	.453
S9.9_JINV	.527
S9.10_JINV	.500

*Extraction Method: Principal Component Analysis*

**Table 4.80:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 7 items Related to Job Involvement

Items	Component
S9.5	.823
S9.4	.776
S9.6	.755
S9.9	.726
S9.10	.707
S9.8	.673
S9.3	.639

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.5.9 EFA for Employee Motivation

Exploratory Factor Analysis was applied to determine the factor structure among 6 items related to Employee Motivation. Table 4.81 shows that the Kaiser-Meyer-Olkin measure of sampling adequacy was .833, which is above suggested value of .6, and the Bartlett's test of sphericity was significant ( $X^2 (91) = 307.031$ ,  $p < 0.001$ ). These results show that the data of this study is appropriate for factor analysis.

**Table 4.81:** Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.833
Approx. Chi Square		307.031
Bartlett's Test of Sphericity	Df	10
	Sig.	.000

The results of EFA on all 5 items extracted two factors with eigenvalues greater than 1. One item has been deleted due to cross loading (S1.2). After deleting the item, the results in Table 4.82 show there is one component emerged from EFA procedure based on the computed eigenvalue greater than 1.0. The eigenvalues ranged is 2.958. The total variance explained for measuring employee motivation construct is 59.161%.

**Table 4.82:** Total Variance Explained for Employee Motivation

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.958	59.161	59.161	2.958	59.161	59.161
2	.700	14.006	73.167			
3	.479	9.578	82.745			
4	.451	9.018	91.764			
5	.412	8.236	100.000			

Table 4.83 shows the communalities value for 5 items related to Employee Motivation. Communalities are estimates of the variance in each variable accounted for by all components and small values (<0.3) indicate variables that do not fit well with the factor solution. In the current study, all the items have communalities values above 0.3 (see Table 4.83). The loading value for each item meet the acceptable value, which is >0.50 (see Table 4.84).

**Table 4.83:** Communalities of 5 items related to Employee Motivation

Items	Communalities
S1.1_MOV	.557
S1.3_MOV	.640
S1.4_MOV	.536
S1.5_MOV	.582
S1.6_MOV	.644

*Extraction Method: Principal Component Analysis.*

**Table 4.84:** Factor Loading Based Principal Component Analysis with Varimax Rotation for 5 items Related to Employee Motivation

Items	Component
S1.6	.802
S1.3	.800
S1.5	.763
S1.1	.746
S1.4	.732

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

#### 4.6 The Summary of Exploratory Factor Analysis

**Table 4.85:** The Summary of Exploratory Factor Analysis

Variable	Number of Original Item	Deleted	Final Item
Motivation	6	1 item (S1.2)	5 items (S1.1, S1.3, S1.4, S1.5, S1.6)
Salary	10	2 items (S2.1, S2.8)	8 items (S2.2, S2.3, S2.4, S2.5, S2.6, S2.7, S2.9, S2.10)
Transformational Leadership	21	3 items (S3.3, S3.7, S3.8)	18 items (S3.1, S3.3, S3.4, S3.5, S3.6, S3.9, S3.10, S3.11, S3.12, S3.13, S3.14, S3.15, S3.16, S3.17, S3.18, S3.19, S3.20, S3.21)
Job Enrichment	13	0	13 items (S4.1, S4.2, S4.3, S4.5, S4.6, S4.7, S4.8, S4.9, S4.10, S4.11, S4.12, S4.13)
Job Security	10	3 items (S5.3, S5.5, S5.10)	7 items (S5.1, S5.2, S4.4, S5.6, S5.7, S5.8, S5.9)
Training and Development	5	-	5 items (S6.1, S6.2, S6.3, S6.4, S6.5)
Empowerment	12	-	12 items (S7.1, S7.2, S7.3, S7.4, S7.5, S7.6, S7.7, S7.8, S7.9, S7.10, S7.11, S7.12)
Job Satisfaction	3	-	3 items (S8.1, S8.2, S8.3)
Job Involvement	9	3 items (S9.1, S9.2, S9.7)	6 items (S9.3, S9.4, S9.5, S9.6, S9.8, S9.10)

#### 4.7 Reliability and Correlation Between Variables

**Table 4.86:** Correlation matrix

	JE	TL	EMP	MOT	TD	SAL	JSEC
JE	<b>0.878</b>						
TL	.546**	<b>0.914</b>					
EMP	.576**	.489**	<b>0.898</b>				
MOT	.451**	.470**	.420**	<b>0.826</b>			
TD	.700**	.364**	.587**	.408**	<b>0.833</b>		
SAL	.474**	.446**	.463**	.430**	.465**	<b>0.847</b>	
JSEC	.344**	.144	.397	.397**	.388**	.440**	<b>0.846</b>

*Note: SAL = Salary; JSEC = Job Security; JE = Job Enrichment; TL = Transformational Leadership; TD = Training and Development; EMP = Empowerment; MOT = Motivation*

Table 4.86 shows the reliability and the correlation between the variables. All correlation is positive and significant, except for the correlation between training and development (TL) and job security (JSEC), which positive but not significant. In addition, the reliability for all variables also meet the accepted value ( $>0.70$ ) (see the number with bold).

## 4.8 Multiple Regression Analysis

Multiple regression analysis was applied to test the effect of salary, transformational leadership, job enrichment, job security, training and development and empowerment on motivation. The standardized coefficient ( $\beta$ ) was used to assess the contribution of each factor (salary, transformational leadership, job enrichment, job security, training and development and empowerment) on motivation. Standard beta coefficient ( $\beta$ ) means that the values for each of the independent variables have been converted to the same scale so that comparisons can be made between them. Thus, because of the common unit of the measurement, it is possible to define which predictor is most influential. Each standardized beta coefficient ( $\beta$ ) value can vary from -1.00 to +1.00 and it is calculated for each predictor variable.

In addition, Multiple regression analysis also was applied to test the moderating effect of job satisfaction and job involvement in the relationship between the factors (salary, transformational leadership, job enrichment, job security, training and development and empowerment) and motivation.

### 4.8.1 Multiple Regression Analysis for Motivation

Table 4.87 shows the results of multiple regression analysis. According to the results, it was found that only salary ( $\beta = .237, p < 0.01$ ) and transformational leadership ( $\beta = .213, p < 0.01$ ) had a significant and positive effect on motivation. The effect of job security on motivation also is significant, but the effect is negative ( $\beta = -.175, p < 0.05$ ). On the other hand, the effect of job enrichment ( $\beta = .124, p > 0.05$ ), training and development ( $\beta = .114, p > 0.05$ ), and empowerment ( $\beta = .137, p > 0.05$ ) on motivation were positive but not significant. Based on the results, salary ( $\beta = .237$ ) has the highest contribution amongst the other variables that contributed to employee motivation, followed by transformational leadership ( $\beta = .213$ ), and job security ( $\beta = -.175$ ). The other factors such as job enrichment, training and development, and empowerment do not contribute to the motivation of employees.

**Table 4.87:** Results of Multiple Regression Analysis

Variable	B	SE	$\beta$	t value	p value	Results
SALARYY	.203	.067	.237	3.04	.003	Supported
TLEADERSHIP	.188	.069	.213	2.70	.008	Supported
JENRICHMENT	.121	.094	.124	1.28	.200	Not Supported
TDEVELOPMENT	.089	.072	.114	1.24	.215	Not Supported
JSECURITY	-.083	.034	-.175	-2.46	.015	Supported
EMPOWERMENT	.133	.082	.137	1.62	.107	Not Supported

Dependent Variable: Motivation

#### 4.9 Job Satisfaction as a Moderator

This section examines the moderating effect of job satisfaction in the relationship between the factors of motivation (salary, transformational leadership, job enrichment, job security, training and development and empowerment) and motivation. The moderated multiple regression using Hayes' process macro method has been applied to test the role of job satisfaction as a moderator in the relationship as details below:

#### 4.9.1 Job Satisfaction as a Moderator between Salary and Motivation

**Table 4.88:** Job Satisfaction as a Moderator between Salary and Motivation

```

*****
**
Model   : 1
  Y     : MOTIVATI
  X     : SALARY
  W     : JOBSATIS

Sample
Size: 185

*****
**
OUTCOME VARIABLE:
MOTIVATI

Model Summary
      R      R-sq      MSE      F      df1      df2
p      .4408      .1943      .1944      14.5538      3.0000      181.0000
.0000

Model
      coeff      se      t      p      LLCI
ULCI
constant      4.2014      .0339      124.0421      .0000      4.1346
4.2682
SALARYY      .4023      .0643      6.2567      .0000      .2754
.5291
JOBSATIS      -.0389      .0496      -.7847      .4336      -.1368
.0589
Int 1      .0539      .0513      1.0505      .2949      -.0473
.1550

Product terms key:
Int_1      :      SALARY      x      JOBSATIS

Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W      .0049      1.1036      1.0000      181.0000      .2949
-----
Focal predict: SALARY (X)
Mod var: JOBSATIS (W)

```

Based on Table 4.88, the interaction term was not statistically significant ( $\beta = 0.0539$ , s.e. = 0.0513,  $p = 0.2949$ ), indicating that job satisfaction was not a significant moderator of the effect of salary on motivation. The R-square change was 0.0049.

#### 4.9.2 Job Satisfaction as a Moderator between Transformational Leadership and Motivation

**Table 4.89:** Job Satisfaction as a Moderator between Transformational Leadership and Motivation

```

*****
**
Model   : 1
      Y  : MOTIVATI
      X  : TLEADERS
      W  : JOBSATIS

Sample
Size: 185

*****
**
OUTCOME VARIABLE:
MOTIVATI

Model Summary
      R      R-sq      MSE      F      df1      df2
p      .4729      .2236      .1874      17.3792      3.0000      181.0000
.0000

Model
      coeff      se      t      p      LLCI
ULCI
constant      4.2152      .0323      130.3505      .0000      4.1514
4.2790
TLEADERS      .4013      .0596      6.7287      .0000      .2836
.5189
JOBSATIS      .0248      .0438      .5677      .5710      -.0615
.1112
Int 1      -.0397      .0646      -.6142      .5398      -1.1672
.0878

Product terms key:
Int_1      :      TLEADERS x      JOBSATIS

Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W      .0016      .3773      1.0000      181.0000      .5398

```

-----  
 Focal predict: TLEADERS (X)  
 Mod var: JOBSATIS (W)

Based on Table 4.89, the interaction term was not statistically significant ( $\beta = -0.0397$ , s.e. = 0.0646,  $p = 0.5398$ ), indicating that job satisfaction was not a significant moderator of the effect of transformational leadership on motivation. The R-square change was 0.0016.

#### 4.9.3 Job Satisfaction as a Moderator between Job Enrichment and Motivation

**Table 4.90:** Job Satisfaction as a Moderator between Job Enrichment and Motivation

```

*****
**
Model   : 1
  Y     : MOTIVATI
  X     : JOBENRIC
  W     : JOBSATIS

Sample
Size:   185

*****
**
OUTCOME VARIABLE:
MOTIVATI

Model Summary
      R      R-sq      MSE      F      df1      df2
p      .4576   .2094   .1908   15.9781   3.0000   181.0000
.0000

Model
      coeff      se      t      p      LLCI
ULCI
constant  4.2025   .0333  126.1701   .0000   4.1368
4.2683
JOBENRIC   .4759   .0725   6.5661   .0000   .3329
.6189
JOBSATIS  -.0189   .0467  -.4036   .6870  -.1111
.0734
Int_1    .0664    .0640    1.0385    .3004
.1927

Product terms key:
Int_1   :      JOBENRIC x      JOBSATIS

```

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	<b>.0047</b>	1.0786	1.0000	181.0000	.3004

-----  
 Focal predict: JOBENRIC (X)  
 Mod var: JOBSATIS (W)

Based on Table 4.90, the interaction term was not statistically significant ( $\beta = 0.0664$ , s.e. = 0.0640,  $p = 0.3004$ ), indicating that job satisfaction was not a significant moderator of the effect of job enrichment on motivation. The R-square change was 0.0047.

#### 4.9.4 Job Satisfaction as a Moderator between Job Security and Motivation

**Table 4.91:** Job Satisfaction as a Moderator between Job Security and Motivation

```

*****
**
Model   : 1
  Y     : MOTIVATI
  X     : JOBSECUR
  W     : JOBSATIS

Sample
Size: 185

*****
**
OUTCOME VARIABLE:
MOTIVATI

Model Summary
      R      R-sq      MSE      F      df1      df2
p      .2278   .0519   .2288   3.3010   3.0000   181.0000
.0216

Model
      coeff      se      t      p      LLCI
ULCI
constant  4.1615   .0406  102.5230  .0000   4.0814
4.2416
JOBSECUR  -.0016   .0661   -.0249   .9802  -.1321
.1288
JOBSATIS  .1589   .0902   1.7612   .0799  -.0191
.3369

```

<b>Int 1</b>	<b>.0772</b>	<b>.0311</b>	<b>2.4791</b>	<b>.0141</b>	.0158
	.1386				

Product terms key:

Int\_1 : JOBSECUR x JOBSATIS

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	<b>.0322</b>	6.1459	1.0000	181.0000	.0141

-----  
 Focal predict: JOBSECUR (X)  
 Mod var: JOBSATIS (W)

Based on Table 4.91, the interaction term was statistically significant ( $\beta = 0.0772$ , s.e. = 0.0311,  $p = 0.0141$ ), indicating that job satisfaction was a significant moderator of the effect of job security on motivation. The R-square change was 0.0322, indicating the interaction effect accounted for 3.22% added variation in motivation.

#### 4.9.5 Job Satisfaction as a Moderator between Training and Development and Motivation

**Table 4.92:** Job Satisfaction as a Moderator between Training and Development and Motivation

```

*****
**
Model   : 1
  Y     : MOTIVATI
  X     : TRAINING
  W     : JOBSATIS

Sample
Size: 185

*****
**
OUTCOME VARIABLE:
MOTIVATI

Model Summary
      R      R-sq      MSE      F      df1      df2
p     .4330   .1875   .1961  13.9236  3.0000  181.0000
.0000

```

Model	coeff	se	t	p	LLCI
ULCI					
constant	4.1937	.0337	124.5315	.0000	4.1272
4.2601					
TRAINING	.3615	.0590	6.1286	.0000	.2451
.4778					
JOBSATIS	.0030	.0473	.0629	.9499	-.0904
.0963					
<b>Int_1</b>	<b>.1073</b>	<b>.0512</b>	<b>2.0953</b>	<b>.0375</b>	.0063
.2082					

Product terms key:

Int\_1 : TRAINING x JOBSATIS

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	<b>.0197</b>	4.3905	1.0000	181.0000	.0375

-----  
 Focal predict: TRAINING (X)  
 Mod var: JOBSATIS (W)

Based on Table 4.92, the interaction term was statistically significant ( $\beta = 0.1073$ , s.e. = 0.0512,  $p = 0.0375$ ), indicating that job satisfaction was a significant moderator of the effect of training and development on motivation. The R-square change was 0.0197, indicating the interaction effect accounted for 1.97% added variation in motivation.

#### 4.9.6 Job Satisfaction as a Moderator between Empowerment and Motivation

**Table 4.92:** Job Satisfaction as a Moderator between Empowerment and Motivation

```

*****
**
Model   : 1
Y       : MOTIVATI
X       : EMPOWERE
W       : JOBSATIS

Sample
Size:   185

*****
**
OUTCOME VARIABLE:
MOTIVATI

Model Summary

```

	R	R-sq	MSE	F	df1	df2
p	.4316	.1863	.1964	13.8134	3.0000	181.0000
	.0000					

Model

	coeff	se	t	p	LLCI
ULCI					
constant	4.1999	.0336	125.0207	.0000	4.1336
4.2662					
EMPOWERE	.4473	.0732	6.1129	.0000	.3029
.5917					
JOBSATIS	-.0094	.0479	-.1954	.8453	-.1039
.0852					
<b>Int 1</b>	<b>.0826</b>	<b>.0571</b>	<b>1.4463</b>	<b>.1498</b>	<b>-.0301</b>
.1954					

Product terms key:

Int\_1 : EMPOWERE x JOBSATIS

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	<b>.0094</b>	2.0919	1.0000	181.0000	.1498

-----  
Focal predict: EMPOWERE (X)

Mod var: JOBSATIS (W)

Based on Table 4.93, the interaction term was not statistically significant ( $b = 0.0826$ ,  $s.e. = 0.0571$ ,  $p = 0.1498$ ), indicating that job satisfaction was not a significant moderator of the effect of empowerment on motivation. The R-square change was 0.0094.

#### 4.10 Job Involvement as a Moderator

This section examines the moderating effect of job involvement in the relationship between the factors of motivation (salary, transformational leadership, job enrichment, job security, training and development and empowerment) and motivation. The moderated multiple regression using Hayes' process macro method has been applied to test the role of job involvement as a moderator in the relationship as details below:

#### 4.10.1 Job Involvement as a Moderator between Salary and Motivation

**Table 4.94: Job Involvement as a Moderator between Salary and Motivation**

```

*****
**
Model   : 1
      Y   : MOTIVATI
      X   : SALARYY
      W   : JINVOLVE

Sample
Size:   185

*****
**
OUTCOME VARIABLE:
MOTIVATI

Model Summary
      R      R-sq      MSE      F      df1      df2
p      .4488      .2014      .1927      15.2161      3.0000      181.0000
.0000

Model
      coeff      se      t      p      LLCI
ULCI
constant      4.1835      .0354      118.0249      .0000      4.1135
4.2534
SALARYY      .3918      .0650      6.0245      .0000      .2635
.5201
JINVOLVE      -.0049      .0598      -.0823      .9345      -.1230
.1131
Int_1      .1824      .0946      1.9284      .0554      -.0042
.3690

Product terms key:
Int_1      :      SALARYY x      JINVOLVE

Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W      .0164      3.7186      1.0000      181.0000      .0554
-----
Focal predict: SALARYY (X)
Mod var: JINVOLVE (W)

```

Based on Table 4.94, the interaction term was not statistically significant ( $b = 0.1824$ ,  $s.e. = 0.0946$ ,  $p = 0.0554$ ), indicating that job involvement was not a significant moderator of the effect of salary on motivation. The R-square change was 0.0164.

#### 4.10.2 Job Involvement as a Moderator between Transformational Leadership and Motivation

**Table 4.95:** Job Involvement as a Moderator between Transformational Leadership and Motivation

```

*****
**
Model   : 1
  Y     : MOTIVATI
  X     : TLEADERS
  W     : JINVOLVE

Sample
Size:   185

*****
**
OUTCOME VARIABLE:
MOTIVATI

Model Summary

      R      R-sq      MSE      F      df1      df2
p     .4917   .2418   .1830  19.2380  3.0000  181.0000
.0000

Model
ULCI      coeff      se      t      p      LLCI
constant  4.2108   .0317  132.9727  .0000   4.1484
4.2733
TLEADERS  .3994   .0573   6.9656  .0000   .2862
.5125
JINVOLVE  .1160   .0523   2.2184  .0278   .0128
.2191
Int 1   .0230  .0977  .2359  .8138  -.1697
.2158

Product terms key:
  Int_1      :      TLEADERS x      JINVOLVE

Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W   .0002      .0557      1.0000      181.0000      .8138
-----
Focal predict: TLEADERS (X)
Mod var: JINVOLVE (W)

```

Based on Table 4.95, the interaction term was not statistically significant ( $b = 0.0230$ ,  $s.e. = 0.0977$ ,  $p = 0.8138$ ), indicating that job involvement was not a significant

moderator of the effect of transformational leadership on motivation. The R-square change was 0.0002.

#### 4.10.3 Job Involvement as a Moderator between Job Enrichment and Motivation

**Table 4.96:** Job Involvement as a Moderator between Job Enrichment and Motivation

```

*****
**
Model   : 1
  Y     : MOTIVATI
  X     : JOBENRIC
  W     : JINVOLVE

Sample
Size:   185

*****
**
OUTCOME VARIABLE:
MOTIVATI

Model Summary
      R      R-sq    MSE      F      df1      df2
p      .4686    .2196    .1883    16.9749    3.0000    181.0000
.0000

Model
      coeff      se      t      p      LLCI
ULCI
constant  4.1983    .0329   127.5934    .0000    4.1333
4.2632
JOBENRIC  .4627     .0717    6.4548    .0000    .3213
.6042
JINVOLVE  .0477     .0553    .8627    .3894   -.0614
.1569
Int 1   .1491   .0890   1.6738   .0959   -.0267
.3248

Product terms key:
  Int_1      :      JOBENRIC x      JINVOLVE

Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W  .0121      2.8017    1.0000    181.0000    .0959
-----
Focal predict: JOBENRIC (X)
Mod var: JINVOLVE (W)

```

Based on Table 4.96, the interaction term was not statistically significant ( $b = 0.1491$ ,  $s.e. = 0.0890$ ,  $p = 0.0959$ ), indicating that job involvement was not a significant moderator of the effect of job enrichment on motivation. The R-square change was 0.0121.

#### 4.10.4 Job Involvement as a Moderator between Job Security and Motivation

**Table 4.97:** Job Involvement as a Moderator between Job Security and Motivation

```

*****
**
Model   : 1
      Y   : MOTIVATI
      X   : JOBSECUR
      W   : JINVOLVE

Sample
Size: 185

*****
**
OUTCOME VARIABLE:
MOTIVATI

Model Summary
      R      R-sq      MSE      F      df1      df2
p      .2811      .0790      .2223      5.1751      3.0000      181.0000
.0019

Model
      coeff      se      t      p      LLCI
ULCI
constant      4.1571      .0397      104.6999      .0000      4.0788
4.2355
JOBSECUR      .0260      .0411      .6325      .5278      -.0551
.1071
JINVOLVE      .1627      .0672      2.4217      .0164      .0301
.2953
Int 1      .1674      .0594      2.8178      .0054      .0502
.2847

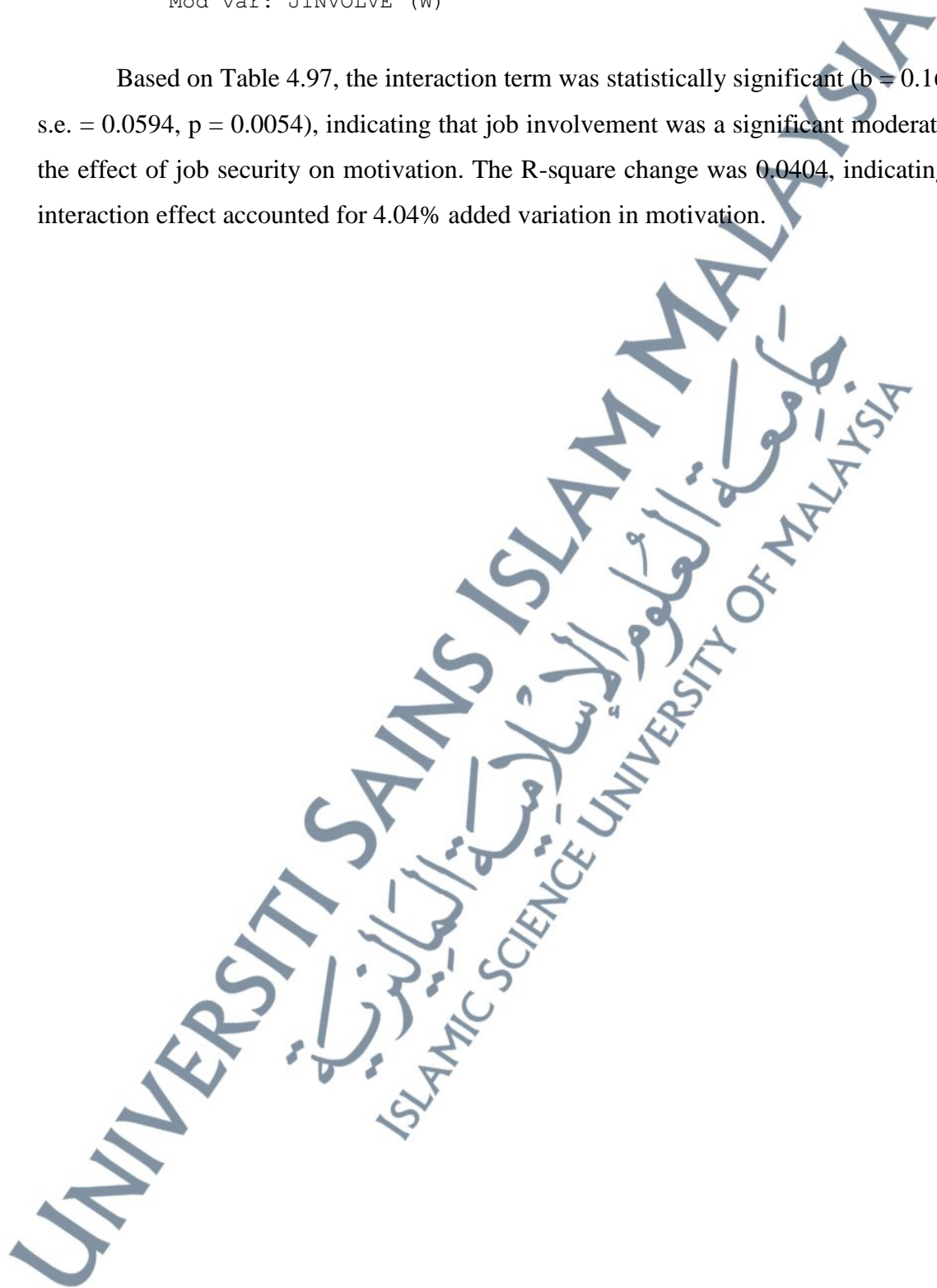
Product terms key:
Int 1      :      JOBSECUR x      JINVOLVE

Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W      .0404      7.9399      1.0000      181.0000      .0054

```

Focal predict: JOBSECUR (X)  
Mod var: JINVOLVE (W)

Based on Table 4.97, the interaction term was statistically significant ( $b = 0.1674$ ,  $s.e. = 0.0594$ ,  $p = 0.0054$ ), indicating that job involvement was a significant moderator of the effect of job security on motivation. The R-square change was 0.0404, indicating the interaction effect accounted for 4.04% added variation in motivation.



#### 4.10.5 Job Involvement as a Moderator between Training and Development and Motivation

**Table 4.98:** Job Involvement as a Moderator between Training and Development and Motivation

```

*****
**
Model   : 1
      Y  : MOTIVATI
      X  : TRAINING
      W  : JINVOLVE

Sample
Size: 185

*****
**
OUTCOME VARIABLE:
MOTIVATI

Model Summary
      R      R-sq      MSE      F      df1      df2
p      .4351      .1894      .1956      14.0930      3.0000      181.0000
.0000

Model
      coeff      se      t      p      LLCI
ULCI
constant      4.1916      .0341      122.9005      .0000      4.1243
4.2589
TRAINING      .3432      .0591      5.8033      .0000      .2265
.4598
JINVOLVE      .0432      .0572      .7559      .4507      -.0696
.1561
Int_1      .1667      .0851      1.9583      .0517      -.0013
.3347

Product terms key:
Int_1      :      TRAINING x      JINVOLVE

Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W      .0172      3.8348      1.0000      181.0000      .0517
-----
Focal predict: TRAINING (X)
Mod var: JINVOLVE (W)

```

Based on Table 4.98, the interaction term was not statistically significant ( $b = 0.1667$ ,  $s.e. = 0.0851$ ,  $p = 0.0517$ ), indicating that job involvement was not a significant moderator of the effect of training and development on motivation. The R-square change was 0.0172.

#### 4.10.6 Job Involvement as a Moderator between Empowerment and Motivation

**Table 4.99:** Job Involvement as a Moderator between Empowerment and Motivation

```

*****
**
Model   : 1
      Y   : MOTIVATI
      X   : EMPOWERE
      W   : JINVOLVE

Sample
Size:   185

*****
**
OUTCOME VARIABLE:
MOTIVATI

Model Summary
      R          R-sq      MSE          F          df1          df2
p     .4230      .1789      .1981      13.1489      3.0000      181.0000
.0000

Model
      coeff      se          t          p          LLCI
ULCI
constant  4.2078    .0355    118.6307    .0000    4.1378
4.2778
EMPOWERE  .3938        .0711     5.5403     .0000    .2535
.5340
JINVOLVE  .0418        .0580     .7204     .4722   -.0726
.1562
Int 1    .0365    .1273    .2865    .7748    -.2147
.2876

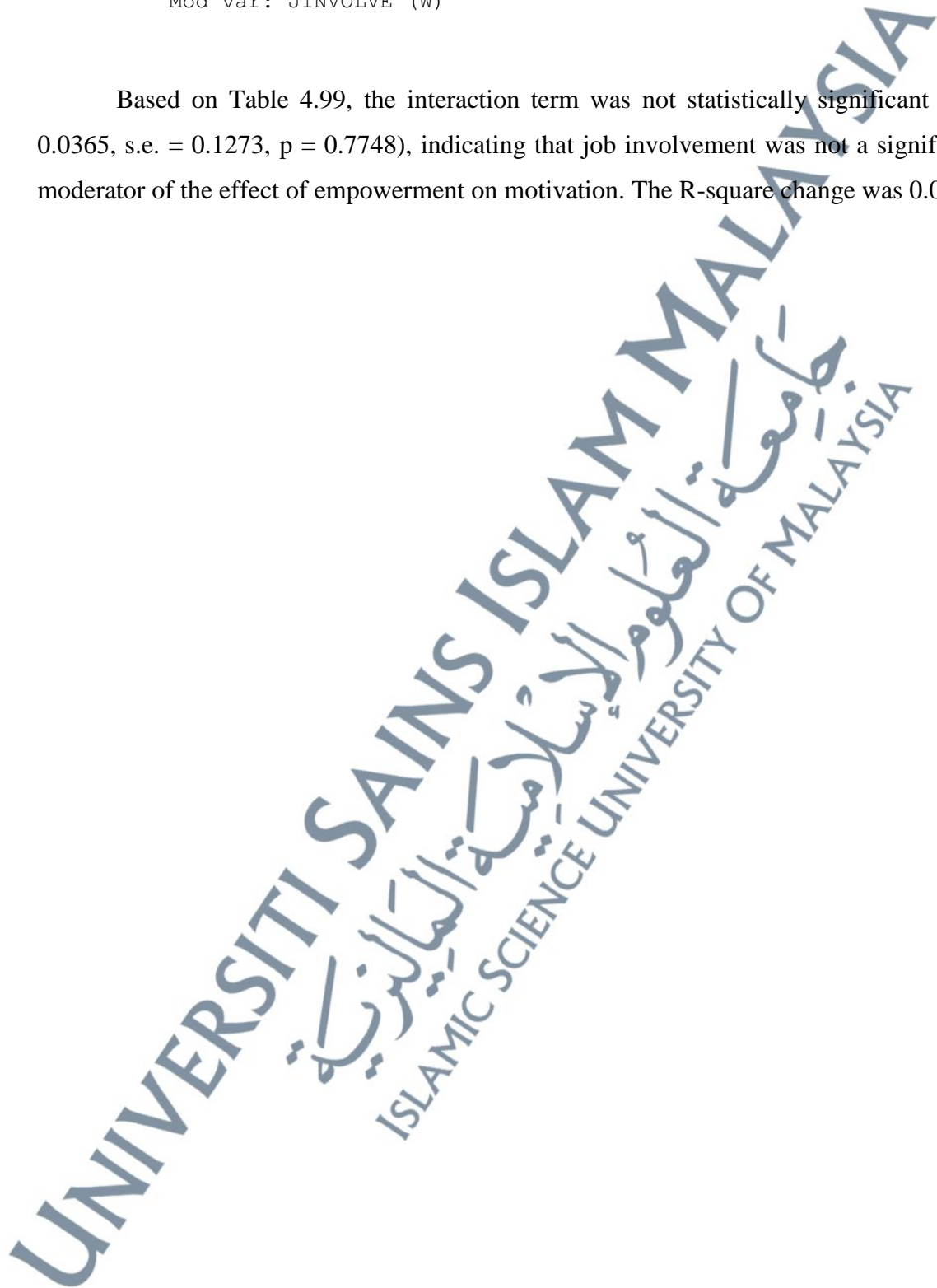
Product terms key:
Int_1      :      EMPOWERE x          JINVOLVE

Test(s) of highest order unconditional interaction(s):
      R2-chng      F          df1          df2          p
X*W  .0004      .0821      1.0000      181.0000      .7748
-----

```

Focal predict: EMPOWERE (X)  
Mod var: JINVOLVE (W)

Based on Table 4.99, the interaction term was not statistically significant ( $b = 0.0365$ ,  $s.e. = 0.1273$ ,  $p = 0.7748$ ), indicating that job involvement was not a significant moderator of the effect of empowerment on motivation. The R-square change was 0.0004.



#### 4.11 Summary of Finding

**Table 4.100:** Summary of Findings

No.	Hypotheses	Analysis Result
H1	Salary is positively and significantly related to employee motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Supported
H2	Transformational Leadership is positively and significantly related to employee motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Supported
H3	Job Enrichment is positively and significantly related to employee motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Not Supported
H4	Training and Development is positively and significantly related to employee motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Not Supported
H5	Job Security is positively and significantly related to employee motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Supported, but negative
H6	Empowerment is positively and significantly related to employee motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Not Supported
H7	Job satisfaction moderate the relationship between salary and motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Not Supported
H8	Job satisfaction moderate the relationship between transformational leadership and motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Not Supported
H9	Job satisfaction moderate the relationship between job enrichment and motivation in Yayasan Dakwah	Not Supported

	Islamiah Malaysia (YADIM).	
H10	Job satisfaction moderate the relationship between training and development and motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Supported
H11	Job satisfaction moderate the relationship between job security and motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Supported
H12	Job satisfaction moderate the relationship between empowerment and and motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Not Supported
H13	Job involvement moderate the relationship between transformational leadership and motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Not Supported
H14	Job involvement moderate the relationship between job enrichment and motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Not Supported
H15	Job involvement moderate the relationship between training and development and motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Not Supported
H16	Job involvement moderate the relationship between job security and motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Supported

H17	Job involvement moderate the relationship between empowerment and motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Not Supported
H18	Job involvement moderate the relationship between transformational leadership and motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).	Not Supported

#### 4.12 Conclusion

This chapter has discussed in detail about the results of data analysis. This chapter concludes that the factors that influence employee's motivation in Yayasan Dakwah Islamiah Malaysia are salary, transformational leadership, and job security. This study also provides empirical evidence about the role of job satisfaction as a moderator in the relationship between job security and motivation, and between training and development and motivation. Finally, this study provides empirical evidence about the role of job involvement as a moderator in the relationship between job security and motivation. The next Chapter Five will provide details discussion on the findings of this study.