

EFFECT OF THE PERFORMANCE ASSESSMENT OF WORK SATISFACTION AND WORK ACHIEVEMENT OF NON PNS EMPLOYEES IN KEMAYORAN REGIONAL PUBLIC HOSPITAL

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Abstract

The aim of this study was to analyze the effect of performance appraisal on job satisfaction, the effect of performance appraisal on work performance and the influence of job satisfaction and work performance. The method used by the writer in this study is a method with a quantitative approach with the type of descriptive research and data analysis techniques of this research by using Generalized Structured Component Analysis (GSCA). Data collection techniques used are field research using questionnaires, interviews and study literature. test for validity and reliability, and test linearity assumptions. The population of this study was all non-civil servant employees of the Regional General Hospital at a number of 133 people as the research sample. From the results of research conducted, the authors get a description of the variables of performance appraisal that have a significant positive effect on job satisfaction. Performance appraisal has a significant negative effect on work performance and performance appraisal has a positive and not significant effect on work performance. Linearity test results: performance appraisal variables with significant job satisfaction, performance appraisal variables with significant work performance and job satisfaction variable with significant work performance variable. The assumption of linearity can be said to be fulfilled by using GSCA, the predictive power of observation variables at the individual level and at the construct level. The results of GSCA analysis test for performance appraisal variable measurement model (X1) is 18.53 * significant at 95% confidence level, the results of GSCA analysis test for measurement of work satisfaction indicator (Y1) model is 11.87 (CR).

Keywords: job satisfaction, performance appraisal, work performance

1. INTRODUCTION

Background

Hospital competition that feels so sharp and the increasing demands of the community for quality health services also tends to increase, hospitals need to prepare themselves and anticipate them. One of the things that must get more attention is revamping the human resource management system. The existence of competent human resources and a good system is one of the important factors in determining the success of the hospital industry. These factors are important and there is a need for an effective process of competency preparation and competency management. Competency management will succeed if the competency initiative goals are clearly arranged. Elements of competence are organized, integrated and implemented in accordance with the vision, mission, values and objectives of the organization. As an element in management, the human resources owned by the hospital will affect the differentiation and quality of health services. The limitations and diversity of the types of health workers will result in hospital performance in achieving quality indicators for hospital services. In order to improve hospital performance, it is very necessary for an effective and accountable human resource management system and competent human resources according to their field of expertise

Kemayoran Regional General Hospital is the DKI Jakarta Provincial Government general hospital which is the result of the development of the Puskesmas to be a type D Hospital, based on

the DKI Jakarta Governor's Decree Number 2451 2016 concerning the determination of the District Health Center to be the regional general hospital. Services at the Kemayoran Regional General Hospital must be oriented to customer satisfaction in accordance with the vision of the Kemayoran Regional General Hospital that is "Your satisfaction is our priority". But on the other hand HR at the Kemayoran Regional General Hospital is still limited and the non PNS employee performance appraisal system does not have clear standards. Employees conduct performance appraisals by providing value to their own employees directly submitted to superiors to be given approval using an appraisal system and Main Results Field (BHU).

Based on a preliminary survey at the Kemayoran Regional General Hospital, it can be seen that the problems that arise with the BHU assessment system are inaccurate performance appraisal data as described above because employees fill out the form and make their own values, with the process as above, each employee can give the highest value so that employees who are good or bad cannot be distinguished. This has caused difficulties when making corrections because the number of employees has reached 133 people, resulting in less validation results and performance data is not available on time, ie employees are late in collecting assessment forms, the impact of delays in collecting is the uniformity of values that ultimately generalizes benefits.

Further Siagian (2016) said that various countries in the world that do not have natural resources, but if they have human resources who are educated, skilled, disciplined, diligent, willing to work hard and loyal to the ideals of their nation's struggle, a very large success that sometimes even makes other countries amazed. The tax system is very necessary for optimizing employees who work.

Job satisfaction has become an important issue regarding the development of contemporary human resources and staffing. Job satisfaction is always synonymous with employees who have work compensation and high income, but not entirely true because job satisfaction far exceeds employee's interest in compensation and income earned, one employee's job satisfaction with other employees has interests at different levels (Priansa, 2017).

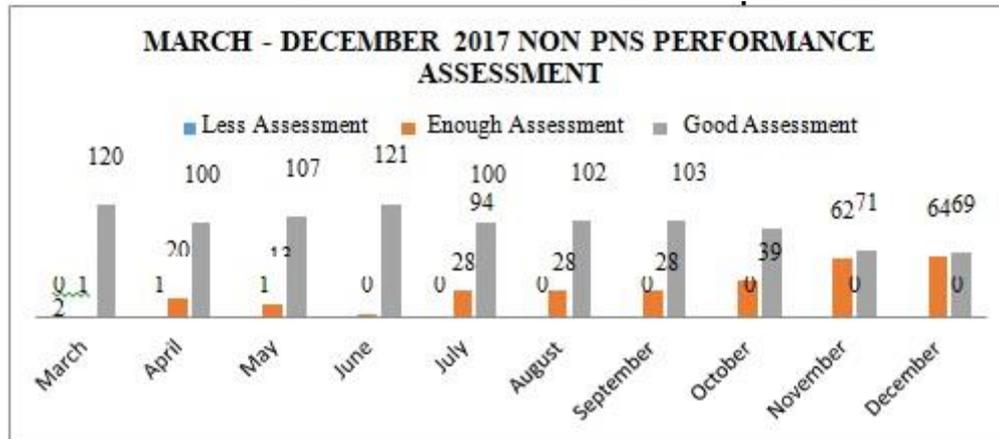
Both of the above problems cause demotivation of employees, where those who initially diligently collect assessments become somewhat reluctant, employees feel their achievements are not getting rewards from superiors and feel not satisfied with the existing assessment system. Performance appraisal is still the same and there is no difference between the person in charge and the implementer in the unit. The results are subjective and there are still many weaknesses in the measurement mechanism. The differences in performance results, where the results of the BHU assessment system show no difference, while after using a new scoring system, differences are found.

Table 1.1
BHU Value of Non PNS Employees in Kemayoran Regional General Hospital in 2016



Source: Data from Kemayoran Regional General Hospital, 2018

Table 1.2
Non-PNS Assessment in March-December 2017



Source: Data from *Kemayoran Regional General Hospital, 2018*

The existence of the Governor of DKI Jakarta Regulation Number 221 of 2016 concerning amendments to the Governor Regulation No. 95 of 2015 concerning guidelines for granting income to Non PNS employees, it is necessary to change the new performance appraisal system, stated in the provisions of article 6 A paragraph (1): "Allowances as referred to in Article 6 paragraph (2) letter "a" consists of activity assessment (70%), Behavior (10%) and Budget Uptake (20%) carried out in stages and in accordance with the main tasks and functions.

Based on the description above, the writer feels interested in doing research about: "The effect of performance appraisal on job satisfaction and work performance of non-civil servant employees at Kemayoran Regional General Hospital".

Problem Formulation

Based on the description on the background of the problem, then the formulation of the problem in this research are:

- a. Does the performance appraisal affect the job satisfaction of non-PNS employees in Kemayoran Regional General Hospital?
- b. Does the performance appraisal affect work performance of non-civil servant employees at Kemayoran Regional General Hospital?
- c. Does the performance appraisal affect work satisfaction and work performance of non-civil servant employees at Kemayoran Regional General Hospital?

Research Objectives

This study aims to determine the effect of performance appraisal on job satisfaction and work performance of non PNS employees in Kemayoran Regional General Hospital.

Literature Review

Performance assessment

Performance appraisal aims to motivate employees, in achieving organizational goals in adhering to predetermined standards of behavior, in order to produce the desired actions and results. Performance assessment is done to suppress undue behavior and to stimulate and enforce behaviors that should be desired through feedback on time results and rewards, both intrinsic or extrinsic.

Performance appraisal is an activity of a manager to evaluate employee work performance behavior as well as to establish further policy behavioral evaluation or assessment including assessment of loyalty, honesty, leadership, cooperation, loyalty, dedication and employee participation (Hasibuan, 2017), a process for determining common understanding about what will be achieved, and an approach to managing and developing people by means of improvement, where the increase will be achieved in a short or long time (Rivai and Basri, 2005), the work that can be achieved by a person or group of people, according with their respective authority and responsibility to achieve the objectives of the organization legally, not violating the law and in accordance with morals and ethics (Prawirosentono, 2008), the achievement of an achievement someone is pleased with the tasks assigned to him or performance appraisal can also interpreted as the work of human resources (employees) who are in one organization or institution and guided by the goals outlined in order to achieve the goals of the organization (Marwansyah, 2000), the output produced by functions or indicators of a job or a profession within a certain time (Wirawan, 2009), evaluating from an employee both now and in the past associated with the standards of the employee (Dessler and Tan, 2006), the process of evaluating how well employees do their work compared to a set of standards, and communicating the information is to employees (Mathis and Jackson, 2006), a formal system of employee monitoring that involves evaluations based on judgments and opinions of subordinates, co-workers, supervisors, managers and even the workers themselves and is the way or mechanism used by the organization to develop competencies, improve and distributing of employee rewards (Findley, Giles and Mossholder, 2000), results - the results of job functions (one's activities) or groups in an organization that are influenced by various factors to achieve organizational goals within a certain period (Pabundu, 2006).

Job satisfaction

Every person who works expects to get satisfaction from the place of work. Basically, job satisfaction is an individual thing because every individual has a different level of satisfaction in accordance with the values that apply to each individual. The more aspects of work that are in accordance with individual desires, the higher the level of satisfaction is felt. An effectiveness or emotional response to various aspects of work (Kreitner and Kiniki, 2004), five models of job satisfaction, proposed by (Kreitner and Kiniki, 2004) is first: fulfillment of needs, this model explains that satisfaction is determined by the characteristics of a work that allows someone to meet their needs. Second, incompatibility, this model explains that satisfaction is the result of fulfilled expectations. The three achievement values, this model explains that satisfaction comes from the perception that a job allows for the fulfillment of the value of the important work values of the individual. Fourth equation, this model of satisfaction is a function of how an individual is treated at work. Fifth character / genetic, this model tries to explain some people feel satisfied with certain work situations and conditions, but some feel dissatisfied with these conditions. Individual evaluation of the task and the context of the work, is related to an assessment of the characteristics of the work, work environment, and emotional experience in the workplace. McShane, Von Glinow and Von Glinow (2019), a general attitude towards one's work that shows the difference between the number of awards received by workers and the amount they believe they should receive (Robbins, 2006), job satisfaction is an affective or emotional response to various aspects of one's work so job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of work and not satisfied with one or more other aspects. Job satisfaction is a (positive) attitude of the workforce towards the work that arises based on an assessment of the work situation.

Work performance

Job performance is the level of success of employees in completing their work. Work performance is not an individual characteristic such as talent or ability, but is an embodiment of one's own talents or abilities. Work performance is a manifestation of ability in real form.

The work performance of an employee is basically the work of an employee during a certain period, noting the standard of the target / target or predetermined criteria (Januari, Utami and Ruhana, 2015), a result of work achieved by someone in carrying out tasks that are charged to him who is based on skills, experience and sincerity and time which is a combination of three important factors, namely, the ability and interest of a worker, ability and acceptance of the explanation of the delegation of duties, as well as the role and level of motivation of a worker (Hasibuan, 2017), good work quantity and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara and Prabu, 2007).

Work performance is related to the achievement of work in carrying out its duties and functions. According to the above theory, work performance, among others, is influenced by motivation, namely the desire / encouragement in carrying out the work, the ability is the condition of employees where the employee can carry out his work, knowledge, namely about knowledge that is known to employees, expertise that is skills possessed by employees, education namely the academic education that is owned by the employee, the experience is that the work was done by the employee, the interest is the employee's desire for the job, personality attitude, namely the attitude of responsibility and honesty in carrying out a job, physical condition, namely the physical condition of a healthy employee, needs physiological, namely basic human needs such as psychological, security, social, self-esteem and self-actualization needs. Based on the theory of experts, what is meant by work performance is a result of work achieved by a person in carrying out tasks that are charged to him whose indicators are discipline and competence.

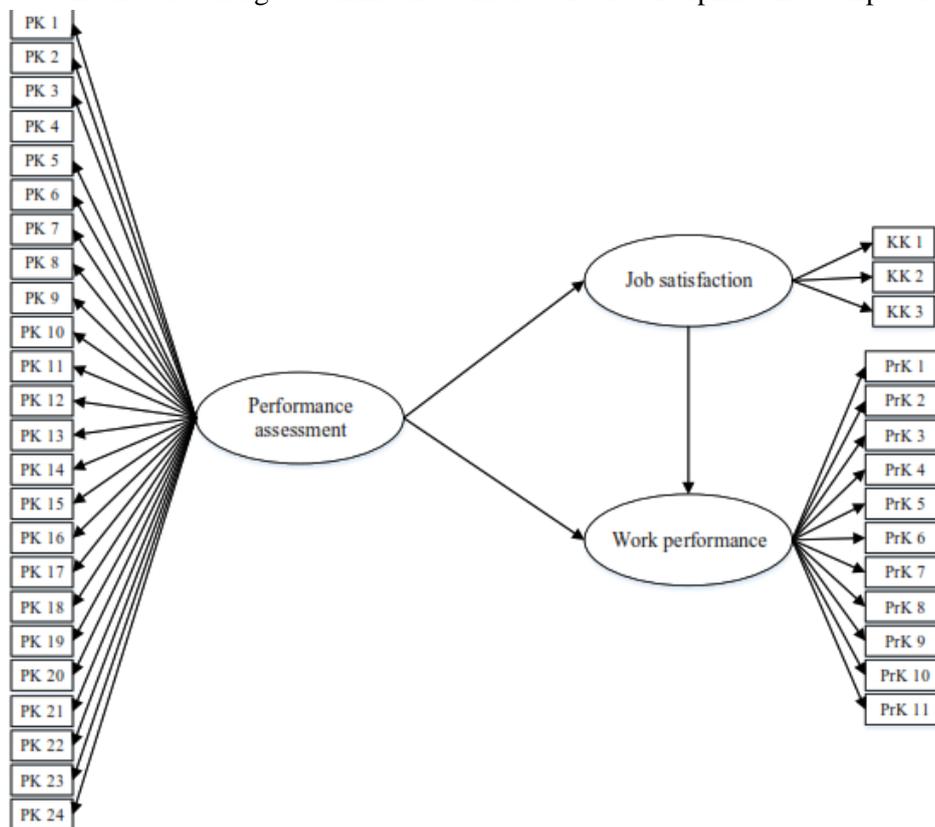


Figure 2. Research Model

2. METHODS

This research is a quantitative research with descriptive descriptive research approach, the purpose of descriptive research to describe the object of research or research results while the purpose of associative research is to determine the relationship between two or more variables. Data source using questionnaire. Place of study Kemayoran Regional General Hospital Jakarta in 2018. The study was conducted from February to Agustus 2018. The study population was all students of Non-civil servant employees at Kemayoran Regional General Hospital are 133 people, because the number of population is small, in this study all populations are used as samples (purposive), thus the sample in this study is 133 people. Scoring or scoring on questionnaire question of this research using Likert scale. All instruments contained in the questionnaire data are tested for validity and reliability test. The data analysis tools used in this research are Structural Equation Modeling (SEM) with the help of Generalized Structured Component Analysis (AMOS) computer program. The research model can be seen in Figure 2.

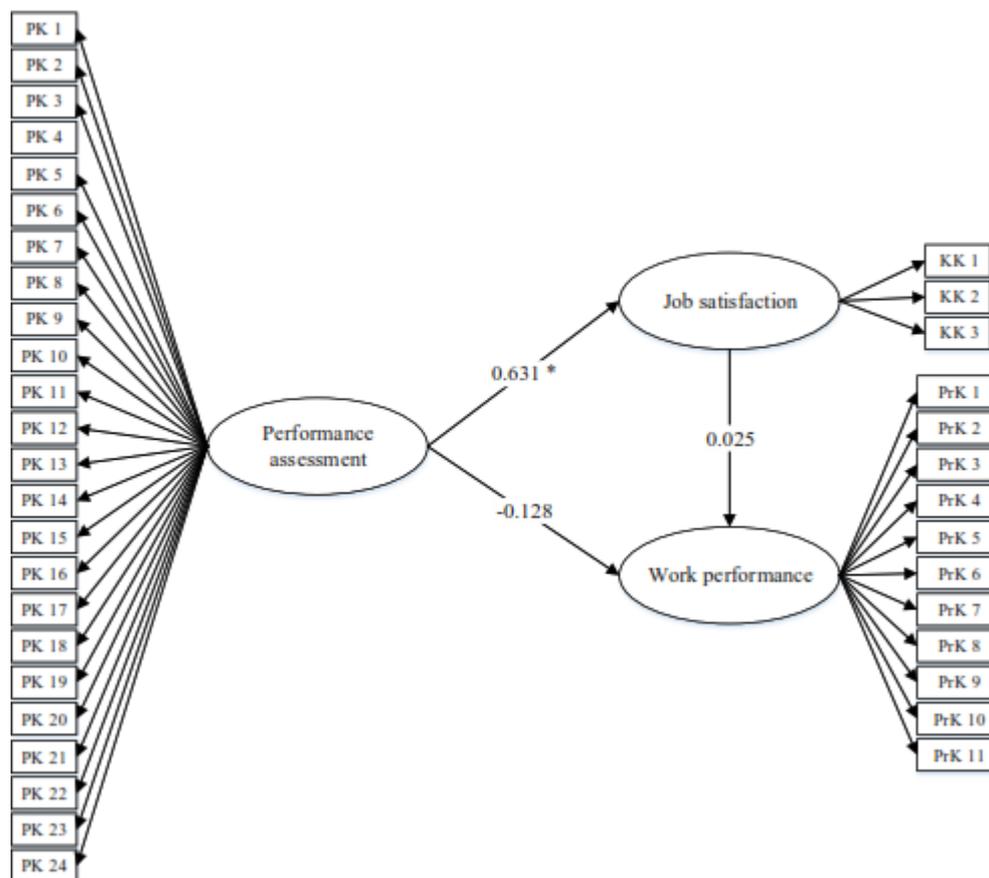


Figure 3. Result

3. RESULTS AND DISCUSSION

Based on the results of the study, the discussion and interpretation described in the previous chapter on how to assess performance, job satisfaction and work performance of non-civil servant employees at Kemayoran Regional General Hospital can be concluded that:

- a. Performance appraisal has a significant positive effect on the job satisfaction of non-PNS employees in Kemayoran Regional General Hospital. Indicators of how the performance

appraisal applied affect the job satisfaction of non-PNS employees in Kemayoran Regional General Hospital.

- b. The method of performance appraisal has no significant negative effect on the work performance of non-PNS employees in Kemayoran Regional General Hospital, the indicators used have not been previous studies, the performance assessment system is still new so it has not significantly affected performance and employees may be satisfied with the existing assessment.
- c. Job satisfaction has no significant positive effect on the work performance of non PNS employees in the Kemayoran Regional General Hospital, so that the assessment of employee performance needs to be reviewed because it is not the same as previous research to improve employee performance at Kemayoran Regional General Hospital.

Direct test results (direct effect) presented (see Apendix) can be explained as follows:

- a. Based on Hypothesis (H1) it can be seen that the method of performance appraisal has a positive and significant effect on job satisfaction as indicated by the value of estimate 0.61 and CR value 11.87. With this it can be seen that the method of performance appraisal has a significant effect on job satisfaction, this finding supports the previous findings of January, Utami and Ruhana (2015) which is suspected how the performance appraisal has a significant positive positive effect on job satisfaction. work also goes up. This shows that communication, cooperation, emotional intelligence, responsibility, focus on results, initiative, discipline and orientation to customers, will affect job satisfaction.
- b. Based on the Hypothesis (H2) it can be seen that job satisfaction has a negative effect not significant on work performance with an estimate value of -0.128 and a CR value of 0.99. With this it can be seen that the method of performance appraisal has a significant negative effect on work performance because the indicators used by the authors have not had results or previous research (Evita *et al.*, 2017), the way the performance appraisal is still newly applied so that it has not significantly affected performance, plus employees may still be satisfied with the existing assessment system
- c. Based on the Hypothesis (H3) it can be seen that the method of performance assessment of job satisfaction has a positive and not significant effect on work performance and with an estimate value of 0.025 and CR value of 0.19. With this it can be seen that job satisfaction has no significant positive effect on employee performance, this finding does not support previous findings (Yuniastuti, 2011), namely job satisfaction has a significant positive effect on job performance. This shows that discipline and competence do not improve work performance.

4. CONCLUSION

Based on the results of the research described there are several suggestions that can be followed up both for science developers, for other researchers, and for the benefit of the authors themselves

- a. Performance appraisal methods are expected to be able to continue to improve the job satisfaction of non-PNS employees in Kemayoran Regional General Hospital in accordance with existing performance assessment indicators.
- b. Assessment of performance is made simpler and easier to understand by non-PNS employees in Kemayoran Regional General Hospital in order to improve the work performance of non-PNS employees at Kemayoran Regional General Hospital.
- c. Indicators of how to evaluate performance, job satisfaction and work performance are made in more detail, interesting and easily understood by all employees and in accordance with previous research.

- d. The method of evaluating performance towards positive job satisfaction, this means that there is a need for performance improvements carried out by means of increasing employee morale and job satisfaction.
- e. How to assess performance against negative work performance is not significant means the need for evaluation of employees to be able to better maintain employee job satisfaction will increase enthusiasm and motivation at work which certainly will improve employee performance
- f. The method of performance appraisal and employee job satisfaction cannot be separated in realizing better employee work performance, it must be a concern for the leadership of Kemayoran Regional General Hospital so that employees can improve and better employee performance.

From some of the suggestions above, the method of performance appraisal, job satisfaction and employee achievement is an important element that influences the overall effectiveness of Kemayoran Regional General Hospital to achieve a better one in accordance with the purpose of establishing a hospital.

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APPENDIX

Model Fit	
FIT	0.447
AFIT	0.438
GFI	0.998
SRMR	0.082
NPAR	79

Measurement Model

Variable	Loading			Weight			SMC		
	Estimate	SE	CR	Estimate	SE	CR	Estimate	SE	CR
Performance assessment	AVE = 0.401, Alpha =0.929								
x1	0.590	0.061	9.64 [*]	0.053	0.009	5.74 [*]	0.348	0.073	4.79 [*]
x2	0.660	0.071	9.23 [*]	0.071	0.010	7.22 [*]	0.435	0.091	4.76 [*]
x3	0.646	0.075	8.57 [*]	0.055	0.011	4.85 [*]	0.417	0.093	4.47 [*]
x4	0.429	0.150	2.86 [*]	0.037	0.020	1.88	0.184	0.133	1.38
x5	0.539	0.131	4.11 [*]	0.056	0.015	3.68 [*]	0.290	0.136	2.13 [*]
x6	0.582	0.107	5.42 [*]	0.065	0.013	5.08 [*]	0.338	0.115	2.93 [*]
x7	0.514	0.104	4.92 [*]	0.048	0.014	3.31 [*]	0.264	0.097	2.73 [*]
x8	0.602	0.090	6.7 [*]	0.072	0.010	7.34 [*]	0.363	0.102	3.55 [*]
x9	0.579	0.066	8.83 [*]	0.059	0.009	6.37 [*]	0.335	0.072	4.67 [*]
x10	0.689	0.046	15.13 [*]	0.051	0.010	4.89 [*]	0.474	0.062	7.64 [*]
x11	0.677	0.050	13.5 [*]	0.068	0.012	5.92 [*]	0.458	0.068	6.71 [*]
x12	0.592	0.056	10.58 [*]	0.067	0.012	5.57 [*]	0.351	0.066	5.34 [*]
x13	0.691	0.051	13.42 [*]	0.077	0.014	5.41 [*]	0.477	0.069	6.86 [*]
x14	0.697	0.052	13.49 [*]	0.070	0.012	6.04 [*]	0.486	0.071	6.88 [*]
x15	0.663	0.070	9.45 [*]	0.066	0.012	5.7 [*]	0.439	0.090	4.89 [*]
x16	0.643	0.111	5.81 [*]	0.065	0.014	4.71 [*]	0.414	0.137	3.02 [*]
x17	0.740	0.040	18.53 [*]	0.086	0.013	6.9 [*]	0.547	0.059	9.35 [*]
x18	0.717	0.044	16.21 [*]	0.087	0.013	6.77 [*]	0.514	0.062	8.23 [*]
x19	0.648	0.057	11.32 [*]	0.071	0.012	6.17 [*]	0.419	0.074	5.66 [*]
x20	0.640	0.054	11.88 [*]	0.082	0.011	7.7 [*]	0.410	0.070	5.83 [*]
x21	0.651	0.058	11.14 [*]	0.061	0.009	6.48 [*]	0.423	0.076	5.6 [*]
x22	0.498	0.096	5.19 [*]	0.042	0.015	2.77 [*]	0.248	0.098	2.54 [*]
x23	0.708	0.051	13.95 [*]	0.077	0.012	6.43 [*]	0.501	0.072	7.0 [*]
x24	0.692	0.041	16.97 [*]	0.075	0.013	5.68 [*]	0.478	0.057	8.46 [*]
Job satisfaction	AVE = 0.739, Alpha =0.819								
Y1.1	0.900	0.021	42.09 [*]	0.413	0.034	12.1 [*]	0.810	0.038	21.11 [*]
Y1.2	0.788	0.046	17.28 [*]	0.357	0.023	15.49 [*]	0.621	0.071	8.69 [*]
Y1.3	0.886	0.025	35.71 [*]	0.392	0.033	11.83 [*]	0.785	0.044	17.94 [*]
Work performance	AVE = 0.553, Alpha =0.915								
Y2.1	0.837	0.038	21.86 [*]	0.138	0.011	12.03 [*]	0.701	0.062	11.29 [*]
Y2.2	0.829	0.032	25.68 [*]	0.136	0.011	12.74 [*]	0.688	0.053	13.1 [*]
Y2.3	0.624	0.108	5.8 [*]	0.106	0.017	6.39 [*]	0.390	0.131	2.98 [*]
Y2.4	0.694	0.049	14.3 [*]	0.113	0.012	9.27 [*]	0.482	0.067	7.14 [*]
Y2.5	0.779	0.034	22.7 [*]	0.125	0.008	15.0 [*]	0.607	0.053	11.34 [*]
Y2.6	0.736	0.050	14.76 [*]	0.120	0.008	14.45 [*]	0.542	0.072	7.54 [*]
Y2.7	0.724	0.049	14.64 [*]	0.118	0.010	11.59 [*]	0.525	0.070	7.51 [*]
Y2.8	0.794	0.028	28.58 [*]	0.136	0.009	14.72 [*]	0.630	0.044	14.37 [*]
Y2.9	0.662	0.130	5.08 [*]	0.108	0.024	4.56 [*]	0.438	0.163	2.69 [*]
Y2.10	0.770	0.042	18.14 [*]	0.128	0.009	14.22 [*]	0.594	0.064	9.21 [*]
Y2.11	0.696	0.053	13.05 [*]	0.111	0.010	11.11 [*]	0.484	0.073	6.65 [*]

CR* = significant at .05 level

Structural Model

Path Coefficients			
	Estimate	SE	CR
Performance assessment->Job satisfaction	0.631	0.053	11.87*
Performance assessment->Work performance	-0.128	0.129	0.99
Job satisfaction->Work performance	0.025	0.131	0.19

CR* = significant at .05 level

R square of Latent Variable	
Performance assessment	0
Job satisfaction	0.398
Work performance	0.013

Means Scores of Latent Variables	
Performance assessment	4.190
Job satisfaction	4.461
Work performance	3.804

Correlations of Latent Variables (SE)			
	Performance assessment	Job satisfaction	Work performance
Performance assessment	1	0.631 (0.053)*	-0.112 (0.093)
Job satisfaction	0.631 (0.053)*	1	-0.056 (0.095)
Work performance	-0.112 (0.093)	-0.056 (0.095)	1

* significant at .05 level