

**THE INFLUENCE OF FAIRNESS OF PERFORMANCE APPRAISAL  
AND JOB SATISFACTION THROUGH COMMITMENT ON JOB  
PERFORMANCE IN RUMAH SAKIT CONDONGCATUR**

**YOGYAKARTA**

**THESIS**



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**UNIVERSITAS ISLAM INDONESIA**

**ECONOMIC FACULTY**

**YOGYAKARTA**

**2018**

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**A THESIS**

Presented as Partial Fulfillment of the Requirements to Obtain  
the Bachelor Degree in Management Department, Universitas Islam Indonesia



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2018**

## DECLARATION OF AUTHENTICITY

Here I declare that this thesis is originally written by me to obtain my university degree, I did not presented other work, words, ideas, or expression without acknowledgment. The quotation in this thesis are listed and cited in the reference of this thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction or consequence for my action.

Yogyakarta, November 01<sup>th</sup>, 2018



## APPROVAL PAGE

**THE INFLUENCE OF FAIRNESS OF PERFORMANCE APPRAISAL  
AND JOB SATISFACTION THROUGH ORGANIZATION  
COMMITMENT TOWARDS JOB PERFORMANCE.  
A BACHELOR DEGREE THESIS**

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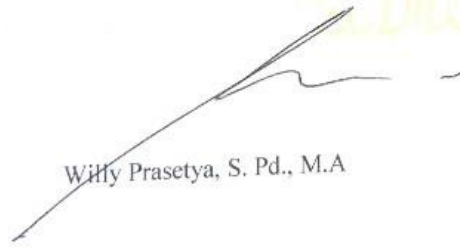
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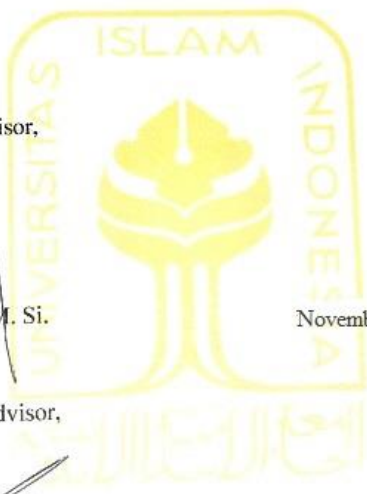
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November, 02 2018



**THE INFLUENCE OF FAIRNESS OF PERFORMANCE APPRAISAL  
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November, 21<sup>st</sup> 2018

Examiner

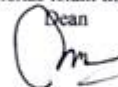
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## **DEDICATION PAGE**

**Alhamdulillah rabbi'l'amin with all gratitude to Allah SWT,**

**I dedicating this thesis for,**

*Allah SWT,*

*Muhammad SAW,*

*Indonesia,*

*My Almamater, Business and Economics Faculty of UII*

*My beloved father and mother*

*And my sisters*

## **MOTTO**

If you live long enough, you'll make mistakes, but if you learn from them you  
will be a better person-**Bill Clinton**

Efforts and courage are not enough without purpose and direction-**John F  
Kennedy**

There are no mistake, only opportunities-**Tina Fey**

## ABSTRACT

This research study is quantitative research type. The purpose of this research study is to know and to analysis the influence of fairness of performance appraisal and job satisfaction on job performance through commitment as the intervening in Rumah Sakit Condongcatur (RSCC) Yogyakarta. The data collected through questionnaire which is distributed to 187 respondent, but unfortunately there are only 155 questionnaire returned. The data were analyzed by using classical assumption test analysis, t test analysis, f test analysis, regression analysis and path test analysis which is utilizing SPSS version 25.00.

The result of this study showed that fairness of performance appraisal has positive and significance relation towards commitment, job satisfaction has positive and significance relation towards commitment, commitment has positive and significance relation towards job performance, fairness of performance appraisal has positive and significance relation towards job performance, job satisfaction has positive and significance relation towards job performance, fairness of performance appraisal and job satisfaction have positive and significance relation toward commitment, fairness of performance appraisal and job satisfaction have positive and significance relation towards job performance, direct influence of fairness performance appraisal has greater effect rather than the indirect influence which use commitment as intervening, and direct influence of job satisfaction towards job performance has greater influence rather than indirect influence which use commitment as the intervening.

**Keywords:** *Fairness of Performance Appraisal, Job Satisfaction, Commitment, Job Performance*



## ABSTRAK

Penelitian ini merupakan penelitian kuantitatif. Tujuan penelitian ini adalah untuk mengetahui dan menganalisis pengaruh adilnya penilaian kinerja dan kepuasan kerja terhadap kinerja dengan menggunakan komitmen sebagai variable intervening di Rumah Sakit Condongcatur(RSCC) Yogyakarta. Data diperoleh menggunakan kuisisioner yang dibagikan kepada 187 reponden, tetapi hanya 155 kuisisioner yang dikembalikan. Data dianalisis dengan menggunakan klasikal asumsi, tes t, tes f, regresi berganda dan analisis jalur menggunakan SPSS versi 25.00.

Hasil dari penelitian ini membuktikan bahwa adanya pengaruh positif dan signifikan antara adilnya penilaian kerja terhadap komitmen, adanya pengaruh positif dan signifikan antara kepuasan kerja terhadap komitmen, adanya pengaruh positif dan signifikan antara komitmen dan kinerja, adanya pengaruh positif dan signifikan antara adilnya penilaian kinerja terhadap kinerja, adanya pengaruh positif dan signifikan antara kepuasan kerja terhadap kinerja, terdapat pengaruh yang positif dan signifikan dari pengaruh adilnya penilaian kinerja dan kepuasan kerja terhadap komitmen, terdapat pengaruh yang positif dan signifikan dari pengaruh adilnya penilaian kinerja dan kepuasan kerja terhadap kinerja, pengaruh langsung dari adilnya penilaian kinerja terhadap kinerja lebih besar dari pada pengaruh langsung yang menggunakan komitmen sebagai variable intervening, dan pengaruh langsung dari kepuasan terhadap kinerja lebih besar dari pada pengaruh langsung yang menggunakan komitmen sebagai variable intervening.

**Kata Kunci:** adilnya penilaian kinerja, kepuasan kinerja, komitmen, kinerja

## ACKNOWLEDGMENT

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

*Alhamdulillah rabbil'alamin*, the researcher feel gratitude to Allah SWT, because of his blessing and grace, the researcher can finish writing the thesis with title “**The Influence Of Fairness Of Performance Appraisal And Job Satisfaction On Job Performance Through Commitment As Intervening In Rumah Sakit Contdongcatur (Rsc) Yogyakarta**”. This thesis writing is one of the requirements to finish the study and to get an undergraduate degree in Human Resource Management Study, Department of Management, Faculty of Business and Economic, Universitas Islam Indonesia.

This research is not separated from the encouragement and the support from several parties. In this occasion, the researcher wants to give thanks to:

1. Allah SWT, for all of his kindness, mercy, blessing, opportunity to live, learn and pray. For al the ease, learning and strength in doing my thesis. Alhamdulillah,
2. Prophet Muhammad SAW, for being a great figure for Muslim and making this life become better than before,
3. Mrs. Trias Setiawati, Dr.,Dra., M.Si, as the Content Advisor that has provided me time, energy, willingness, help, advice and guidance to finish my thesis. Thanks for giving yiur best in guiding my thesis.
4. Mr. Willy Praseta, S.Pd. MA as the language advsor who has also provided time, energy, willingness to correct and give advice regarding my thesis. Thank you for giving me much knowledge that I have not get before regarding academic writing.
5. Father Muhsin, mother Mimi Mariani, who always give me the greatest supports for everything I decide, always love me for everything I have done. Your love are the best strength that I ever had in my life. I hope I can make you proud

6. My sisters Yeyen Listya Fitri, Gina Budiarti, and Adenina Syakila Adzahra who always cheer me up when I am feeling down and unmotivated.
7. My best girl Marsha Legita Kejora, who always there to support me, give me advice and teach me SPSS without you this thesis will have not complete yet.
8. My other two girl Rizka Hesty Kurniawati and Hajrin Fauziyah. Thank you for coloring my college life.
9. And freat thank dedicated for everyone who always give me support, help and pray for me, that I can finish this theis.

This research is far from perfect but, hopefully, this research may be useful for the management study, especially in human resource management study.

*Wassalamualaikum Wr. Wb.*

Yogyakarta, November 01<sup>th</sup>, 2018

Indah Dwi Ariani

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# CHAPTER I

## INTRODUCTION

### 1.1. Background of the Study

Nowadays world facing the issue called as globalization era. Globalization era means the era in which everything is worldwide for every aspect such as politic, social, communication, and technology and also economy. Globalization era demands people to work faster and more competitive, more innovative to integrate with worldwide standard. This era indicated by rapid change, uncertainty and uncontrollable of external environment. As an organization following the globalization era is a must. An organization that does not follow globalization era will not survive (Valantiniene and Krikstaponyte, 2016). (Valantiniene and Krikstaponyte, 2016) also said that to dealing with globalization era, organization must have good human resource management to place a competent human capital for appropriate skill and position. It supported by Syauta *et al.* (2012) human resource management is one that can determine organization success. Human resource management used to manage an employees in an organization to reach organization's goals and make an organization become success. One of all ways to make organization success is through maintaining the employees' performance.

Employees' performance can make an organization better and more competitive. It is in accordance with what Gortner *et al.* (1987) explained outstanding performance leads an organization level to a higher grade. Outstanding performance leads an organization to achieve their goals. Campbell *et al.* (1993) defined performance as the behavior or action to reach an organizational goal. It is the outcomes of employees' work (Bernardin *et al.*, 2003). Bates and Holton (1995) stated that performance is something multi-dimensional in which the measurement depends on various factors. According to Bernardin and Russel (1993) factor that can be used to measure job

performance are; quality, quantity, timeliness cost-effectiveness, interpersonal impact and need for supervision.

Performance organization is the result of the employees' work. Al-Ahmadi (2008) said that employees' performance influenced by employee's commitment. The more commit the employee's toward an organization, the harder the work. This supported by Mrayyan *et al.* (2008), Syauta *et al.* (2012), and Al-Ahmadi (2008) who found that commitment and performance has a positive relation. However, Lee *et al.* (2010) found negative correlation between commitment and performance.

Employees' commitment is the bridge for an organization to have a loyal worker. Mowday *et al.* (1982) defined employees' commitment as employees' strong belief and acceptance of the goal and values of an organization and the desire to stay become the member of an organization. This supported by Gortner *et al.* (1987) they said employees' commitment is the desire of employees' to become a member of an organization and acceptance of organization goal. From those two perspectives, we can conclude that employees' commitment can maintain the relationship between both the employees and the organization.

A good relationship between employees and the organization can increase the performance of an organization. This supported by Samad (2005) statement employees who are committed has better work performance. According to Allen and Mayer (1993) commitment characterize into three categories those are; affective commitment, normative commitment, and continuance commitment.

Job satisfaction is one that can influence employees' commitment and employees' job performance. This supported by Samwel (2018) finding who find that when employees satisfied with their job, they tend to more commit and loyal to the organization and it can directly encourage the employees to improve their performance. That is why in today's environment, it is a must for an organization to make sure their employees satisfied with their job and organization because by doing this, organization not only gain loyalty from the employees itself but it also can improve the organization performance. There are

many studies found out that, employees who unsatisfied with their job tend to have a bad performance, and the worse they tend to quit their job (Spector, 2008)

The goal of most organization absolutely to gain more profit and be the best organization in any aspect. One key to achieving it is having superior performance in any aspect and maintain always to have good performance. Organization performance depends on the employees' performance (Bernardin and Russel, 2003). There are so many things that can influence the performance of the employees. Two of them are commitment and job satisfaction. According to Herzberg (1966), there are factors can improve employees satisfaction and can make them dissatisfied with their work. Herzberg (1996) call it a hygiene factor that causes dissatisfaction and motivator is the factors that cause satisfaction among the employees. While according to Spector (1997) nine factors cause employees satisfaction those are; pay, promotion, supervision, fringe benefit, contingent rewards, operating procedures, co-workers, nature of work, and communication. These factors can influence the employees the satisfaction levels of the employees.

Fairness in performance appraisal also considerably influence employee performance and employee commitment. Many experts define performance appraisal as something that used to measure employees' performance. Kuvas (2006) defined performance appraisal as a method that use by an organization to evaluate employees' performance. When employees conducted a performance appraisal, they know the performance standard that can they use to improve their performance (Dressler, 2006).

Fairness of performance appraisal can make employees have a good commitment to organization, and it also help employees to know what exactly is their strength and weakness without being bias. It's proven that employees who receive fair performance appraisal have a good performance in an organization. This statement supported by research study that conducted by some previous journal those are; Kaleem *et al.* (2013), Warokka *et al.* (2012), Iqbal *et al.* (2013), Kumari (2013).

Ahmed (2013) defined fairness perception in performance appraisal as the expression of the employees when they have done a performance appraisal. Performance appraisal will not be effective if the employees do not feel that the performance appraisal fair. Based on Greenberg (1986) the procedure and process conducting performance appraisal is the most important one to determine the justice of the organization. Performance appraisal can be said as the fair performance appraisal when the worker knows the performance standard, and it links to career interest and career path. Greenberg (1986) also pointed out that the dimension of justice in performance appraisal categorize into two dimensions, those are; procedural justice and distributive justice.

Dressler (2008) explained that performance appraisal not only understanding what employees have done but it can be the link to career interest, the career path which leads to commitment. However, performance appraisal not only can improve employees' performance and commitment. Mackey and Johnson (2000) and Nurse (2005) found that performance appraisal can result in severe performance and demotivate the employees who reduce their commitment. This supported by Amstrong (2009) who stated that mostly performance appraisal base on individual objective instead of organization objective or business goal. He also stated that performance appraisal often became dishonest performance evaluation for the employees which make the employees feel isolated.

Human resource management is the factor that can support an organization to improve their competitive advantage and performance. They do it by analyzing the competitive environment and design employees' job that linked to organization strategy which is essential to beat competitor (Snell and Bohlander, 2013). Human resource management also expected to maintain and improve employees' performance. It is the natural function of managing that involve planning, analyzing, reviewing and monitoring (Armstrong, 2009)

Globalization also give a huge impact on healthcare industry, in which every healthcare industry competitively giving their best service with the latest technology they have. This is become the crucial impact because not all

healthcare industry have much cost to compete in term of technology. However technology is not the only way to reach the globalization era. Healthcare industry can dealing with the globalization era with the human capital they have.

Rumah Sakit Condong Catur is hospital established by PT. Karya Mitra Pratama was inaugurated on 30 June 2006 and has a permanent operational license from the Sleman Yogyakarta District Health Office. The location of Condong Catur Hospital (RSCC) is located in Condong Catur, Sleman, Yogyakarta in a strategic area and easy to reach, located at Jl. Mangosteen No. 6, Gempol, Condong Chess, Sleman, Yogyakarta. Located approximately 200 meters from the main road (north ring road), thus ensuring quietness for the patients which is expected can improve and speed up the healing process. According to Kurnia (2016) research, the performance of the nurses in Condong Catur Hospital decrease since 2015. There are so many works that have not finished in a given period, unfriendly to a customer, absent increase and ineffective and inefficient work become the problem that face by Condong Catur performance.

Based on those background researcher would like to conduct a study in Condong Catur Hospital with a title "the influence of fairness performance appraisal and job satisfaction through commitment on job performance in Condong Catur Hospital." The result of the study expected to become the consideration for a related organization to understand what factor that influence the job performance of the worker.

## **1.2. Problem Formulation**

Based on the introduction above, the reason why this study needs to conducted has been explained. This research study will examine the influence of fairness performance appraisal, and job satisfaction towards job performance with commitment as the intervening, this study addressed for the permanent medical staff in Rumah Saki Condong Catur (RSCC). Therefore the research problem of this study will be;



1. Is there any influence of fairness performance appraisal on employees' commitment?
2. Is there any influence of job satisfaction on employees' commitment?
3. Is there any influence of fairness of job performance on job performance?
4. Is there any influence of job satisfaction on job performance?
5. Is there any influence of employees' commitment on job performance?
6. Is there any influence of fairness performance appraisal and job satisfaction on employees' commitment?
7. Is there any influence of fairness performance appraisal and job satisfaction on job performance?
8. Does indirect influence (fairness of performance appraisal on job performance with commitment as intervening) has greater influence rather than direct influence (fairness of performance appraisal on job performance without commitment as intervening)
9. Does indirect influence (job satisfaction on job performance with commitment as intervening) has greater influence rather than direct influence (job satisfaction on job performance without commitment as intervening)

### **1.3. Research Objective**

Base on the research problem above, the purpose of this research study will be;

1. To know the influence of fairness performance appraisal on commitment
2. To know the influence of job satisfaction on commitment.
3. To know the influence of fairness of performance to job performance
4. To know the influence of job satisfaction to job performance.
5. To know the influence of commitment to job performance.
6. To know the influence of fairness performance appraisal and job satisfaction on employees' commitment

7. To know the influence of fairness of performance and job satisfaction on job performance.
8. To know the indirect influence of fairness performance appraisal toward job performance with commitment as the intervening and direct influence of fairness of performance appraisal on job performance without the role of commitment as the intervening
9. To know the indirect influence of job satisfaction toward job performance with commitment as the intervening and direct influence of job satisfaction on job performance without the role of commitment as the intervening

#### **1.4. Research Contribution**

This research study expected can bring benefit for;

- a. For the researcher

This study gives the researcher additional knowledge regarding research study, the importance of fairness performance appraisal, job satisfaction, commitment as well the actual condition of organization which that knowledge can be implemented in the future workplace.

- b. For the company

The result of this study can be used by organization management to evaluate their performance, regarding their human capital in term of fairness performance appraisal, job satisfaction, and commitment towards employees' performance.

- c. For the next researchers

This research expected to be able to give information and reference that can be useful to the future researcher especially for research regarding performance research study.

## CHAPTER II

### LITERATURE REVIEW

#### 2.1 Previous Study

##### 2.1.1. The influence of fairness of Performance Appraisal to Commitment

1. Kuvvas (2011)

This study was conducted by Kuvvas (2011). The title of this study was the interactive role of performance appraisal reactions and regular feedback. The purpose of this study was to examine the relationship between performance appraisal towards commitment and work performance with regular feedback as the intervening. The subject of this study was the employees from three Norwegian organization, one bank, and one government organization in the pharmaceutical industry. From those subjected Kuvvas distributed 2.280 questionnaires and only 1,013 returned. This study used theory from Kuvvas (2007) for performance appraisal, Kuvvas (2006) for regular feedback, May *et al.* (2002) for work performance and Meyer and Allan (1997) for organizational commitment.

The result of this study was, performance appraisal and affective commitment were directly significant. The similarity of this study with the next study that will be conducted in the same variable being tested, those are performance appraisal and commitment.

2. Salleh *et al.* (2013)

This study was conducted by Salleh *et al.* (2013). The title of this study was the fairness of performance appraisal and organizational commitment. The subject of this study was the employees who work in government agencies with 425 sample. The purpose of this study was to examine the role of fairness of performance appraisal on

organizational commitment with the mediating role of job satisfaction. This study use theory from Walsh (2013) for performance appraisal, theory from Zakaria (1987) for Organizational commitment and theory from Thurstone (2001) for job satisfaction. The result of this study is there is a significant influence of fairness performance appraisal on organizational commitment with the mediating role from the job satisfaction.

The similarity of this study with the next study that will be conducted is the same variable that is tested, while the difference is the subject of the study.

3. Ahmed *et al.* (2013)

This study was conducted by Ahmed *et al.* (2013). The tile of this study was the relationship between perceived fairness in performance appraisal and organizational performance in the Banking Sector of Pakistan: the mediating role of organizational commitment. The purpose of this study was to examine the relationship between perceived fairness in performance appraisal on organization performance with the mediating role of organizational commitment. The subject of this study was the employees of the Bank sector in Pakistan with 318 sample of employees. This study used theory from McFarlin (1997) for perceived fairness in performance appraisal, theory from Motowidlo and Scotter (1994) for organizational performance and theory from Alen and Mayer (1990) for organizational commitment. The result of this study showed that there is a significant influence on perceived fairness performance appraisal on organization performance with the mediating role of organizational commitment.

The similarity of this study with the next study that will be conducted is the same variable that will be tested while the difference is the subject of the study.

4. Iqbal *et al.* (2016)

This study was conducted by Iqbal *et al.* (2016). The title of this study is the perceived fairness of performance appraisal system and its impact on job satisfaction and organizational commitment. The purpose of this study was to examine the relationship between perceived fairness in performance appraisal and job satisfaction toward organizational commitment. The subject of this study was the employees who work in MCB Bank, the sample was 100 employees. This study used theory from Goff (1992) for fairness of performance appraisal, theory from Breckler (1984) for job satisfaction and theory from Meyer and Allen (1997) for organizational commitment.

The result of their study were both perceived fairness in performance appraisal and job satisfaction influence the organizational commitment. The similarity of this study with the next study that will be conducted is the variable that is tested while the difference is the subject of the study.

5. Crow *et al.* (2011)

This study was conducted by Crow *et al.* (2011). The title of this study was organizational justice and organizational commitment among South Korean police officers. The purpose of this study is to examine the relationship between organizational justice and organizational commitment with job satisfaction as a mediating role. The subject of this study was the police officer of South Korea with 436 sample size. This study used measurement from Tyler 1990 for organizational justice, Meyer 1989 for organizational commitment and Spector (1997) for job satisfaction. The result of this study indicated that there is a positive relationship between organizational justice and organizational commitment

The similarity of this study with the next study that will be conducted is the same variable that is tested, while the difference is the subject of the study.

**Table 2.1 The Influence of Performance Appraisal to Commitment**

No	Journal Identity	Variables and Theories	Result
1	<p>Kuvas (2011) <i>The Interactive Role of Performance Appraisal Reactions and Regular Feedback</i></p> <p>Journal of Managerial Psychology, Vol. 26, No. 2</p> <p>Multiple Regression Analysis</p>	<p><i>Performance Appraisal</i> (Kuvas 2007)</p> <p><i>Regular Feedback</i> (Kuvas 2006b)</p> <p><i>Affective Commitment</i> (Mayer and Allan 1997)</p> <p><i>Work Performance</i> (May et al. 2002)</p>	<p>Performance appraisal has a direct effect on affective commitment.</p>
2	<p>Salleh et al. (2013) <i>Fairness of Performance Appraisal and Organizational Commitment.</i></p> <p>Asian Social Science, Vol. 9, No. 2</p> <p>Pilot Study</p>	<p><i>Fairness of performance appraisal</i> (Greenberg 1986)</p> <p><i>Organization commitment</i> (Allen and Mayer 1990)</p> <p><i>Job satisfaction</i> (Thurston 2001)</p>	<p>The fairness of performance appraisal influences the commitment of the employees which is mediated by job satisfaction.</p>
3	<p>Ahmed et al. (2013). <i>The Relationship Between Perceived Fairness in Performance Appraisal and Organizational Citizenship Behavior in the Banking Sector Of Pakistan: the Mediating Role Of Organizational Commitment.</i></p> <p>International Journal of Management and Innovation, Vol. 5, No. 2</p> <p>SPSS 17.0</p>	<p><i>Fairness performance appraisal</i> (McFarlin 1997)</p> <p><i>Organizational citizenship</i> (Motowidlo and Scotter 1994)</p> <p><i>Organizational commitment</i> (Alen and Mayer 1997)</p>	<p>There is a significant relationship between fairness of performance appraisal toward organizational citizenship with the mediating role of organizational commitment.</p>

<b>Continued of Table 2.1</b>			
4	<p>Iqbal <i>et al.</i> (2016)  <i>Perceived Fairness Of Performance Appraisal System And Its Impact On Job Satisfaction And Organizational Commitment.</i></p> <p>International journal of management and commerce innovation Vol. 3, No. 2</p> <p>SPSS 17.0</p>	<p><i>Fairness Of Performance Appraisal, (Goff, 1992)</i></p> <p><i>Job Satisfaction (Brecekler, 1984)</i></p> <p><i>Organizational Commitment (Meyer and Allen, 1997)</i></p>	<p>The result of their study were both perceived fairness in performance appraisal and job satisfaction influence the organizational commitment.</p>
5	<p>Crow <i>et al.</i> (2011).  <i>Organizational Justice and Organizational Commitment Among South Korean Police Officer</i></p> <p>International Journal of Policies Strategies and Management, Vol. 35, No. 2</p> <p>SPSS 15.0</p> <p>Structural Equation Modeling (SEM)</p>	<p><i>Organizational justice (Tyler 1990)</i></p> <p><i>Organizational commitment (Meyer 1989)</i></p> <p><i>Job satisfaction (Spector 1996)</i></p>	<p>Police officers perception related to organizational justice positively related to organizational commitment.</p>

\*Source: Secondary data processed in 2018

### **2.1.2. The influence of job satisfaction to Commitment**

#### **1. Lumley *et al.* (2011)**

This study was conducted by Lumley *et al.* (2011). The title of this study was exploring the job satisfaction and organizational commitment of employees in the information technology environment. The purpose of this study was to know the influence of job satisfaction towards organizational commitment. The researcher used theory from Spector (1997) for job satisfaction and theory from Meyer and Allen (1997) for organizational commitment.

The result of the study indicated that there is a high correlation between job satisfaction and employees commitment. The similarity of

this study with the next study is the same variable that and the theory that researchers will use, while the difference is the research location.

2. Dachapalli (2016).

This study was conducted by Dachapalli (2016). The title of this study was "an investigation into the levels of job satisfaction and organizational commitment amongst South African police services employees." The purpose of this study was to examine the relationship of job satisfaction towards organizational commitment among the police services employees in South Africa. Dachapalli (2016) used theory from Griffin and Bateman (1986) for job satisfaction and use theory from Allen and Mayer (1990) for organizational commitment.

The result of this study revealed that not all of the indicator of job satisfaction influence organizational commitment, most of the employees feel dissatisfaction with their payment. The similarity of this study with the next study is the same variable that and the theory that researchers will use, while the difference is the research location.

3. Samwel (2018)

This study was conducted by Samwel (2018). The title of this study was an effect of job satisfaction on employees' commitment and organizational performance. The purpose of this study was to understand to satisfaction levels of the employees and how their satisfaction level influence their commitment and performance towards solar companies in Tanzania. This study used theory from Aragon *et al.* (2007) for job satisfaction, Armstrong (2005) for employee commitment and Rizov (2009) for job performance.

The result of this study indicated that there is a significant positive relationship between job satisfaction and they know well how to mechanism their job satisfaction toward their commitment and performance in where they work. The similarity of this study with the next study is the same variable that and the theory that researchers will use, while the difference is the research location.



4. Iqbal *et al.* (2016)

This study was conducted by Iqbal *et al.* (2016). The title of this study is the perceived fairness of performance appraisal system and its impact on job satisfaction and organizational commitment. The purpose of this study was to examine the relationship between perceived fairness in performance appraisal and job satisfaction toward organizational commitment. The subject of this study was the employees who work in MCB Bank, the sample was 100 employees. This study used theory from Goff (1992) for fairness of performance appraisal, theory from Breckler (1984) for job satisfaction and theory from Meyer and Allen (1997) for organizational commitment.

The result of their study were both perceived fairness in performance appraisal and job satisfaction influence the organizational commitment. The similarity of this study with the next study that will be conducted is the variable that is tested while the difference is the subject of the study.

5. Agrawal and Gangai (2014)

This study was conducted by Agrawal and Gangai (2014). The title of this study was "job satisfaction and organizational commitment: is it important for employee performance." The purpose of this study is to find the relationship between job satisfaction and organizational commitment and to find both variable relationships toward employee performance. This study used theory from Herzberg (1966) for job satisfaction and use theory from Allen and Mayer (1990) for organizational commitment.

The result of this study found that only two of dimension from a commitment that has a high correlation with job satisfaction but both job satisfaction and organizational commitment have significant positive relationship towards employee performance. The similarity of this study with the next study is the same variable that and the theory that researchers will use, while the difference is the research location.

**Table 2.2 The Influence of Job Satisfaction to Commitment**

No	Journal Identity	Variables and Theories	Result
1	<p>Lumley <i>et al.</i> (2011)</p> <p><i>Exploring the job satisfaction and organizational commitment of employees in the information technology environment</i></p> <p>Southern African Business Review, Vol, 15, No. 1</p> <p>SPSS</p>	<p><i>Job Satisfaction</i> (Spector, 1997)</p> <p><i>Organizational Commitment</i> (Mayer and Allen, 1997)</p>	<p>There is a high correlation between job satisfaction and employees commitment.</p>
2	<p>Dachapalli (2016)</p> <p><i>An investigation into the levels of job satisfaction and organizational commitment amongst South African police services employees</i></p> <p>Problem and Perspective in Management, Vol. 14, No. 3</p> <p>Pilot Study</p>	<p><i>Job satisfaction</i> (Griffin and Bateman 1986)</p> <p><i>Organization commitment</i> (Allen and Mayer 1990)</p>	<p>Not all of the indicator of job satisfaction influence organizational commitment, most of the employees feel dissatisfaction with their payment</p>
3	<p>Samwel (2018)</p> <p><i>Effect of job satisfaction on employees' commitment and organizational performance.</i></p> <p>International Journal of Economic, Commerce and Management Vol. 4, No. 4</p> <p>SPSS 17.0</p>	<p><i>Job Satisfaction</i> (Aragon <i>et al.</i> 2007)</p> <p><i>Organizational commitment</i> (Armstrong 2005)</p> <p><i>Job Performance</i> (Rizov, 2009)</p>	<p>There is a significant positive relationship between job satisfaction, and they know well how to mechanism their job satisfaction toward their commitment and performance in where they work.</p>

Continued of Table 2.2			
4	<p>Iqbal <i>et al.</i> (2016)  <i>Perceived Fairness Of Performance Appraisal System And Its Impact On Job Satisfaction And Organizational Commitment.</i></p> <p>International journal of management and commerce innovation            Vol. 3, No. 2</p> <p>SPSS 17.0</p>	<p><i>Fairness Of Performance Appraisal, (Goff, 1992)</i></p> <p><i>Job Satisfaction (Breckler, 1984)</i></p> <p><i>Organizational Commitment (Meyer and Allen, 1997)</i></p>	<p>The result of their study were both perceived fairness in performance appraisal and job satisfaction influence the organizational commitment.</p>
5	<p>Agrawal and Gangai (2014)  <i>Job satisfaction and organizational commitment: is it essential for employee performance</i></p> <p>International Journal Management Business,            Vol. 5, No. 4.</p> <p>Structural Equation Modeling (SEM)</p>	<p><i>Job Satisfaction (Herzberg 1966)</i></p> <p><i>Organizational commitment (Allen and Meyer 1990)</i></p>	<p>Only two of dimension from a commitment that has a high correlation with job satisfaction but both job satisfaction and organizational commitment have significant positive relationship towards employee performance.</p>

\* Source: Secondary data that had been processed in 2018

### 2.1.3 The influence of Commitment to Job Performance

#### 1. Syauta *et al.* (2012).

This research study conducted by Syauta *et al.* (2012). The title of this research study was the influence of organizational culture, organizational commitment to job satisfaction and employee performance in Jayapura, Papua, Indonesia. The purpose of this study was to examine the influence of organizational culture and organizational commitment towards job satisfaction and employee performance. This study use theory from Wallach (1983) for

organizational culture, theory from Meyer and Allen (1997) for organizational commitment, theory from Luthans (2001) for job satisfaction and theory from Bernardin and Russel (1993) for performance.

The result of this study indicated that organizational culture does not indirectly influence employee performance, it will affect employee performance if it is mediated by job satisfaction, while organizational commitment influence employee performance with or without the mediated by job satisfaction. The similarity of this study with the next research that will be conducted is the same variable that will be used while the difference is the research location.

2. Mrayyan *et al.* (2008)

This research study was conducted by Mryayyan *et al.* (2008). The title of this study was career commitment and job performance of Jordanian Nurses. The purpose of this study was to asses' nurses' career commitment and job performance and the relationship between the two concepts. The sample of this study is 640 of Jordanian registered nursed which was recruited from teaching, governmental and private hospital. This study use theory from Gardner's career commitment and Schwerin's job performance. The result of this study showed that there was a positive relation between career commitment and job performance. Nurses agreed on the majority of statements about career commitment, and they reported performing well their job.

The similarity of this study with the next research study that will be conducted on the subject of this study and the variable used in this study. While the difference is the place, this study will be conducted.

3. Al-ahmadi (2008)

This research study was conducted by Al-Ahmadi (2008). The title of this study is factors affecting the performance of hospital nurses in Riyadh region, Saudi Arabia. The elements that the author uses in here are job satisfaction and organizational commitment. The subject of this

study was nurses in Riyadh hospital with 1834 sample, but only 923 nurses respond. The purpose of this study was to examine the relationship between job satisfaction and organizational commitment toward self-reported performance. The study used theory from Al-Badayneh and Subhas (1993) for self-reported performance, Weiss *et al.* (1967) theory for job satisfaction and use Mowday *et al.* (1982) theory for organizational commitment. The result of this study was there is a positive relationship between organizational commitment, job satisfaction, and self-reported performance and organizational has a more significant effect on performance rather than job satisfaction.

The similarity this study with the next research study that will be conducted is the variable use those are job performance and organizational commitment as well as the subject of this study, while the difference is this study use organizational commitment while researcher wants to examine the broader aspect of commitment that is employees' commitment.

4. Lee *et al.* (2010)

This study was conducted by Lee *et al.* (2010). The title of this study was "goal orientation and organizational commitment, individual difference predictors of job performance." The subject of this study was the worker who works at East Hospital, with 656 sample. The purpose of this study was to examine goal orientation and organizational commitment in relation to employees' job attitude and performance in East hospital/ this study used theory from Jansen and Yprene (2004) for goal orientation, theory Meyer *et al.* (1993) for organizational commitment and use Podsakoff and Mackenzies (1989) theory for job performance. The result of this study explained that a mastery goal related to three components of organizational commitment, while a performance is only associated with affective commitment.

The similarity in this study with the next study that will be conducted is both have the same variable and similar subject while the difference is this study only focus on organizational commitment.

5. Shah (2010)

Shah conducted this study in 2010. The title of this study was investigating employee career commitment factors in a public sector organization of a developing country. The subject of this study is the worker of public sector organization in developing country with 1000 randomly selected in developing country. The purpose of this study was to investigate the relationship and predictive power of job satisfaction, organizational commitment and job promotion toward employee career commitment. This study used theory from Brayfield and Rothe (1951) for job satisfaction, Cook and Wall 1980 theory for organizational commitment, Chang (1990) theory for job promotion and theory from Blau (1985) for career commitment. This study also uses demography variable, and those are gender and age.

The similarity of this study with the next research study that will be conducted is the same variable that is employee career commitment, but this study put employee career commitment as the dependent variable while the future research that will be conducted put employee career commitment as the independent variable.

6. Memari *et al.* (2013)

This study was conducted by Memari *et al.* (2013). The title of this study is the impact of organizational commitment on employee's performance as a study of Meli Bank. The subject of this study is the worker of Meli Bank with 250 sample, but only 153 workers respond to the questionnaire. The purpose of this study was to examine the relationship of organizational commitment towards employee's job performance in Meli Bank. This study used theory from (Allen and Mayer, 1991) for organizational commitment and theory form (Williams and Anderson 1991) for employee performance, this study

also use some demography variable such as gender, age, education, and work sector.

The similarity of this study with the next study that will be conducted is the variable use, while the difference is the research site of the study.

**Table 2.3 The Influence of Commitment to Job Performance**

No	Journal Identity	Variables and Theories	Result
1	<p>Syauta <i>et al.</i> (2012)</p> <p><i>The Influence of Organizational Culture, Organizational Commitment to Job Satisfaction and Employee Performance (Study at Municipal Waterworks of Jayapura, Papua, Indonesia)</i></p> <p>International Journal of Business and Management Invention, Vol. 1, No. 1</p> <p>Partial Least Square (PLS)</p>	<p><i>Organizational Culture</i> (Wallach, 1983)</p> <p><i>Organizational Commitment</i> (Meyer and Allen, 1997)</p> <p><i>Job Satisfaction</i> (Luthan, 2006)</p> <p><i>Employee Performance</i> (Bernadidn and Russel, 1993)</p>	<p>Organizational culture does not indirectly influence employee performance, and it will affect employee performance if it is mediated by job satisfaction, while organizational commitment influence employee performance directly</p>
2	<p>Mrayyan <i>et al.</i> (2008)</p> <p><i>Career Commitment and Job Performance</i></p> <p>Nursing Forum, Vol. 43, No. 1</p> <p>SPSS 11.5</p>	<p><i>Career Commitment</i> (Gardner, 1986)</p> <p><i>Job Performance</i> (Schwirian, 1978)</p>	<p>The relation between career commitment and job performance is positive</p>
3	<p>Al-Ahmadi (2008).</p> <p><i>“Factor Affecting Performance of Hospital Nurses in Riyadh Region, Saudi Arabia”</i></p> <p>International Journal of Health Care Quality Assurance, Vol. 22, No.1</p> <p>Regression Analysis</p>	<p><i>Organizational Commitment</i> (Mowday <i>et al.</i>1979)</p> <p><i>Job Satisfaction</i> (Weiss <i>et al.</i>1967)</p> <p><i>Self-related Performance</i> (Al-Badayneh and Subhash, 1993)</p>	<p>Job satisfaction and organizational commitment have a positive relationship with self-reported performance.</p>

<b>Continued of Table 2.3</b>			
4	<p>Lee <i>et al.</i> (2010)</p> <p><i>Goal Orientation and Organizational Commitment Individual Difference Predictors of Job Performance</i></p> <p>International Journal of Organizational Analysis, Vol. 4, No. 3</p> <p>Confirmatory Factor Analysis (CFA)</p>	<p><i>Goal Orientation</i> (Jansen, and Yperen's 2004)</p> <p><i>Organizational Commitment</i> (Meyer <i>et al.</i> 1993)</p> <p><i>Job Performance</i> ( Campbell 1990)</p>	<p>The result of their study concludes that organizational commitment doesn't influence job performance.</p>
5	<p>Shah 2010)</p> <p><i>Investigating Employee Career Commitment Factors in a Public Sector Organization of a Developing Country.</i></p> <p>Journal of Enterprise Information Management, Vol. 24, No. 6</p> <p>SPSS 15.00</p>	<p><i>Job Satisfaction</i> (Brayfield and Rothe, 1951)</p> <p><i>Organizational Commitment</i> (Cook and Wall 1980)</p> <p><i>Job Promotion</i> (Chang 1999)</p> <p><i>Career Commitment</i> (Blau, 1985)</p> <p><i>Gender and age</i></p>	<p>Job satisfaction, organizational commitment, and job promotion have a positive and significant relationship to employee career commitment.</p>
6	<p>Memari <i>et al.</i> (2013)</p> <p><i>The Impact of Organization Commitment on Employee Job Performance "A Study Of Meli Bank)</i></p> <p>Interdisciplinary Journal of Contemporary Research in Business, Vol. 5, No. 5</p> <p>Regression Analysis</p>	<p><i>Organizational Commitment</i> (Allen and Mayer 1991)</p> <p><i>Employee Performance</i> (Willams and Anderson (1991)</p> <p><i>Gender, age. Education and work sector</i></p>	<p>There is a positive relationship between organizational commitment and employee job performance.</p>

Source: Secondary data that had been processed in 2018



#### **2.1.4 The Influence of Fairness of Performance Appraisal to Job Performance**

1. Kaleem *et al.* (2013)

This study was conducted by Kaleem *et al.* (2013). The title of this study was organizational justice in performance appraisal system: impact on employees' satisfaction and work performance. The purpose of this study was to examine the relationship between organizational justice in performance appraisal and job satisfaction on work performance. They used theory from Greenberg (1986) for organizational justice, Spector (2001) for job satisfaction and May *et al.* (2002) for performance. This theory considers that the indicator of performance consists of timeliness, responsibility, discipline, and management. The result of the study concludes that performance appraisal strongly influences work performance.

The similarity of this study with the next study that will be conducted is the same variable that is tested, that is performance appraisal towards employees' performance. While the difference in this study is the difference between sample and subject will be used in the next research study.

2. Kuvás (2011)

This study was conducted by Kuvás (2011). The title of this study was the interactive role of performance appraisal reactions and regular feedback. The purpose of this study was to examine the relationship between performance appraisal towards affective commitment and work performance with regular feedback as the intervening. The subject of this study were the employees from three Norwegian organizations, one bank, and one government organization in the pharmaceutical industry. From those subjected Kuvás distributed 2,280 questionnaires and only 1,013 returned. This study used theory from Kuvás (2007) for performance appraisal, Kuvás (2006b) do

regular feedback, May *et al.* (2002) for work performance and Meyer and Allan (1997) for organizational commitment.

The result of this study was, performance appraisal and work performance are directly significant. The similarity of this study with the next study that will be conducted in the same variable being tested, those are performance appraisal and commitment.

3. Iqbal *et al.* (2013)

This study was conducted by Iqbal *et al.* (2013). The title of this study is "impact of performance appraisal on employee's performance involving the moderating role of motivation. The purpose of this study was to examine the effect of performance appraisal on employees' performance with the help of the moderating variable that is motivation. The sample of this study is 150 employees. The result of this study explained that there was a positive relationship between performance appraisals on employees' performance, and there was a positive relation of performance appraisal on motivation and performance appraisal followed with motivation, it brings greater effect on employee's performance. This study used theory from McMaster (1994) for performance appraisal, theory from Campbell (1993) for employee performance and use theory from Kunz and Pfaff (2002) for motivation.

The similarity of this study with the next study that will be conducted is the same variable that is tested, that is performance appraisal as the independents, motivation as the moderating variable and employees' performance as the Dependent variable. While the difference in this study with the next study is the difference sample and subject of the research study.

4. Kumari (2012)

This research study was conducted by Kumari (2012). The title of this study is Impact of perceived fairness of performance appraisal on employee performance. The sample of this study was 80 employees from Vodafone and Tata Docomo. The purpose of this study was to

examine the relationship of perceived fairness in performance appraisal toward employee performance. Kumari (2012) used theory from Greenberg (1989) for fairness of performance appraisal who measured by procedural justice and procedural justice and theory from Bricker (2002) for employee performance which was measured by, decision making, trust, subordinate and performance rating.

The similarity of this study with the next study is the variables that used in this research study are the same as the variable that will be used in the next research, while the difference is the subject of the study. The result of this study was fair performance appraisal has positive significant effect to employee performance.

5. Warokka *et al.* (2012)

This research study was conducted by Warokka *et al.* (2012). The title of this study is organizational justice in performance appraisal system and work performance: evidence from an emerging market. The purpose of this research study was to test the relation between organizational justice in performance appraisal and work performance. They used theory from Greenberg (1986) for organizational justice in performance appraisal those are distributive justice, procedural justice and interactional justice, and theory from Aguin (2007) for work performance which measured by task and contextual performance. The result of this study showed that organizational justice in performance appraisal help to increase employee performance.

The similarity of this study with the next study is the variables that used in this research study are the same as the variable that will be used in the next research, while the difference is the subject of the study. The result of this study was fair performance appraisal has positive significant effect to employee performance.

6. Karian *et al.* (2015)

This study was conducted by Karia *et al.* (2015). The title of this study was the role of performance appraisal system on performance of Public Water Utilities in Tanzania. The purpose of this study was to examine the effect of the performance appraisal system on employees' performance who work in Public Water Utilities in Tanzania. The subject of this study were 1355 employees from various Public Water Utilities in Tanzania, but the sample is only 417 employees. This study used theory from Macey *et al.* (2009) for performance appraisal, and use theory from Letangule and Letting (2012) for employee performance. The result of this study showed that there is a significant relationship between employee performance appraisal and employees performance.

The similarity of this study with the next study that will be conducted is the same variable that being tested that is performance appraisal and performance. The difference is the subject and research site of the research study.

**Table 2.4. The Influence of Performance Appraisal to Job Performance**

No	Journal Identity	Variables and Theories	Result
1	Kaleem <i>et al.</i> (2013)  <i>Organizational Justice in Performance Appraisal System: Impact on Employees Satisfaction and Work Performance</i>  International Journal of Management and Organizational Studies, Vol: 2, No: 2  Principal Component Analysis (PCA)	Organizational justice (Greenberg, 1986)  Job satisfaction (Spector, 2001)  Performance (Macey <i>et al.</i> (2002)	Performance appraisal strongly influences work performance.

**Continued of Table 2.4**

2	<p>Kuvas (2011) <i>The Interactive Role of Performance Appraisal Reactions and Regular Feedback</i></p> <p>Journal of Managerial Psychology, Vol. 26, No. 2</p> <p>Multiple Regression Analysis</p>	<p><i>Performance Appraisal</i> (Kuvas 2007)</p> <p><i>Regular Feedback</i> (Kuvas 2006b)</p> <p><i>Affective Commitment</i> (Mayer and Allan 1997)</p> <p><i>Work Performance</i> (May et al. 2002)</p>	<p>Performance appraisal has a direct effect on affective commitment.</p>
3	<p>Iqbal et al. (2013). <i>Impact of Performance Appraisal on Employee's Performance Involving the Moderating Role of Motivation</i></p> <p>Arabian Journal of Business and Management Review, Vol. 3, No. 1</p> <p>Correlation coefficient</p>	<p><i>Performance Appraisal</i> (Mcmaster 1994)</p> <p><i>Employee Performance</i> (Campbell, 1993)</p> <p><i>Motivation</i> (Kunz and Pfaff, 2002)</p>	<p>There is a positive relationship between performance appraisal and employees' performance,</p>
4	<p>Kumari. (2013). <i>Impact of Perceived Fairness of Performance Appraisal on Employee Performance.</i></p> <p>International Review of Basic and Applied Science</p> <p>SPSS 15.00</p>	<p><b>Independent :</b> <i>Perceived Fairness of Performance Appraisal on Employee Performance</i> (Greenberg, 1986)</p> <p><b>Dependent :</b> <i>Employee Performance</i> (Brockner, 2002)</p>	<p>Perceived fairness of performance appraisal has a positive impact on perceived organizational performance</p>
5	<p>Warokka et al. (2012) <i>Organizational Justice in Performance Appraisal System, and Work Performance: Evidence from and Emerging Market</i></p> <p>Journal of Human Resource Management Research, 2012(2012)</p> <p>SPSS</p>	<p><i>Organizational justice</i> (Greenberg, 1986)</p> <p><i>Work performance</i> (Aguinis, 2007 )</p>	<p>An employee who satisfied with their performance appraisal tends to act creatively.</p>

<b>Continued of Table 2.4</b>			
6	<p>Karia <i>et al.</i> (2015) <i>The Role of Performance Appraisal System on Performance of Public Water Utilities In Tanzania</i></p> <p>African Journal of Business and Economic Research, Vol. 19, No. 1</p> <p>SPSS</p>	<p><i>Performance Appraisal</i> (Macey <i>et al.</i> 2009)</p> <p><i>Employee Performance</i> (Letangule And Letting 2012)</p>	<p>Performance appraisal significantly influences employee performance in public water utilities.</p>

Source: Secondary data that had been processed in 2018

### **2.1.5 The Influence of Job Satisfaction to Job Performance**

1. Than *et al.* (2016).

This was study conducted by Than *et al.* (2016). The title of this study was "job stress, involvement, satisfaction, and performance of employees in Garment 10 Corporation in Vietnam. The purpose of this study was to find the relationship between job stress, job involvement, and satisfaction towards performance. This study used theory from Mayer and Allen (1993) for organizational commitment, Spector (1997) for job satisfaction, fox and Spector (2008) for job stress and Lazarus (1991) for performance.

The result of this study indicated that all the hypotheses are significantly positive. The similarity of this study with the next study is the same variable that and the theory that researchers will use, while the difference is the research location

2. Shore and Martin (1989).

This study was conducted by Shore and Martin (1989). The title of this study was "job satisfaction and organizational commitment in relation to work performance and turnover intention. The purpose of this study was to find the influence of job satisfaction and

organizational commitment toward job performance and turnover intention. The researcher used theory from Ven and Ferry (1980) for job satisfaction, theory from Mowday (1979) for organizational commitment, theory from Martin *et al.* (1981) for intent to stay and theory from Campbell (1983) for performance.

The result of this study indicated that all of the researcher's hypotheses are supported. The similarity of this study with the next study is the same variable that and the theory that researchers will use, while the difference is the research location.

3. Ahmad *et al.* (2010)

This study was conducted by Ahmad *et al.* (2010). The title of this study was a relationship between job satisfaction, job performance attitude towards work and organizational commitment. The purpose of this study was to test the relation between organizational commitments through job satisfaction toward job performance. Researcher used theory from Graham and Messner (1998) for job satisfaction, theory from Mowday (1979) for commitment and theory from Crossman and Zaki (2003) for job performance.

This study found that there was an insignificant impact of organizational commitment on job satisfaction and attitude work on job performance. The similarity of this study with the next study is the same variable that and the theory that researchers will use, while the difference is the research location.

4. Iqbal *et al.* (2016).

This study was conducted by Iqbal *et al.* (2016). The title of this study is the perceived fairness of performance appraisal system and its impact on job satisfaction and organizational commitment. The purpose of this study was to examine the relationship between perceived fairness in performance appraisal and job satisfaction toward organizational commitment. The subject of this study was the employees who work in MCB Bank, the sample was 100 employees. This study used theory

from Goff (1992) for fairness of performance appraisal, theory from Breckler (1984) for job satisfaction and theory from Meyer and Allen (1997) for organizational commitment.

The result of their study were both perceived fairness in performance appraisal and job satisfaction influence the organizational commitment. The similarity of this study with the next study that will be conducted is the variable that is tested while the difference is the subject of the study.

5. Samwel (2018).

This study was conducted by Samwel (2018). The title of this study was the effect of job satisfaction on employees' commitment and organizational performance. The purpose of this study was to understand to satisfaction levels of the employees and how their satisfaction level influence their commitment and performance towards solar companies in Tanzania. This study used theory from Ellickson and Logsdon (2001) for job satisfaction, Amstrong (2005) for employee commitment and Lipton (2003) for job performance.

The result of this study indicated that there is a significant positive relationship between job satisfaction and they know well how to mechanism their job satisfaction toward their commitment and performance in where they work. The similarity of this study with the next study is the same variable that and the theory that researchers will use, while the difference is the research location.



**Table 2.5**

**The Influence of Job Satisfaction and Job Performance**

No	Journal Identity	Variables and Theories	Result
1	<p>Than et al. (2016)</p> <p><i>Job stress, involvement, satisfaction, and performance of employees in Garment 10 Corporation in Vietnam</i></p> <p>International Journal of Financial Research, Vol. 7 No.3</p> <p>Multiple Regression Analysis</p>	<p><i>Organizational Commitment</i> (Mayer and Allen 1993)</p> <p><i>Job Satisfaction</i> (Spector 1997)</p> <p><i>Job Stress</i> (Spector and Fox 2002)</p> <p><i>Performance</i> (Lazarus 1991)</p>	<p>all the hypotheses are significantly positive</p>
2	<p>Shore and Martin (1989)</p> <p><i>Job satisfaction and organizational commitment in relation to work performance and turnover intention</i></p> <p>Human Relation, Vol, 42, No, 7</p> <p>Pilot Study</p>	<p><i>Job Satisfaction</i> (Chen and Silverthones, 2008)</p> <p><i>Organization commitment</i> (Mowday,1979)</p> <p><i>Intent to stay</i> (Martin et al. 1981)</p> <p><i>Performance</i> (Campbell 1983)</p>	<p>All of the researcher's hypotheses are supported.</p>
3	<p>Ahmed et al. (2010).</p> <p><i>The relationship between job satisfaction, job performance attitude towards work and organizational commitment.</i></p> <p>Europand Journal of Social Science , Vol. 18, No. 2</p> <p>SPSS 17.0</p>	<p><i>Job Satisfaction</i> (Spector, 1997)</p> <p><i>Organizational commitment</i> (Mowday 1979)</p> <p><i>Job Performance</i> (Crossman and Zaki 2003)</p>	<p>There is the insignificant impact of organizational commitment on job satisfaction and attitude work on job performance</p>

Continued of Table 2.5			
4	<p>Iqbal <i>et al.</i> (2016)  <i>Perceived Fairness Of Performance Appraisal System And Its Impact On Job Satisfaction And Organizational Commitment.</i></p> <p>International journal of management and commerce innovation Vol. 3, No. 2</p> <p>SPSS 17.0</p>	<p><i>Fairness Of Performance Appraisal, (Goff, 1992)</i></p> <p><i>Job Satisfaction (Brecekler, 1984)</i></p> <p><i>Organizational Commitment (Meyer and Allen, 1997)</i></p>	<p>The result of their study were both perceived fairness in performance appraisal and job satisfaction influence the organizational commitment.</p>
5	<p>Samwel (2018)</p> <p><i>Effect of job satisfaction on employees' commitment and organizational performance.</i></p> <p>International Journal of Economic, Commerce and Management Vol. 4, No. 4</p> <p>SPSS 17.0</p>	<p><i>Job Satisfaction (Ellickson and Logsdon 2001)</i></p> <p><i>Organizational commitment (Armstrong 2005)</i></p> <p><i>Job Performance (Lipton 2003 )</i></p>	<p>There is a significant positive relationship between job satisfaction, and they know well how to mechanism their job satisfaction toward their commitment and performance in where they work.</p>

Source: Secondary data that had been processed in 2018

The data above obtained as the secondary data that will help the researcher to conduct the study. Most of the research location of journal above is located in manufacture company and hotel industry. While the next researcher will do the next research in the healthcare industry since it rarely to be found.

**Table 2.6**  
**Theory from Previous Research**

Variable	Journal	Theory	Indicator	Chosen Theory
Fairness of performance appraisal (X <sub>1</sub> )	Kuvas (2011)	Kuvas (2006)	Goal setting, employee perception, and feedback	Greenberg (1986) <ul style="list-style-type: none"> <li>• Distributive justice</li> <li>• Procedural justice</li> </ul> The researcher decided to use this theory because this theory is common
	Saleh <i>et al.</i> (2013)	Greenberg (1986)	Distributive and procedural justice	
	Ahmed <i>et al.</i> (2013)	McFarlin (1997)	Distributive justice Procedural justice	
	Kumari (2013)	Greenberg (1986)	Distributive, procedural and interactional	

	Crow <i>et al.</i> (2011)	Greenberg (1986) and Tyler (1990)	Distributive, procedural and interactional	use to measure the fairness.
	Warokka (2012)	Greenberg (1986)	Distributive, procedural and interactional.	
	Iqbal <i>et al.</i> (2013)	McMaster (1994)	Determining strategic objective, establish team goals, plan of performance development, analyze performance.	
	Akinbowale <i>et al.</i> (2013)	Armstrong and Baroon (2005)	Evaluate by the supervisor, review employee progress, review performance standard, and review of performance objective.	
Job Satisfaction (X <sub>2</sub> )	Lumley <i>et al.</i> (2011)	Spector (1997)	Pay, promotion, supervision, fringe benefit, contingent rewards, operating procedures, co-workers, nature of work, communication	Spector (1997) <ul style="list-style-type: none"> <li>• Pay,</li> <li>• promotion,</li> <li>• supervision,</li> <li>• fringe benefit,</li> <li>• contingent rewards,</li> <li>• operating systems,</li> <li>• co-workers,</li> <li>• nature of work,</li> <li>• communication</li> </ul> The reason why the researcher chose this theory because most of the journal review use this theory to measure job satisfaction.
	Dechapalli (2016)	Griffin and Bateman (1986)	Satisfaction with work, supervision, benefits, promotion opportunity, working condition, coworkers and organization practices.	
	Samwel (2018)	Aragon <i>et al.</i> (2007)	Salary, working environment, autonomy, communication, and organizational commitment.	
	Vandenabeel e (2013)	Depre and Hondeghe m (1995)	General satisfaction in the company	
	Agrawal and Gangain (2014)	Herzberg (1966)	Hygiene factors and motivator factors	

	Than <i>et al.</i> (2016)	Spector (1997)	Pay, promotion, supervision, fringe benefit, contingent rewards, operating procedures, co-workers, nature of work, communication	
	Shore and Martin (1989)	(Chen and Silverthone 2008)	Reward system, power distribution individual differences, self –esteem and focus of control	
	Ahmed <i>et al.</i> (2010)	Spector (1997)	Pay, promotion, supervision, fringe benefit, contingent rewards, operating procedures, co-workers, nature of work, communication	
Commitment (Z)	Kuvas (2011)	Mayer and Allen (1997)	Affective organizational commitment	Mayer and Allen (1997) <ul style="list-style-type: none"> <li>• Affective commitment</li> <li>• Continuance commitment</li> <li>• Normative commitment</li> </ul> The researcher decided to use this theory because this theory is commonly used by another researcher who conducts the research related with commitment.
	Sallerh <i>et al.</i> (2013)	Allen (1990)	Affective, continuance and normative commitment	
	Ahmed <i>et al.</i> (2013)	Mayer and Allen (1997)	Affective, continuance and normative commitment	
	Joo <i>et al.</i> (2012)	Mayer <i>et al.</i> (1993)	Affective, continuance and normative commitment	
	Crow <i>et al.</i> (2011))	Mayer (1989)	Affective, continuance and normative commitment	
	Bang <i>et al.</i> (2013)	Allen and Meyer (1997)	Affective, continuance and normative commitment	
	Teriyama <i>et al.</i> (2016)	Mayer (1993)	Affective, continuance and normative commitment	
	Mrayyan <i>et al.</i> (2008)	Gardner (1986)	Occupational commitment	
	Al-ahmadi (2008)	Mowday <i>et al.</i> (1979)	Identification, involvement, and loyalty	

	Lee <i>et al.</i> (2010)	Meyer <i>et al.</i> (1993)	Affective, continuance and normative commitment	
	Memari <i>et al.</i> (2013)	Allen and Meyer (1991)	Affective, continuance and normative commitment	
Performance (Y)	Mryyan <i>et al.</i> (2008)	Schwirian (1978)	Leadership, critical care, teaching/collaboration, planning/evaluation, interpersonal relation/communication, professional development	Bernardin and Russel (1993)  <ul style="list-style-type: none"> <li>• Quality</li> <li>• Quantity</li> <li>• Timeliness</li> <li>• Cost-effectiveness</li> <li>• Interpersonal impact</li> <li>• Need for supervision</li> </ul> <p>The researcher decided to use this theory because most of the journal researcher review use this theory to measure their variable for performance</p>
	Syuta <i>et al.</i> (2012)	Bernardin and Russel (1993)	Quality, quantity, timeliness, cost-effectiveness, interpersonal impact and need for supervision	
	Lee <i>et al.</i> (2010)	Campbell (1990)	Task, duties, responsibilities	
	Memari <i>et al.</i> (2013)	Bernardin and Russel (1993)	Quality, quantity, timeliness, cost-effectiveness, interpersonal impact and need for supervision	
	Okolocha and Baba (2016)	Armstrong (2003)	Quantity, quality, presence, timeliness, and cooperativeness	
	Iqbal <i>et al.</i> (2013)	(McMaster (1994)	Managing and aligning the strategy	
	Springer (2011)	Campbell (1990)	Job specific proficiency, non-job specific proficiency, written and oral communication, demonstrating effort, maintaining personal discipline, maintaining peer and team performance, leadership, and management/administrati on	
	Maduke and Okafor	(Easton 1993)	System, environment, respond, feedback	

Source: Secondary data that had been processed in 2018

Table 2.6. Indicate as the resume of the theory that related to the next researcher's variable which is; fairness performance appraisal, motivation, commitment, and job performance. Future researcher decided to use Greenberg (1986) theory to measure the fairness of performance appraisal since it is commonly used by researchers to measure the fairness, Spector (1997) theory for job satisfaction because most of the journal that researcher reviewed used this theory to measure job satisfaction, Allen and Mayer (1997) for commitment since it commonly used by researchers and Bernardin and Russel (1993) for job performance since it commonly used by the researchers in journal review. The research will be conducted in one of the hospitals in Yogyakarta, i.e., Rumah Sakit Condongcatur Yogyakarta.

## **2.2 Theoretical Review**

### **2.2.1. Human Resource Management**

Human resource management is the crucial activity in an organization. It ensures organization to have the valuable human capital to help organization achieving their goals. Human resource management refers to the organization activities that effectively utilize its human resources Dowling and Welch (2004). People are part of an organization. The success of an organization will depend on how organization treat and manage their people as their human resources. This support by what Snell and Bohlander (2013) stated that organization's ability to control their human capital would determine the level of an organization's success and achievement. They also mentioned that successful organization is an organization that has an excellent ability in managing different kinds of people to achieve organization's purpose.

Another definition of Human resource management stated by Torrington *et al.* (2014) defines human resource management as the

basis of all management activity that always makes everything run productively. This definition emphasizes that human resource is the source of every activity in an organization, everything can be run productively if a human resource can be managed well. The same opinion came from Mello (2015) compare with the nature of the organization, the activities and the environment the human element is the most critical.

From those explanations above, the researcher concludes that human resources are the most critical one that will determine organization achievement in the future. That is why the organization must manage their human resource effectively to keep every activity in an organization run productively.

### **2.2.2 The Objective of Human Resource Management**

During the process of managing people, Human Resource Management has several aims as the guidance for their role in an organization. According to Torrington *et al.* (2014) the objective of Human Resource Management are;

a. Staffing objective

Human resource management must ensure an organization is appropriately staffed. Here HRM needs to design organization structure, identify kinds of contract a group of employees' works, and make sure the right people, the right skills with the right job before doing recruit, selecting and developing.

b. Performance objective

After done staffing objective the next aim of human resource is a performance objective which is required HRM to ensure employees are well motivated and committed to maximize their performance. HRM can do this through, training and development, rewards

system, employees assisting and improve employees' involvement by creating an environment that can support employees' participation.

c. Change-management objective

The third objective of Human Resource Management is related to change management. Some change cannot be predicted especially those that come from external, but it can be anticipated. Human resource management expected to effectively managing change.

d. Administration objective

Administration objective related with achieving competitive advantage but it is more focus on achieving organization objective that makes a certain organization run effectively. It can be done by maintains accurate and comprehensive data of employees, such as; employees' record of performance achievement, the record of attendance and training, and term and condition of the employees' detail. Keeping those kinds of administration can avoid organization from potential legislative risks.

### **2.2.3 Role of Human Resource Management**

Every department in the organization plays an essential part in an organization. If they play their part very well besides they will bring their organization into the top, they also can make the situation in the organization become calm and comfort. Human resource management is mostly known as something that only manages people in an organization, but it is actually more than that. According to Torrington *et al.* (Ulrich and Brockbank, 2005) human resource management has several roles in an organization, those roles are;

a. Employee advocate

As the employee advocate human resources management expected to become aware of the employees, caring for them, responding



towards their needs, human resource management also must considering organization strategy along with the employees' aspect.

b. Human capital developer

It is a must for human resource management to maximize the employees' potential and contribution in an organization, and encourage them to have an excellent working behavior and organization.

c. Strategic partner

Not only make sure the organization strategy match with employees' aspect, but human resource management also becomes the strategic partner of the organization anytime planned change or unexpected change happen.

d. Functional expert

In an organization, human resource management has two direct functions which related to recruitment and an indirect role which is associated with the communication.

e. Leader

Although every organization has their leader, there is another leader that act as the role model for every person in an organization that is human resource management.

Base on the role above the researchers concludes that the existence of human resource management in an organization is very crucial in an organization. Organization's employee will be well managed by human resource management and organization will be more organized.

#### **2.2.4 The Activity of Human Resource Management**

After knowing the role of human resource in an organization, it also important to understanding the activity that human resource management has while doing their role. Based on Dessler and Huat (2006) the activity of Human Resource are;

a. Plan

In planning activity, human resource management is the one who is setting organization goals, standard, rule, policy and any procedures needed by organization besides that they also expected to develop and act as the role model.

b. Organize

After planning human resource management also obligated to organize their subordinates, arrange their tasks, set up their department and keep the communication with them.

c. Staff

Staffing activity is more directly managing the employees itself. Here human resource management expected to maintain employees' rewards, training and development needed recruitment and performance appraisal.

d. Lead

This activity is more about employees' encouragement and their performance maintenance. Human resource management is the one who must encourage employees' motivation and behavior during work, and besides that, they also must maintain the employees' excellent performance.

e. Control

Human resource is the one who sets the production level standard, and they must keep track of the employees' current performance to compare it with the production level standard to make sure the employees did a great job.

Each of the activity is connected to each other, and this activity will bring the influence of towards organization performance, if a human resource can manage the employees' performance well, it will result on the excellent performance for the organization.

### **2.2.5 Challenge of Human Resource Management**

When human resource management performs their role and activity in an organization, they face several challenges that can be the most significant barriers for them. Snell and Bohlander (2013) elaborate on several problems that might be human resource management face, those are;

a. Responding strategically to changes to the marketplace

One of human resource role is ready with the change and make the strategy following the change itself. Creating the change in organization is not easy especially if it is related to the culture of the organization and if human resource management fail it can influence not only the performance of the organization but also the existence of the organization, but because human resource is obligated to deal with the change itself, they must be ready and be the key players in creating the best way to face and overcome the change whether the planned change or unexpected change that mostly come from outside organization.

b. Competing, recruiting and staffing globally

Competing, recruiting and staffing are included in human resource activity. The challenge here is when an organization is going globally. The human resource also expected to think globally and must be careful when they make rules, recruit and select the global employees because they will deal with different kind of people, culture, and laws.

c. Setting and achieving corporate social responsibility and sustainability goals

Human resource management is the activity to maintain and manage human talent so they can be more valuable to an organization. One thing to manage the human ability and maintain the performance by keeping monitoring them and treat them the same or giving the fair

treatment. This is not easy because each of the employees has their perspective on fair treatment and keeping they always have good performance also difficult to maintain.

d. Advancing HRM in technology

In nowadays technology is essential, every people now aware of the usefulness of technology. Technology can make work more effective and efficient. This issues also become the challenge of human resource, and not all human support can be expert in technology during the activity of human resource more related to the administrative thing.

e. Containing cost while retaining top talent and maximizing productivity

One human resource management role is to make sure the employees did a great job and optimized their performance every opportunity. The problem here is maximizing the employees' performance need money for example for training and development. It spends a lot of costs, that's why human resource needs to be careful in maximizing the employees' performance while also can use the cost effectively.

f. Responding to the demographic and diversity challenge of the workforce

It is very common for an organization to face different employees from the different place. But this is also become the big problem for the human resource management, because different employees mean, the different characteristic, different culture, value, and personality. The more different the employees, the harder for human resource management to manage them.

g. Adapting to the educational and cultural shift affecting the workforce.

This challenge related with point f, if the employees come from the different place where the organization exists means they need to

adapt with the culture where the organization lives, and as the human resource management they are the one who must manage this difficult transition.

Most people assume the human resource management task is the most straightforward task compare with other departments. However looking at the challenge that human resource has, the researcher can say that human resource management task as same as difficult as other departments have, they have their difficulties. In this case, human resource management faces the challenge more at the foundation of the organization that is the employees itself.

#### **2.2.6 Fairness of Performance Appraisal**

Unfairness of performance appraisal can become the big problem for both the organization and employees. When the employees received the unfairness during the performance appraisal, the aim of performance appraisal as the tool to evaluate and improve the performance of the employees will fail, beside that unfair treatment during the fairness of performance appraisal can make the employees lose their respect to the organization which can reduce their commitment and result on ineffective performance. That is why it's very important for the organization to make sure that the performance appraisal is fair, since it will affect the employees' performance and organization performance as well.

##### **a. Definition of Fairness of Performance Appraisal**

According to Ahmed *et al.* (2013) fairness of performance appraisal source is the perception of the employees regarding the performance appraisal, the standard of the fair performance appraisal are when they receive appropriate promotion and payment that accordance with the performance appraisal. Base on

Greenberg (1986) the procedure and result of the performance appraisal is the most important one to determine the justice of the performance appraisal in an organization. Performance appraisal can be said as the fair performance appraisal when the worker knows the performance standard, and it links to career interest and career path. This supported by Amstrong (2009) who stated that an employee's performance appraisal should link with the business goal of the organization. Perceiving fairness is essential because when the employees believe performance appraisal does not fair, performance appraisal will not effective in evaluating employees performance.

#### **b. Importance of Fairness of Performance Appraisal**

Mostly employees understand what lack of their performance from performance appraisal. Performance appraisal is the tool that organization used to evaluate the previous performance of the employees. According to Mello (2015) before conducting the performance appraisal organization need to make sure that it help organization to:

1. Performance appraisal reduce the performance deficiencies of the employess and must be addressed in timely manner
2. Employees behavior link to the specific objective of the organization
3. The feedback provided after performance appraisal can assist the employees future career.

Mello (2015) also explained who can do the evaluation, those are:

1. Manager/Supervisor

The manager/supervisor mostly rely on the performance records of the employees to evaluate the employees performance. This typer of performance evaluation is less

accurate since the supervisor not always with the employees and the previous performance records mostly have different standard with the new performance appraisal standar.

2. Self-evaluation

Self evaluation can be beneficial to increase the employees involvement which can increase the commitment of the employees. But mostly the employees who do performance appraisal with this method mostly present themselves in a highly favorable rank.

3. Peers

Peers appraisal method is the appraisal method which is done by employees co-workers.

4. Subordinates

Subordinate appraisal mostly addressed to the manager where in here the subordinate evaluate their manager. To avoid problem better to do this in anonymously .

5. Customer

This type of appraisal allow the customer to evaluate the performance of the employees.

6. 360 degrees

360 degrees is the method of performance evaluation which the employees getting. evaluated by peer, subordinates, and supervisor anonymously

There are some approach of performance appraisal those are;

1. Trait method

This performance appraisal approach measure the employees based on certain characteristic, i.e. creativity, leadership, innovative and dependability. If this is not done carefully it can be result on bias and subjctive.

2. Behavioral method

This performance appraisal approach measure the employees based on their behavior or their action.

### 3. Result method

This performance appraisal approach measure the employees based on the result of the performance or the achievement.

Dessler and Huat (2006) explained several problems that might cause performance appraisal, such as;

1. Unclear standard, unclear standard become the severe problem when appraising the employees. The ambiguous rule makes the employees confuse to determine what the excellent performance characteristic is.
2. Halo effect, the manager that bias to one person when they do performance appraisal called as halo effect. Halo effect occurs when the appraiser tends to appraise employees not based on the performance standard but their objective about that employees.
3. Central tendency, the central tendency occurs when the appraisers tend to give average scales to the employees rather than choose the highest or the lowest.
4. Leniency or strictness, different with central tendency, leniency problem occurs when appraiser consistently gives high or low scales to the employees.

Considering the important of the performance of the performance appraisal and the rater who will evaluate the employee who doing the performance appraisal, the subjectivity and bias of performance appraisal could be happen when it is not done carefully and proper way, which can break the point of the performance appraisal as the tool to evaluate the employees performance. Beside that it is clear that the employees' will receive the feedback after conducting the performance appraisal. The feedback must be clear, honest and fair



because employees will use it as their guidance to improve their next performance. The performance appraisal must be fair and the employees must receive the fair performance appraisal. Fair in here means both the process and the result of the performance appraisal must be done correctly. Amstrong (2009) stated that the employees who receive unfairness during performance appraisal tend to be demotivate to do their job and can reduce their commitment. According to Colquitt *et al.* (2001) the fairness that employees received from the organization result on unique in variance of attitudes and behaviors, it can increase the organizational commitment, improve the trust in management, improve the citizenship behavior, more counterproductive behavior, and task performance.

**c. Component of Fairness Performance Appraisal**

According to Landy, Barnes and Murphy (1978) there are several component that can be said as something that make the employees think the performance of the appraisal they receive is fair, those are

1. The frequency of evaluation

Landy *et al.* (1978) stated that the frequency of organization conduct the performance appraisal can determine the perception of fairness of performance appraisal, the more frequent the performance appraisal the more fair it is.

2. Identification of goals to eliminate weaknesses

The employees tend to think the performance appraisal will be fair if it help the employees to eliminate their weaknesses and improve the performance. That is why in here before decide the standard, the supervisor need to communicate the standard of performance appraisal with the employees

3. Supervisor knowledge of subordinate's level of performance

When the supervisor make the performance appraisal standard the supervisor need to master the performance level of the employees, so the performance standard not too high and not too low for the employees.

4. Supervisor knowledge of subordinate's job duties

The fairness of performance appraisal will happen if the employees know the job duties of the employees, so the result of the performance appraisal can be used as the benchmark for the promotion and job rotation.

According to McShane (1988) there are several factors that can influence the fairness of performance appraisal system those are;

1. Appraiser's knowledge

The rater must familiar with the employees work, beside that to rates must be able to discuss what performance need to be improved from the employees and the rater also expected able to coach them as well give the employees feedback they need.

2. Employee participant

Employee participation here means the employees expected to participate in discussion with the rater, the employees know the performance standard of performance appraisal and know the performance limitation of the performance appraisal.

3. Clear goal establishment

The employees expected to understand the organization goals and objective and should able to determine their own goal to achieve organization goals and objective.

4. Appraisal follow up

Appraisal folllow up here means what follow the appraisal itself, such as feedback, the employees must receive feedback after the performance appraisal, so the employees know what can they improve from previosu performance.

5. Employee development

Performance appraisal expected to help the employees for their future career through receiving the promotion because of the performance appraisal and received opportunity for career development.

**d. Theory of Fairness of Performance Appraisal**

There are several theories elaborate about the fairness or justice of performance appraisal and what component include in it. First according to Greenberg (1986) who stated that the dimension of fairness of performance appraisal those are;

1. Distributive justice definition refers to the fairness of the outcomes receive that related to individual work performance. This including; Receipt of rating based on performance achieved, recommendation for salary based on rating, recommendation for promotion based on rating, employees satisfied with the result of performance appraisal

2. Procedural justice

Procedural justice refers to the fairness of performance appraisal procedure that used to determine the ratings. This including, soliciting input before evaluation and using, employees satisfied with the process of performance appraisal, and consistent application of standard

Second, equity theory developed by Stacy Adams in 1960. According to this theory the employees perceive the fairness according to their feeling of equity, inequity and the comparison feeling they have between them and other. There are three component in this theory those are;

1. Input

Input refers to the employee contribution towards their job, such as education, skill and work hour.

2. Output

Output refers to the result that the employees expect from the input they give to the organization

3. Comparison person

Comparison person means the employees compare what they get with other people who work at the same place, have the same skill and have the same contribution.

Third, from Smither (1998) who stated that the perception of fairness of performance appraisal arise from three consideration those are;

1. The outcome of the performance appraisal

The outcome of the performance appraisal means the result of the performance appraisal itself, whether the result is real or honest or not.

2. The procedure of the performance appraisal

The procedure used to conduct the performance appraisal also become the crucial things to determine whether the performance appraisal received by the employees is fair or not.

3. The decision making

The decision making in here means the decision that organization take regarding the result of the performance appraisal, whether the result will be used as the benchmark for the promotion, pay increase or etc.

This research will use the theory from Greenberg (1986) as the measurement to measure fairness of performance appraisal in Rumah Sakit Condong Catur (RSCC) Yogyakarta. The measurement for job performance are; procedural justice and distributive justice.

#### **4.2.7 Job Satisfaction**

Job satisfaction can be defined as the tool to encourage employees to work harder and more effective. Improving the quality of organization performance can be useful. Some said job satisfaction result from monetary things, but some also said job satisfaction could come from non-monetary items. This research will use the theory that encourages to use both monetary and non-monetary items.

##### **a. Definition of Job Satisfaction**

Job satisfaction is something that indicated employees in which they are happy with their work. Griffin (1996) defined job satisfaction as something that explains the levels of gratified of employees' work. This supported by what Handoko (20014) said that the job satisfaction is the attitude of the worker regarding their work, in which how happy they see their work. Robbin (2001) added that the level of employees satisfaction will influence how they behave in the organization. So from the explanation above, the researcher concludes that job satisfaction as something that expresses employees feeling or gratified towards their job.

##### **b. Importance of Job Satisfaction**

Job satisfaction is the employees' perception and feeling about their work and organization. According to Davis and Newstroom (1993) there are 3 aspect that can determine the job satisfaction of employees in workplace, those are;

###### **1. Age**

Older worker tend to more satisfied with their work, while yonger worker tend to less satisfied. This cause by the younger worker tend to have high expectation, less adaptation in organization and etc.

## 2. Job

Worker who have high position tend to more satisfied with their job. Mostly they receive high salary, better work condition and the work tend to give satisfaction on them.

## 3. Organization size

The bigger the organization the less satisfied the worker with their job. This can be happened because the vision and mission of the organization also change along with the size of the organization.

Improving the job satisfaction is very important to help organization maintaining the performance of the employees, beside it can increase the work outcome of the employees job satisfaction makes the employees more loyal and stay longer with the organization. According to Spector (1997) organization who doesn't care with the job satisfaction of the employees tend to deal with the employees with deviant work behavior, and high absenteeism and turnover of the employees. Silla and Sirok (2018) added that the employees who has lees satisfaction or unsatisfied with their job have a tendency to;

1. Less volunteer for extra work
2. Tend to fail in achieving performance standards,
3. Fail to do their job on time,
4. Keep complaining, and
5. Tend to break the instructions rule.

From those explanation, researcher conclude that organization need to maintain the employees job satisfaction if the organization want to achieve an outstanding performance.

**c. Component of Job Satisfaction**

There are several component can influence job satisfaction of the employees. According to Rane (2011) there are 10 factors that can influence job satisfaction those are;

1. Shared mission and vision

When the employees know the mission and vision of the organization it makes the employees know what they going to do to help the organization to achieve the mission and vision. Beside that organization also need to ask the feedback of the employees regarding the objective to achieve the mission which must be suitable with the employees' talents and competencies.

2. Work itself

Employees job satisfaction also influence by the job rotation, knowledge and task enlargement and job enrichment, it makes the employees feel not bored during working.

3. Compensation and benefit

Suitable policies in receiving compensation and benefit can increase the job satisfaction of the employees. Beside that the compensation and benefit amount must be suitable for the employees not less or not more.

4. Performance appraisal

The performance appraisal must be done in proper way and must be fair so the employees receive the feedback exactly with what they perform.

5. Relationship with supervisors

Relationship with supervisor can increase job satisfaction. Bad relationship with supervisor tend to make the employees unmotivated to do their job.

6. Promotion and career development

Good promoting and career development is needed to improve the job satisfaction of the employees. Beside that promotion

system and career development system must be clear for the employees.

7. Build a corporate culture

Corporate culture can result on the positive impact for both the organization and the employees.

8. Working condition and environment

Good working condition and environment can make the employees comfortable in doing their job which can increase the job satisfaction.

9. Improvement programs of employee satisfaction

The existence of the improvement program of the employees' satisfaction is also considered to improve the job satisfaction of the employees. Since through this program organization know exactly what they must do to improve employees' job satisfaction.

10. Employers by themselves

Making sure to hiring the right people for the right position is important to manage the satisfaction of the employees, if the employees placed at the wrong position it can make them unmotivated to do their job and result on bad performance.

**d. Theory of Job Satisfaction**

Based on expert there are several theories of Job satisfaction.

First according to Spector (1997) who defined the components of job satisfaction as explanation below;

1. Pay, this is included the pay and pay raises
2. Promotion, this is covered employees promotion opportunities
3. Supervision, this is covered a person's immediate supervision (Spector, 1997)
4. Fringe benefits, this is included employees monetary and non-monetary fringe benefits (Spector, 1997).



5. Contingent rewards, this is included appreciation employees get, recognition and the rewards that they get if they are done a good performance.
6. Operating procedures, this is included organization policies and procedures
7. Co-workers, this is covered, employees relation with co-workers
8. Nature of work, this is included employees satisfaction for their work that they finish.
9. Communication, this included employees' communication with an organization.

Second, based on Herzberg (1966) job satisfaction of the employees can be understood through two factors, that is hygiene factor and motivation factor. Each factor have their indicator, those indicators are;

1. Hygiene factor is something that can maintain the satisfaction of the employees such as; salaries, work conditions, company policy and administration, interpersonal relation, and quality supervisor
2. Motivation factors is something that can improve the satisfaction of the employees; those are; achievement, recognition, the work itself, responsibility, and advancement

Third, job satisfaction from Handoko (2004) who developed job satisfaction of the employees depend on the work of the employees itself, those are

1. Skill variety, the more the skill that employees have, the more task that will be given to them and the more challenging their work.
2. Task identity, this indicated the work the employees have done following what expected of them.

3. Task significance, this indicates as the influence of work that employees to their performance and others people in the company.
4. Autonomy, this indicates as of how flexible the employees are doing their work, their dependency and making a decision.

This research will use the theory from Spector (1997) as the measurement to measure job satisfaction in Rumah Sakit Condong Catur (RSCC) Yogyakarta. The measurement for commitment are; pay, promotion, supervision, fringe benefit, contingent rewards, operating procedures, co-workers, nature of work, and communication.

#### **4.2.8 Commitment**

An organization needs a worker who loyal to them. The loyal worker tends to do anything for an organization successful. The loyal worker makes the organization become their priority. Besides that, it is also beneficial for an organization to have loyal worker because the longer the employees stay with the organization, the more the worker can adapt and absorb the culture and value of the organization.

##### **a. Definition**

Commitment is the sense of belonging from the worker to organization. According to Meyer and Allen (1997), organization commitment refers to the psychological construct that characterizes by the relationship between the worker and organization which can influence the worker decision whether to stay or leave an organization. Mowday *et al.* (1982) defined employees' commitment as employees' strong belief and acceptance of the goal and values of an organization and the desire

to stay become the member of an organization. That two explanation supported by what explain by Armstrong (2009) who said organizational commitment as the ability of an employee to identify with an organization by showing a strong desire to be a part of the organization continually, have a strong belief in and accept the goals and the values of the organization, also display a readiness to put in a significant amount of effort on behalf of the organization.

#### **b. Importance of Commitment**

Commitment is the tool that can make the bond between the employees and the organization become stronger. Spector (1997) stated that there are two approach of commitment, those are;

##### 1. Exchange approach

Based on the exchange approach the commitment of the employees established by the contribution exchange of the employees toward organization and organization toward employees. The more exchange contribution the more commit the employee toward the organization.

##### 2. Psychological approach

This approach more oriented on the positivity that employees have toward the organization. It is their point of view about the organization which make the bond established.

According to Ravens (2012) there are two aspect of commitment those are;

##### 1. Value commitment

This aspect include employees belief to work with the organization, their willingness to work for organization, compassion toward the future career of organization and the value that employees have with people inside the organization.

## 2. Commitment to stay

This aspect include employees' desire and willingness to keep become the member or part of the organization. This means the employees want to put all of their effort to be part of the organization and make the organization success.

Most of journal that researcher review found that the more commit the employees the more efforts they put to help the organization to achieve the goals, while those who have less commitment with the organization tend to leave the organization quickly, and don't have motivation to do their job. According to Robbins (2003) the committed employees tend to perform these behavior such as;

1. Committed employees have emotional bond with their job and organization
2. Committed employees tend to trust the employers of the organization
3. Committed employees are more committed towards their work and organization
4. Committed employees tend to always create healthy working environment and respect other employees
5. Committed employees tend to cooperate effectively with their colleagues
6. Committed employees tend to perform beyond expectation
7. Committed employees make necessary change and keep update with the knowledge in field.

Concerning about the important of commitment, it is a must for an organization to maintain and increase the commitment of the employees, so the sense of belonging employees to the organization more high, thus will help the organization to get loyal worker. According to Radosavljevic (2017) commitment can create a long-term value between the organization and the employees, it can increase the job satisfaction of the employees, make the

employees more loyal to the organization, follow what organization order to them and understand the condition of the organization.

### **c. Component of Commitment**

According to Mcshane and Glinow (2009) there are several factor that can improve the commitment those are;

#### **1. Justice and support**

The justice and support that received from both organization and co-workers considered to help improve the commitment of the employees.

#### **2. Shared values**

When the employees and organization shared the same values, the employees tend to easy to adapt with the organization and make the employees comfortable.

#### **3. Trust**

The trust that shared by both employees and organization can improve the employees performance, the more the trust that put by employees toward organization the more loyal the employees to the organization.

#### **4. Organization Comprehension**

Organization comprehension refers to the understanding of the employees toward the organization. The understanding here refers to the strategy, dynamic, social and physical layout.

According to Supriyanto (2000) there are several factors that can influence employee commitment, those are;

#### **1. Personal factor**

Personal factor influd; job expectation, psychological contract, job choice factors, and personal characteristic. These factors can establish the basic commitment of the employees toward organization

2. Organization factor

Organization factor include; initial work experience, job scope, supervision, and goal consistency organizational. These factors can improve the responsibility of the employees.

3. Non-organizational factor

Non-organizational factor include availability of alternative jobs. This mostly comes from the outside of the organization. If there is an availability of other jobs that the employees think better than organization offer to them, the possibility of employees to leave their previous job is very high.

**d. Theory of Commitment**

Based on an expert there are several components of organizational commitment. First, according to Allen and Mayer (1997) organizational commitment divided into three elements those are;

1. Affective commitment

Affective commitment represent the desire of employees to stay in an organization. The employees can get the affective commitment in organization caused by the experiences that they get during work which increases their feeling of challenge and comfort in an organization.

2. Continuance commitment.

Continuance commitment is employees' consideration of the cost of leaving an organization will be high. In this component, the employees stay in organization causes by their considerations about their sacrifice.

3. Normative commitment

Normative commitment represents the feeling of employees who think stay in an organization is their obligation. Employees remain in organization cause it's their obligation to stay in organization consider how much organization do for them.

Second, Mowday *et al.* (1982) divided commitment into three component, those are

1. Strong trust and acceptance of organizational goals and values. Worker trust, and accept the goal and values of an organization and keep it as the guidance for them in term of work-related behavior.
2. The desire to strive for organization. The worker put their hard work to perform the superior performance of the organization.
3. The desire to remain as a part of an organization. The worker will do anything and engage with organization activities to keep become the member of the organization.

Third, Kanter and Kantrowitz (2002) also divided commitment into three categories those are;

1. Continuous commitment is a commitment that related to the dedication of the worker to an organization. They dedicate themselves to the organization and can sacrifice anything for organization successful.
2. Cohesion commitment is commitment created by the relationship between organization and worker. In here the worker the organization norm is excellent and beneficial for both the worker and the organization.
3. Control commitment is commitment created by the worker feeling that the norm and the values of the organization following the worker wants.

This research will use the theory from Allen and Meyer (1997) as the measurement to measure employees' commitment in Rumah Sakit Condong Catur (RSCC) Yogyakarta. The measurement for commitment are; affective commitment, continuance commitment and normative commitment.

#### **4.2.9 Job Performance**

Performance is one indicator of organization successful. Every organization wants to be success that is why they keep doing their best to make a good performance. There are a lot of things to do to have that excellent performance. Besides that maintaining the excellent performance is not an easy way. Many barriers come from inside or outside the organization. That is why the organization must be careful to choose their action.

##### **a. Definition of Job Performance**

Job performance is an action taken by the member of the organization based on the standard measurement to improve and evaluate organizational performance. Schwirian (1978) model of nurse job performance took a lead of nurse job performance measurement. Schwirian (1978) define the job performance as the job that done in accordance to establish standards. Campbell *et al.* (1993) define performance as the behavior or action to reach an organizational goal. Bernardin and Russell (2003) determine performance as the record of outcome produced on a specified job function or activity during a specified time.

##### **b. Importance of Job Performance**

According to Hellriegel *et al.* (2004) Job performance is the essential part of effectiveness of human resource management, it is the form of performance assessment and management for the developmental intervention in HR portfolio. According to Amstrong (2004) the objective of job performance is to make the employees aware and responsible for business improvement, skill improvement and their contribution to the organization. Amstrong (2004) also explain the benefit and objective of job performance in several points below;



1. Reach the goals of organization
2. As the promoter of change agent
3. Increase the motivation and commitment of the employees
4. Make the employees develop their skill
5. Develop the relation between the employees and employers
6. Make work framework that makes organization easy to achieve their goals
7. Focus on competency needed

In job performance there is a job analysis, job analysis is the process of collecting and obtaining the information related to job by determining the duties, task and activities. There are two types of job analysis those are;

1. Job description

Job description is a written statement about the employees' duties, responsibilities and task.

2. Job specification

Job specification is the written statement about employees' knowledge, skill, and abilities.

Having good job performance is important for the organization. Its help organization to compete with another competitors. The job performance of the employees is the crucial thinks that must be consider by the organization, since the employee performance can influence the performance of the organization. If the employees have good performance then the probability of the organization to have goof performance is very high. Based on Mangkunegara (2013) there are two aspect of job performance, those are;

1. Ability

Employees' ability consist of employees' intelligence quotient (IQ) and employees' skill and knowledge in the field. Those employees who have IQ above average (110-120) with suitable

education background that accordance with their job description and they have skill to do their job, those employees tend to have good performance and easy to reach performance objective that set by organization.

## 2. Motivation

Motivation formed from the attitude of employees in dealing with work situation. Motivation is something that make employees moved to reach organization goals and objectives.

Those aspect can maintain the employees' good performance in organization. If organization aware about those aspect, then the aspect also can be used as the consideration for improving the performance of the employees in an organization.

### **c. Component of Job Performance**

According to Swanson (2005), there are ten indicators of employees' job performance those are;

1. Quality of work refers to the employees' achievement of work quality that according to the standard that applies to an organization.
2. The quantity of work refers to the amount of work that done by employees in a given period
3. Job knowledge refers to employees' understanding related to work procedure and technical information regarding the work
4. Dependability refers to employees' ability to finish task effectively in a given period
5. Adaptability refers to employees' ability to adapt and respond to the condition and change in the workplace
6. Initiative refers to employees' ability to find new ideas related to work
7. Problem-solving refers to employees' ability to take action to overcome the problems appears in the workplace

8. Attendance, something related to the attendance of the employees.
9. Cooperation refers to employees' ability to work together and participate with other employees.

#### **d. Theory of Job Performance**

Base on experts there is several components used to measure job performance. First, according to Bernardin and Russel (1993), six factors can be used to measure the job performance, those are;

1. Quality is the level in which the employees' work process or outcome near to perfect.
2. Quantity is employees' work outcome can be shown in currency units, volume, or cycles of the completed activities.
3. Timeliness is the level in which the employees complete the job on time and can refer to the employees manage the working time well.
4. Cost-effectiveness is the level at which organizational resources, such as people, technology, and raw material can be maximized well, obtain profit and reduce losses.
5. The interpersonal impact is the level in which the employees able to develop feelings of mutual respect, and corporate each other.
6. Need for supervision is the ability of the employees to perform well without supervision from the company.

Second, Dessler (2008) elaborate the measurement of the employees job performance into several points, those are

1. Quality  
Includes the accuracy of work, and the carefulness doing the work.
2. Productivity

This refers to the number of work done by the employees.

3. Knowledge about work itself

Knowledge about work refers to the knowledge of employees regarding the practical and technical knowledge about particular work

4. Trustworthiness

Trustworthiness refers to the trust that employees put to the organization, organization to employees and employees with another employees.

5. Availability

Availability here refers to presence of the employees during working time

6. Freedom

Freedom here means the ability of employees work without the supervisor.

Third according to Mathins and Jackson (2010) there are four components of job performance those are;

1. Output quantity

The output quantity in here refers to the number of production or the result of the employees work in number.

2. Output quality

Output quality refers to the work quality of the employees. Mostly measure from the accuracy of the job result with the standard, the work discipline, and obedience towards rules

3. Punctuality

Punctuality refers to the ability of the employees to finish the job in a given time.

4. Presence

Presence here refers to the attendance of the employees during work, time when the employees come to the work place and time the employees leave the work place.

#### 5. Ability to work together.

Ability to work together refers to employees' ability to perform a job in a group with their co-workers to complete particular job. This research will use the theory from Bernadin and Russel (1993) as the measurement to measure job performance in Rumah Sakit Condong Catur (RSCC) Yogyakarta. The measurement for job performance are; quality, quantity, timeliness, cost-effectiveness, interpersonal impact, and need for supervision.

### **2.3 The Relationship Among Variable**

#### **2.3.1 Fairness Performance Appraisal to Commitment**

The first study conducted by Kuvass (2011) who tested the relation between performance appraisal, affective commitment and work performance with regular feedback as the intervening. He used theory from Kuvass (2006) for performance appraisal this theory consider that the indicator of performance appraisal consists of goal setting, employee perception and feedback, theory from Allen and Mayer (1997) for commitment this theory consider the indicator of commitment include of affective commitment, continuance commitment, and normative commitment, but this study only use affective commitment as the indicator for affective commitment and May *et al.* (2002) for work performance this theory consider that the indicator of job performance consists of the work quality, efficiency, and result . The result of his study concludes that performance appraisal has a direct relation with affective commitment only.

The second study that conducted by Salleh *et al.* (2013), in which they tested the relation between fairness performance appraisals toward organizational commitment through job satisfaction. They used theory from Greenberg (1986) for fairness performance appraisal this theory

consider that fairness performance appraisal consists of distributive, procedural and interactional justice but this study only use distributive and procedural justice as the indicator, Allen and Mayer (1997) for organizational commitment this theory consider the indicator of commitment consist of affective commitment, continuance commitment, and normative commitment and Thurston (2001) for job satisfaction this theory consider that the indicator of job satisfaction include of motivation, money, and recognition. The conclusion of their study showed that the relation between the fairness of performance appraisal toward organizational commitment is significantly positive.

The fourth study conducted by Krishman *et al.* (2018). They tested the relation between perceived fairness of performance appraisal system on employees' organizational commitment. They used theory from Salleh *et al.* (2013) for perceived fairness which has three measurements, distributive justice, procedural justice, and interactional justice, and theory from Meyer and Allen (1993) for organizational commitment which has three measurements as well, those are, affective commitment, continuance commitment and normative commitment. The result of their study concludes perceived fairness of organizational commitment positively influence organizational commitment.

The fifth study conducted by Ahmed *et al.* (2013) who tested the relation between perceived fairness in performance appraisal toward organizational commitment and work performance. They used theory from McFarlin (1997) for fairness of performance appraisal, theory from Allen and Meyer (1997) for Organizational commitment and theory from Motowidlo and Scotter (1994) for work performance. The result of the study; there were strong relationship between perceived fairness in performance appraisal toward organizational commitment.

The sixth study conducted by Iqbal *et al.* (2016) who tested the relation between perceived fairness of performance appraisal system and job satisfaction toward commitment. They used theory from Goff (1992)

for fairness of performance appraisal, theory from Breckler (1984) for job satisfaction and theory from Meyer and Allen (1997) for organizational commitment. The result of their study were both perceived fairness in performance appraisal and job satisfaction influence the organizational commitment.

*H1: There is a significant relation between fairness performance appraisals toward employee commitment*

### **2.3.2 Job Satisfaction to Commitment**

The first study conducted by Lumley *et al.* (2011). They tested the relationship between job satisfactions towards the organizational commitment of information technology employees. They used theory from Spector (1997) for job satisfaction, this theory consider that the indicator of job satisfaction consist of Pay, promotion, supervision, fringe benefit, contingent rewards, operating procedures, co-workers, nature of work, communication and theory from Allen and Meyer (1997) for organizational commitment who consider three indicators that influence organizational commitment those are; affective commitment, normative commitment, and continuous commitment. The result of the study indicated that there is a high correlation between job satisfaction and employees commitment

The second study conducted by Iqbal *et al.* (2016) who tested the relation between perceived fairness of performance appraisal system and job satisfaction toward commitment. They used theory from Goff (1992) for fairness of performance appraisal, theory from Breckler (1984) for job satisfaction and theory from Meyer and Allen (1997) for organizational commitment. The result of their study were both perceived fairness in performance appraisal and job satisfaction influence the organizational commitment.

The third study conducted by Dachapalli (2016), in which they tested the relation between job satisfactions towards organizational commitment among South African police service employees. They used theory from Griffin and Bateman (1986) for job satisfaction who considers the indicator of job satisfaction consist of satisfaction with work, supervision, payment, benefits, promotion opportunity, working condition, coworkers and organization practices. Theory from Allen and Mayer (1990) for organizational commitment who consider three indicators that influence organizational commitment those are; affective commitment, normative commitment, and continuous commitment. The result of this study revealed that not all of the indicator of job satisfaction influence organizational commitment, most of the employees feel dissatisfaction with their payment.

The fourth study conducted by Agrawal and Gangai (2014) who tested the relation between job satisfaction and organizational commitment. They used theory from Allen and Meyer (1990) for organizational commitment and theory from Spector (1997) for job satisfaction. The result of their study was, job satisfaction only influence affective and normative commitment but not continuance commitment.

*H2: There is a significant positive relationship between job satisfactions towards commitment*

### **2.3.3 Commitment and Job Performance**

First, a research study that conducted by Syauta *et al.* (2012), in which they tested the relation between organizational cultures, organizational commitment through job satisfaction towards employee performance. They used theory from Walach (1983) for organizational culture which consists of bureaucracy, innovative and supportive culture, theory from Allen and Mayer (1997) for organizational commitment which includes of affective commitment, continuance and normative



commitment, theory from Luthans (2006) for job satisfaction include of work itself, salary, promotion opportunities, supervisor and colleagues, and theory from Bernardin and Russel (1993) for employee performance which consist of quality, quantity, timeliness, cost-effectiveness, interpersonal impact and need for supervision.

Second, research that was conducted by Maryann *et al.* (2008), in which they tested the relation between organizational commitment and employee performance. They used theory from Gardner (1986) for commitment this theory consider that the indicator of commitment consists of occupational commitment and theory from Schiwirian (1987) for job performance this theory consider that job performance include of leadership, critical care, teaching/collaboration, planning/evaluation, interpersonal /communication, and professional development. The conclusion of the study showed that the relationship between employee commitments towards employee performance is significantly positive.

Third, research that was conducted by Memari *et al.* (2013) in which they tested the relation between career commitment and performance. They used theory from Allen and Mayer (1997) for an organizational commitment this theory consider the indicator of commitment consist of affective commitment, continuance commitment and normative commitment and theory from Williams and Anderson (1991) for performance, this theory considers that the indicator of performance consists of quantity and quality of the production. The conclusion of their study showed that the relationship between organizational commitment and employee performance is significantly positive.

Fourth, a research study conducted by Al-Ahmadi (2008) who tested the relation between organizational commitment and job satisfaction towards self-reported performance. He used theory from Mowday (1979) for commitment this theory consider that the indicator of commitment consists of identification, involvement and loyalty, theory from Weiss *et al.* (1967) and Subhas (1993) for performance this theory consider that

the indicator of performance consists of effort, communication, development, and evaluation. The result of his study concludes that organizational commitment has a significant relation with self-report performance.

Fifth, a study was conducted by Lee *et al.* (2010). They tested the relation between goal orientation and organizational commitment towards job performance. He used theory from Mayer (1993) for the commitment this theory consider that the indicator for commitment consists of affective commitment, continuance commitment and normative commitment, and theory from Campbell (1990) for performance. This theory considers that the indicator for performance consists of task, duties, and responsibilities. The result of their study concludes that organizational commitment doesn't influence job performance.

Sixth, a study was conducted by Shah (2010) who tested the relation between job satisfaction and organizational commitment toward job promotion. He used theory from (Allen and Mayer 1991) this theory consider the indicator of commitment consist of affective commitment, continuance commitment and normative commitment and Campbell (1990) for performance this theory consider that the indicator of performance includes of task, duties, and responsibilities. The result of his study concludes that organizational commitment and job promotion have a positive and significant relation to employee career commitment.

*H5: There is a significant relationship between employee commitments towards job performance*

#### **2.3.4 Fairness Performance Appraisal on Job Performance**

The first research study was conducted by Kumari (2013) who tested the impact of fairness of performance appraisal on employee performance. He used theory from Greenberg (1989) for fairness of

performance appraisal who measured by procedural justice and procedural justice and theory from Bricker (2002) for employee performance which was measured by, decision making, trust, subordinate and performance rating. The result of this study was fair performance appraisal has positive significant effect to employee performance.

The second study was conducted by Warokka *et al.* (2012) who tested the relation between organizational justice in performance appraisal and work performance. They used theory from Greenberg (1986) for organizational justice in performance appraisal those are distributive justice, procedural justice and interactional justice, and theory from Aguin (2007) for work performance which measured by task and contextual performance. The result of this study showed that organizational justice in performance appraisal help to increase employee performance.

The third research study conducted by Kaleem *et al.* (2013) who tested the relations between organizational justice in performance appraisal system and job satisfaction on work performance. They used theory from Greenberg (1986) for organizational justice, spector (2001) for job satisfaction and May *et al.* (2002) for performance this theory consider that the indicator of performance consists of timeliness, responsibility, discipline, and management. The result of the study concludes that performance appraisal strongly influences work performance.

The fourth study that was conducted by Okolocha and Baba (2016) in which they tested the relation between performance appraisals toward employee performance. They used theory from Dessler (2008) for performance appraisal this theory consider that the indicator for performance appraisal consists of administrative capacity, training and expertise, enthusiasm in job performance, motivation in job performance, and loyalty to the institution and theory from Amstrong (2003) this theory consider that the indicator for performance consist of quantity,

quality, presence, timeliness, and cooperativeness. The conclusion of their study showed that the relationship between performance appraisal and employee performance was significantly positive.

The fifth study that was conducted by Iqbal *et al.* (2013) in which they tested the relation between performance appraisals toward employee performance. They used theory from McMaster (1994) for performance appraisal this theory consider that the indicator for performance consist of strategic objective, plan of performance development and evaluation, Campbel (1993) for performance this theory consider that the indicator for performance include of task, duties and responsibilities and Kunz and Pfaff (2002) for motivation this theory consider that the indicator for motivation consists of exciting work, age and relationship with supervisor and college. The conclusion of their study showed that the relation between performance appraisals towards employee performance was significantly positive.

*H4: There is a significant relation between fairness performance appraisals towards employee performance*

### **2.3.5 Job Satisfaction on Job Performance**

The first study conducted by Than *et al.* (2016) who tested the relationship between job stress, involvement, and job satisfaction toward job performance of Garment employees from 10 corporations. They used theory from Spector (1997) for job satisfaction, who consider pay, promotion, supervision, fringe benefit, contingent rewards, operating procedures, co-workers, nature of work, communication as a factor that influences job satisfaction. Theory from Lazarus (1991) for performance who consider anxiety, and appraisal process as something that influences performance. The result of this study indicated that all the hypotheses are significantly positive.

The second research study was conducted by Shore and Martin (1989) who tested the relation between job satisfactions on work

performance. They use theory from Chen and Silverthone (2008) for job satisfaction who consider a reward system, power distribution individual differences, self-esteem and focus of control as the factor that influences job satisfaction. Theory from Campbell (1983) for performance who consider task, duties, responsibilities, as a factor that can affect work performance. The result of this study indicated that all of the researcher's hypotheses are supported

The third study conducted by Ahmed *et al.* (2010) who tested the relation between job satisfaction through commitment on job performance. He used theory from Spector (1997) for job satisfaction, theory from Allen and Mayer (1997) for organization commitment and theory from Campbell (1990) for job performance. The result of the study was job satisfaction has negative influence on job performance.

*H5: There is a significant relation between Job satisfactions towards employee performance*

### **2.3.6 Fairness of Performance Appraisal and Job Satisfaction on Commitment**

The first study conducted by Crow *et al.* (2011) who tested the relation between organizational justice and job satisfaction towards organizational commitment. They used theory from Meyer (1989) for organizational commitment, theory from Tyler (1990) for organizational justice and theory from Spector (1997) for job satisfaction. The result of the study was, both organizational justice and job satisfaction has positive relationship towards commitment.

The second study conducted by Iqbal *et al.* (2016) who tested the relation between fairness of performance appraisal evaluation, job satisfaction towards commitment. They used theory from Carrol and Schneier (1982) for fairness of performance appraisal evaluation, theory

from Wicker (1996) for job satisfaction and theory from Meyer and Allen (2004) for organizational commitment. The result of this study showed that both fairness of performance appraisal evaluation and job satisfaction has significant relationship towards commitment.

*H6: There is a significant positive relationship from fairness of performance appraisal and job satisfaction on employees' commitment*

### **2.3.7 Fairness of Performance Appraisal and Job Satisfaction on Job Performance**

The study conducted by Kaleem *et al.* (2013) who tested the relation between organizational justice in performance appraisal and satisfaction toward work performance. They used theory from Steensma and Visser (2007) for job satisfaction, theory from Suliman (2007) and Moorman (1991) for organizational justice, and Kuvas (2007) for work performance. The result of this study was, both organizational justice and job satisfaction increase work performance of employees.

*H7: There is a significant relation from fairness of performance appraisal and Job satisfactions on job performance*

### **2.3.8 Fairness of Performance Appraisal through Commitment on Job Performance**

The first study conducted by Ahmed *et al.* (2013) who tested the relation between fairness of performance appraisal towards organizational performance. They used theory from Mcfarlin (1997) for fairness of performance appraisal, theory from Allen and Mayer (1997) for organizational commitment and theory from Motowidlo and Scotter (1994) for organizational performance, the result of this study was, there was a significance positive relation between fairness of performance

appraisal towards organizational performance, and organization commitment make the relation become stronger

The second study conducted by Solihin and Pike (2009) who tested the relation between fairness in performance evaluation, toward trust, commitment and performance. He used theory from Greenberg (1990) for fairness if performance evaluation, theory from Reina and Reina (1999) for trust, theory from Mowday (1996) for commitment and theory from Campbell (1990) for performance. The result was, fairness of performance appraisal has direct positive influence on performance.

The third study was conducted by Kuvas (2011) who tested the relation between performance appraisal, and regular feedback towards work performance with affective commitment as the intervening. He used theory from Kuvas (2007) for performance appraisal, theory from kuvas (2006) for regular feedback, theory from Mayer and Allen (1997) for organizational commitment and theory from May *et al.* (2001) for work performance. The result of this study was with or without commitment performance appraisal had positive significance relation towards job performance.

*H8: Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence of fairness of performance appraisal on job performance without commitment as the intervening.*

### **2.3.9 Job Satisfaction Through Commitment on Job Performance**

The first study conducted by Samwel (2018) who tested the relation between job satisfactions towards job performance through commitment as the intervening. He used theory from Aragin *et al.* (2007) for job satisfaction, theory from Armstrong (2005) for commitment, and theory from Rizov (2009) for job performance. The result of this study was there

is positive significance relation between job satisfactions through performance although without commitment.

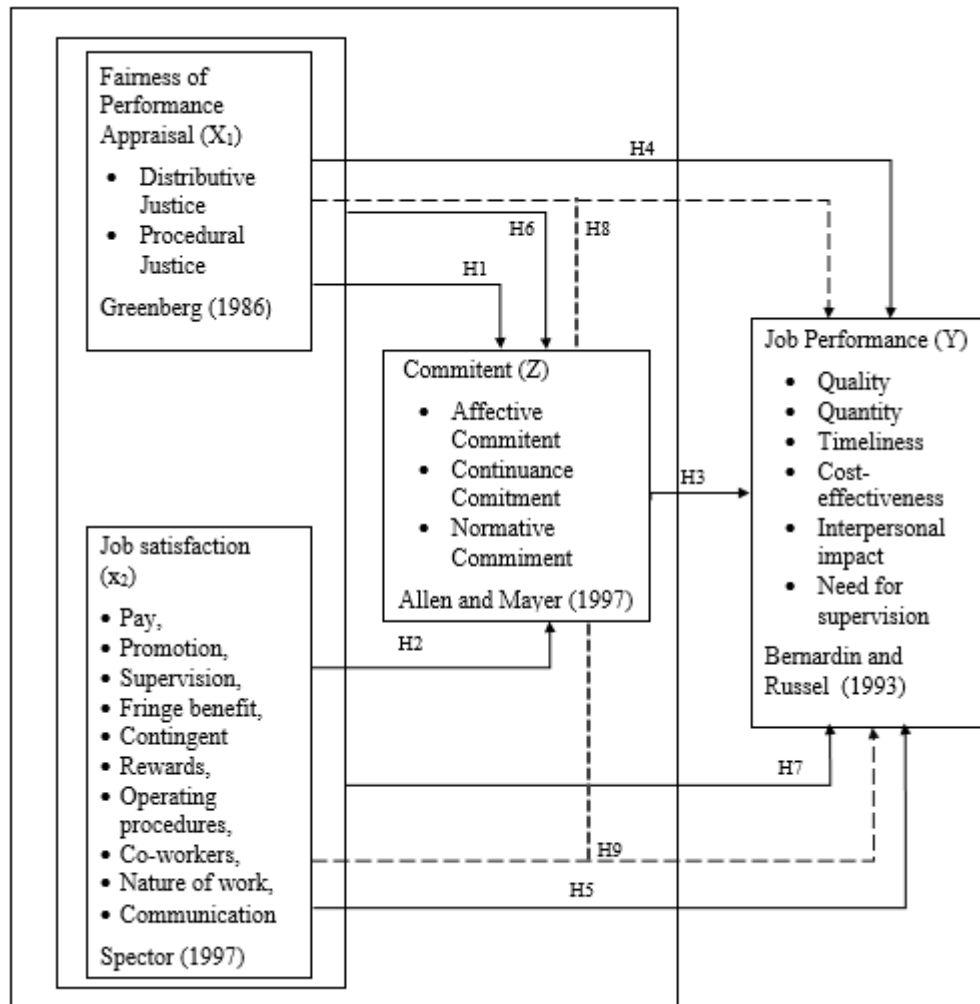
Second, study conducted by Shore and Martin (1989) who tested the relation between job satisfaction through organizational commitment on performance and turnover intention. They used theory from Van de Ven and Ferry (1980) for job satisfaction, theory from Mowday *et al.* (1979) for organizational commitment, theory from Scarpello and Campbell (1983) for performance. The result of the study was job satisfaction has positive significant effect on job performance and organizational commitment make it stronger.

*H9: Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence of fairness of performance appraisal on job performance without commitment as the intervening.*



## 2.4 Research Framework

Research framework for this research study is presented below:



**Picture 2.1**

Explanation

Independent Variable	(X <sub>1</sub> ): Fairness of performance appraisal
Independent variable	(X <sub>2</sub> ): Job satisfaction
Dependent variable	(Y): Job performance
Intervening variable	(Z): Commitment

## 2.5 Research Hypotheses

1. There is a positive significant influence on employee's fairness performance appraisal towards employee commitment
2. There is a positive significant influence of Job satisfactions toward employee commitment
3. There is a positive significant influence of employee's commitment toward employee's job performance
4. There is a positive significant influence of fairness of performance appraisal on job performance
5. There is a positive significant influence of job satisfaction on job performance.
6. There is a positive significant influence of fairness of performance appraisal and job satisfaction on commitment
7. There is a positive significant influence of fairness of performance appraisal and job satisfaction job performance.
8. Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence of fairness of performance appraisal on job performance without commitment as the intervening.
9. Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence of fairness of performance appraisal on job performance without commitment as the intervening.

## **CHAPTER III**

### **RESEARCH METHOD**

#### **3.1. Research Approach**

This study will use a deductive approach or a quantitative approach, and it provides the answer to what will study, how to study and where to study. According to Creswell (2013), a quantitative research study is a method of research to study a particular theory by examining the relationship between each variable. Additionally. In this scenario, the researcher tests the theory by specifying narrow hypotheses and the collection of data to support or refuse the hypotheses (Creswell 2013).

#### **3.2. Research Site**

In this research study, the researcher decides to examine the variable in one of a hospital in Jogjakarta, i.e., Rumah Sakit Congdong Catur. The location of Congdong Catur Hospital (RSCC) is located in Congdong Catur, Sleman, Yogyakarta in a strategic area and easy to reach, located at Jl. Mangosteen No. 6, Gempol, Congdong Chess, Sleman, Yogyakarta. Located approximately 200 meters from the main road (north ring road), thus ensuring quietness for the patients which is expected can improve and speed up the healing process.

Congdong Catur Hospital (RSCC) is a D type public hospital established by PT. Karya Mitra Pratama was inaugurated on 30 June 2006 and has a permanent operational license from the Sleman Yogyakarta District Health Office. In September 2016, Congdong Catur Hospital (RSCC) has passed PERDANA accreditation of Joint Commission International (JCI) version for Special Program that included:

1. Staff Education Qualification (KPS)
2. Patient and Family Rights (HPK)
3. Patient Safety Goals (SKP)
4. Control and Prevention of Infection (PPI)

### **3.2.1. Vision**

To become the number one choices of a hospital in Yogyakarta

### **3.2.2. Mission**

- i. Able to become a Hospital that is trusted by the community by professionally providing health services.
- ii. Able to reach all levels of society, including preventive, promote, curative and rehabilitative measures.
- iii. Able to establish cooperation in the field of health services with various related parties.
- iv. Able to provide satisfaction to internal and external customers.
- v. Able to create a disciplined working climate and uphold the professionalism of work by improving the quality of human resources which always follow the development of science and technology.

## **3.3. Research Variable**

### **1. Independent Variable**

Independent variables are those that probable cause, influence or affect outcomes (Creswell, 2009). The independent variables in his research study will be fairness performance appraisal ( $X_1$ ) and Job satisfaction ( $X_2$ ). In this research, researcher use theory from Greenberg (1990) for the fairness of performance appraisal and Spector (1997) for job satisfaction.

Greenberg (1990) define performance appraisal as the tools that organization use to monitor and evaluate their performance, Greenberg (1990) stated that to measure the fairness of performance appraisal, the rater must consider the procedure and the result of the performance appraisal.

According to Spector (1997) job satisfaction is factors that use by the company to make the employees enthusiast and feel encouraged to do their job. Spector (1997) measure the job satisfaction base on Pay, promotion, supervision, fringe benefit, contingent rewards, operating procedures, co-workers, nature of work, and communication.

## **2. Dependent Variable**

Dependent variables are those that depend on the independent variable; they are the outcomes or results of the influence of the independent variables (Creswell, 2009). The dependent variable will be job performance (Y). Since the research will be conducted in healthy industry this research use theory from Bernardin and Russel (1993).

According to Bernardin and Russel (1993) job performance is the level in which the employees finish the job near with standard applied in the company. Bernardin and Russel (1993) measure job performance using six measurements those are; quality, quantity, timeliness, cost-effectiveness, interpersonal impact and need for supervision.

## **3. Intervening**

Intervening or mediating variables are the variables that stand between independent variables and dependent variable. And they mediate the effects of the independent variable on the dependent variable (Creswell, 2009). Intervening variable in this research study will be employees' commitment (Z).

This research will use theory from Meyer and Allen (1997). According to Meyer and Allen (1997), organizational commitment is the bond between the employees and organizational that makes the employees feel hesitate to leave the organization and willing to sacrifice anything for organization successful.

### **3.4.Operational Variable**

#### **3.4.1. Fairness of Performance Appraisal**

Base on Greenberg (1986) the process and the result of performance appraisal is the most important one to determine the justice of the performance appraisal in an organization. Performance appraisal can be said as the fair performance appraisal when the worker knows the performance standard, and it links to career interest and career path. Greenberg (1986) explain the dimension of justice in performance appraisal categorize into two dimensions, those are;

1. Distributive justice definition refers to the fairness of the outcomes receive that related to individual work performance.
  - a. Receive feedback after performance appraisal
  - b. Recommendation for salary based on rating
  - c. Recommendation for promotion based on score.
  - d. Satisfied with the result of performance appraisal
2. Procedural justice definition refers to the fairness of performance appraisal procedure that used to determine the ratings.
  - a. Soliciting input before evaluation and using
  - b. Soliciting the standard towards the employees before performance appraisal conducted
  - c. Employees satisfied with the process of performance appraisal.

This study uses the instrument from Greenberg (1986) for the fairness of performance appraisal, six questions will be addressed to employees. The answer points will be accompanied with several items of the fairness of performance appraisal questions in the questionnaire. Each point answers on the questionnaire determined using a Likert scale.

<b>Answer</b>	<b>Score</b>
Very Strongly Agree	6
Strongly Agree	5
Agree	4
Disagree	3
Strongly Disagree	2
Very Strongly Disagree	1

### **3.4.2. Job Satisfaction**

Job satisfaction refers to the employees' attitude towards their work which can influence the ways they behave and finish their work. According to Spector (1997), job satisfaction involves the employee's emotion and affect towards organization wellbeing, turnover, and organization productivity. Spector (1997) also defined job satisfaction as employees feeling toward their jobs, and reflected into attitude as their reaction and perception about their job which can influence the degree of fit between the employees and the organization. Job satisfaction consists of several component, those are;

- a. Pay, indicate a number of salary or wages in return for employee performance that given by the organization.
  1. Salaries received are following the work given
  2. The salary given is quite adequate with the economic condition
  3. Salary offered is sufficient to meet the needs of life
- b. Promotion is a condition in which a company applies promotion for each period.
  1. The company has a clear promotion system or career path
  2. The company provides fair promotion opportunities

3. The company offers promotional opportunities according to employees' competence
  4. The company provides promotional opportunities based on performance
- c. Supervision
1. Organization provide input related to the task performed by the employees
  2. Organization give work motivation to employees
  3. Organization provide assistance related to the task that is difficult for employees
- d. Contingent rewards is an additional variable that is usually related to employees' salary right and incentive given according to employees performance
1. There is recognition/appreciation for employees for the work of those who have high attendance discipline
  2. There is recognition/appreciation for employees for the work of those who obey work procedures
  3. There is recognition/appreciation for employees for the work of those who complete the work on time.
- e. The fringe benefit is organization treatment for employees who have more potential performance
1. Special allowances are given following applicable company regulations
  2. There are special benefits not provided by other companies
  3. The provision of benefit makes me more loyal to the company.
- f. Operating procedures indicate as the adaptability of the employees towards their working environment
1. Work atmosphere encourages employees to work
  2. Work procedures make employees easy to finish work
  3. Comfortable doing work
- g. The co-worker is the interaction between employees to meet social needs



1. Co-workers provide support to complete work
  2. Co-workers offer assistance related to the task that is felt difficult by other colleagues
  3. Comfortable with colleagues at work
- h. Nature of work, this is related with the challenge that each job have and how it can increase the creativity of employees
1. Work is easy to complete
  2. There is an opportunity to be creative in completing work
  3. There is involvement in designing the work
- i. Communication is the interaction of the employees in achieving the company's vision effectively.
1. Communication is well built in the company
  2. There are regular meeting to clarify work
  3. The company tells what is happening with the company's current condition
  4. Work assignment to employees is fully explained.

This study will use an instrument for job satisfaction that develops by Spector (1997), which will be measured using 36 questions that will be addressed to employees. The answer points will be accompanied with several items of the job satisfaction question in the questionnaire. Each answers point on the questionnaire will be determined using a Likert scale.

Answer	Score
Extremely Very Good	6
Very Good	5
Good	4
Acceptable	3
Bad	2
Very bad	1

### 3.4.3. Commitment

Organizational is the sense of belonging from the worker to organization. According to Meyer and Allen (1997), organization commitment refers to the psychological construct that employees have toward organization which showed the strong bond between organization and employees, and the strong desire of the employees to contribute in helping organization to achieve their goals. Organizational commitment has three components, and those are;

1. Affective commitment refers to an individual's emotional approach to engagement with the organization so that the individual will feel noticed by the organization. Affective components relate to emotional, employee identification and involvement within an organization.
  - a. This company has a great meaning to private life
  - b. There is pride in working for this company
  - c. Problems that exist within the company also become a personal matter
2. Continuance commitment is the inner bond that individuals have to survive in the organization so that the individual feels the need to always be with the organization. This commitment is based on the perception of the employee about the loss that will be experienced if leaving the organization
  - a. Staying in this company is a personal need
  - b. Weighing hearts leave this company
  - c. Worry about what might happen if you stop working in this company
3. Normative commitment is a mandatory feeling of the individual to survive in the organization. The normative is an employee's sense of the obligation he or she has to give to the organization, and it is the right thing to do.

- a. The better now is to keep working in one company
- b. One reason for continuing to work with this company is to believe that loyalty is essential
- c. Feeling confident with this job will give you a bleak future

This study uses a theory that was discovered by Mayer and Allen (1997), which will be measured using 9 items of questions. The answer points will be accompanied with several items of the Organizational Commitment question. Each answer point will be determined using a Likert scale.

Answer	Score
Very Strongly Agree	6
Strongly Agree	5
Agree	4
Disagree	3
Strongly Disagree	2
Very Strongly Disagree	1

#### 3.4.4. Job Performance

Job performance is an action taken by the member of the organization based on the standard measurement to improve and evaluate organizational performance. Bernardin and Russel (1993) define the job performance as the report of employees' performance for what they have done and achieved while working in a particular period. The measurement of job performance based on Bernardin and Russel (1993) are;

1. Quality is the level in which the employees' work process or outcome near to perfect.

- a. Ability to work according to standard
  - b. Ability to work according to target
  - c. Accuracy in work
2. Quantity is employees' work outcome can be shown in currency units, volume, or cycles of the completed activities.
  - a. Ability to work to meets the target
  - b. Ability to work according to organization expectations
  - c. Obedience to work procedures
3. Timeliness is the level in which the employees complete the job on time and can refer to the employees manage the working time well.
  - a. Ability to work on time
  - b. The ability to use rest time wisely
  - c. The ability to make the decision wisely
4. Cost-effectiveness is the level at which organizational resources, such as people, technology, and raw material can be maximized well, obtain profit and reduce losses.
  - a. Ability to minimize errors while working
  - b. Ability to save company expenses
  - c. Ability to maintain company infrastructure
5. The interpersonal impact is the level in which the employees able to develop feelings of mutual respect, and corporate each other.
  - a. The ability to build a comfortable atmosphere with co-workers
  - b. Ability to appreciate co-workers' performance
  - c. The ability to corporate with co-workers
6. Need for supervision is the ability of the employees to perform well without supervision from the company.
  - a. Ability to work independently without supervision
  - b. Ability to be responsible for work
  - c. Ability to work following the working hours

This study uses a theory from Bernardin and Russel (1993), which will be measured using 18 items of questions. The answer points will

accompany several items of the job performance question in the questionnaire. Each answer point on the questionnaire will be determined using a Likert scale.

<b>Answer</b>	<b>Score</b>
Extremely Very Good	6
Very Good	5
Good	4
Acceptable	3
Bad	2
Very bad	1

### **3.5. Population and Sample**

#### **3.5.1. Population**

Quantitative research must have a population as the sample. According to Sekaran (2006) define the population as a group of people, or event that the researcher has the interest to study. The population of this research will be the permanent staff in Rumah Sakit Condong Catur. The population of the employees is 187 with no doctors included.

**Table 3.1**  
**Number of Employees**

No	Unit	Total
1	Finance	8
2	Cashier	8
3	Marketing	2
4	EDP	3
5	Logistic	2
6	Sanitation	2
7	Maintenance	5
8	Secretary	2
9	Registration	9
10	Medical records	6
11	Therapist	11
12	Radiology	4
13	Driver	3
14	Security	5
15	Cleaning services	14
16	Linen	5
17	Nurse	64
18	Nursing assistant	3
19	Laboratory	8
20	Courier	8

21	Pharmacy	14
Total		187

Source: Primary data that had been processed in 2018

### 3.5.2. Sample

According to Sekaran (2006) sample is a part of the population. Sample gained from the population. In this research, the researcher will use the census method to collect the data as many as 187 sample.

## 3.6. Source of Data

### 1. Primary Data

According to Sekaran (2003), primary data is that obtained from the firsthand that related with the purpose of researcher's research study. In this research study, primary data will be obtained from the questionnaire. The questionnaire will be distributed toward RSCC permanent worker, which related with respondent identity, and variable that will be studied such as; fairness of performance appraisal, job satisfaction, commitment, and job performance.

### 2. Secondary Data

Secondary data is the data obtained from the information that already exists (Sekaran, 2003). In this research study secondary data obtained from data related with RSS and a previous study that used the same variable as researcher such as; fairness of performance appraisal, job satisfaction, commitment, and job performance.

### 3.7. Data Collection Method

Data will be obtained by distributing questionnaire personally towards workers in RSCC. According to Sekaran (2006) questionnaire is a list of written question that will respondent answer. Commonly questionnaire can be distributed personally, sent personally by mail or electronically administered. In this research study, the questionnaire will be personally administered toward the RSCC permanent worker. The respondent required to answer the questioner that already provided by using a Likert scale. According to Sekaran (2003), a Likert scale is an interval scale that specifically uses the five anchors of strongly disagree, disagree, neither disagree nor agree, agree and strongly disagree.

### 3.8. Instrumental Analysis

#### 3.8.1 Validity Test

Validity in a research study aimed to identify the instrument in the study, whether the instrument can be the good one to use in the research study or not (Creswell 2009). In this research study, the validity will be analyzed through Pearson correlation with SPSS program in windows version 16. The instrument of this research study is a questionnaire. According to Ghazali (2011) questionnaire can be said valid if the question that addressed can reveal something that measures by that questionnaire. Creswell (2009) divide validity into the forms, those are content validity, predictive validity and construct validity.

Azwar (2004) explain the way the measure validity of research that is using Pearson product moment:

$$r_{xy} = \frac{\sum XY - (\sum X)(\sum Y)/n}{\sqrt{[\sum X^2 - (\sum X)^2/n][\sum Y^2 - (\sum Y)^2/n]}}$$

$$r_{xyz} = \frac{\sum XYZ - (\sum X)(\sum Y)(\sum Z)/n}{\sqrt{[\sum X^2 - (\sum X)^2/n][\sum Y^2 - (\sum Y)^2/n][\sum Z^2 - (\sum Z)^2/n]}}$$

Explanation:

$r_{xyz}$  = correlation coefficient



$X$  = item score  
 $Y$  = total score  
 $\Sigma X$  = number of X scores  
 $\Sigma Y$  = number of Y scores  
 $\Sigma Z$  = number of Z score

### 3.8.2. Reliability Test

According to Creswell (2009) reliability in a research study aimed to identify whether the study consistency or not. A questionnaire is considered reliable if the response from respondent is consistent or stable over time (Ghozali, 2009). In measuring the reliability, the researcher will use Cronbach alpha. Cited from (Sugiyono, 2005) Cronbach alpha formula is below;

$$r_i = \left[ \frac{k}{k-1} \right] \left[ 1 - \frac{\sum si^2}{st^2} \right]$$

Explanation:

$r_i$  = Alfa Cronbach

$\sum si^2$  = mean error

$st^2$  = total variance

$k$  = mean between subject and instrument can be said reliably if it has a reliability coefficient for amount 0.60 or more.

## 3.9. Data Analysis Method

### 3.9.1. Classical Assumption Test

Classical assumption test aims to determine whether the regression model is a linear estimator or not. The classical assumption test consists of three those are;

## **1. Normality test**

According to (Ghozali, 2009) the aims of normality test is to know whether in there is a barrier or not in the variable regression. A good regression model is a normal or near to normal of the data distribution. It can say normal if the significance level greater than 0,05. This study will test the normality test since this research using senses method.

## **2. Heteroskedasticity**

According to Chozaly (2009), the heteroskedasticity test aims to test whether the regression model occurs in the uniformity of variance from the residual of one observation to another. If the variance of the residual one observation to another observation remains, then it is called Homogeneity, and if it is different it is called Heteroskidacity. In this study the heteroskedastic test using the graph approach through the glejser test using a significant level of 5 percent. Ghozali (2009) reviewed that basic analysis includes:

- a. If there is a certain pattern, such as the points that exist form a certain pattern that regular (wavy, widened, then narrowed) then indicate there has been heteroskedasticity.
- b. If there is no clear pattern, and the points spread above and below the number 0 on the Y-axis, there is no heteroskedastic.

## **3. Multicollinearity**

According to Ghozali (2009) multicollinearity test aims to test whether the regression model found a correlation between independent variables. A good regression model should not be correlated with independent variables. If independent variables are correlated, these variables are not orthogonal. The orthogonal variable is the independent variable whose correlation value among the independent variables equals zero. To detect

the presence or absence of multicollinearity in the regression model is as follows:

- a. The value of  $r^2$  generated by an estimation of the empirical regression model is very high, but individually many independent variables that do not significantly affect the dependent variable.
- b. Analyze the correlation matrix of independent variables. If there is a relatively high correlation between independent variables (generally above 0.90), then this is an indication of multicollinearity.
- c. Multicollinearity can also be seen from the value of tolerance and variance inflation factor (VIF). If there is a tolerance more significant than 10% or VIF less than 10, then there is no multicollinearity.

### 3.9.2. Multiple Regression Analysis

According to Sekaran (2006), multiple regression analysis uses to test the simulant influence from several variables towards one variable.

The regression equation which has two independent variables is:

$$Y_c = b_0 + b_1X_1 + b_2X_2$$

The regression that used in this research study are;

#### 1. Regression Model I

Regression model I analysis use to know the influence of fairness performance appraisal and job satisfaction toward job performance.

In the linear regression equation, we use the equation  $Y' = a + bX$ .

$$Z = a + b^1X_1 + b_2X_2 \dots \dots \dots (1)$$

Explanation

$Z$  = commitment

$X_1$  = fairness performance appraisal

$X_2$  = job satisfaction

$b_1$  = regression coefficient

$b_2$  = regression coefficient

## 2. Regression Model II

Regression analysis model II used to know the direct influence of fairness performance appraisal and job satisfaction toward job performance.

$$Y_1 = a + b_1X_1 + b_2X_2 \dots \dots \dots (2)$$

Explanation :

Y = job performance

$X_1$  = *fairness performance appraisal*

$X_2$  = job satisfaction

Z = commitment

$b_1$  = regression coefficient

$b_2$  = regression coefficient

## 3. Regression Model III

Regression analysis model 43 used to know the direct influence of variable fairness performance appraisal, job satisfaction, and employees commitment, toward job performance.

$$Y = a + b_1X_1 + b_2X_2 + b_3Z \dots \dots \dots (3)$$

Explanation

Y = job performance

$X_1$  = *fairness performance appraisal*

$X_2$  = job satisfaction

Z = commitment

$b_1$  = regression coefficient

$b_2$  = regression coefficient

$b_3$  = regression coefficient

### 3.9.3. Hypotheses Test

After understanding the regression model, the next step is testing the hypotheses. The explanation below explains the step in the hypothesis test.

#### 1. t-test

According to Sekaran (2003) t-test is done to see if there are any significant

The differences in the means for two groups in the variable of interest. T-test also used to examine the hypothesis, and there are several steps to examine the hypothesis.

- Hypotheses  $H_0$  and  $H_a$   
 $H_a$ : There is an influence of fairness performance appraisal toward employee's job performance of RSCC  
 $H_0$ : There is an influence of fairness of performance appraisal toward job performance but not significantly.
- Determine the significance value ( $\alpha$ ) that is  $\alpha=55$ , or 0,05
- conclusion :
  - a. If  $p > \alpha = H_0$  rejected, which means there is an influence of fairness of performance appraisal toward job performance but not significance
  - b. If  $p < \alpha = H_0$ , means there is a significant influence of fairness performance appraisal toward job performance in RSCC.
- Perform calculations following the statistical approach used, namely by using analysis of variance (ANOVA) on the SPSS 17 program.

## 2. F-test

The step to conduct f-test are below;

- Define the hypothesis  $H_0$  and  $H_a$

$H_0$ : there is an influence of commitment toward job performance but not significantly.

$H_a$ : there is a significant influence of commitment toward job performance.

- Determine significance value ( $\alpha$ ), i.e.  $\alpha=5\%$  or  $0,05$
- Make a conclusion

a. if  $p > \alpha$  =  $H_0$  accepted and  $H_a$  rejected, means there is an influence of commitment toward job performance but not significance.

b. if  $p \leq \alpha$  =  $H_0$  rejected and  $H_a$  accepted, means there is a significant value of employees commitment towards job performance.

- Perform calculations following the statistical approach used, namely by using analysis of variance (ANOVA) on the SPSS 17 program.

### 3.9.4. Path Analysis

Ghozali (2009) explained that the purposed of path analysis is to test the influence of intervening variable among dependent variable and independent variable. Path analysis is a structural analysis which address the casual relationship among variables in a closed system. Path analysis also can be used to measure direct or indirect between independent variable and dependent variable

through intervening variable. Path analysis can be calculated by the equation below:

$$r_{xixj} = \frac{\sum_{i=1}^n x_i x_j - (\sum_{i=1}^n x_i)(\sum_{j=1}^n x_j) / n}{\sqrt{\{\sum_{i=1}^n x_i^2 - (\sum_{i=1}^n x_i)^2 / n\} \{ \sum_{j=1}^n x_j^2 - (\sum_{j=1}^n x_j)^2 / n \}}}$$

Based on the formula of analysis correlation above, it can be analyzed by the path with building simultaneous equation:

$$R_1 r_{12} r_{13} \dots r_{1p} y = R_{p1} r_{p2} r_{pp} c_{py}$$

$$R \times C = R_y$$

Description:

$R_x$  : Correlation matrix between independent variable in a multiple regression model that has the piece 'p' of independent variables in form matrix elements of  $R_{xixj}$  ( $i, j = 1, 2, \dots, p$ ).

$C$  : Coefficient Vector path which shows a direct influence of any intervening variables ( $Z$ ), towards dependent variables ( $Y$ ) (values of coefficients of path equal to the regression coefficient beta)

$R$  : Vector correlation coefficient between independent variables  $X$  ( $i = 1, 2, \dots, p$ ) and dependent variable.

In order to find out the direct influence of the intervening variable ( $Z$ ) towards dependent variable ( $Y$ ), it can be measured by the coefficient of dependent variables. Error influence cannot be explained by a model, incorporated as the errors.

## CHAPTER IV

### DATA ANALYSIS AND DISCUSSION

This chapter discusses data findings and analysis. This chapter consists of data collection result, respondent description, data description data quality test, hypotheses testing result, discussion of the result and the relationship between the research results. The data analysis in this study showed the empirical influence of fairness of performance appraisal and job satisfaction towards job performance with commitment as the intervening at RSCC Rumah Sakit Condong Catur Yogyakarta. The data were obtained from 155 respondents of RSCC employees of total 187 population. The total questionnaire given to respondents was 187 but unfortunately only 155 questionnaire returned.

**Table 4.1 Total Questionnaire**

No.	Sentences	Total	%
1.	Distributed questionnaire	187	100
2.	Returned questionnaire	155	83
3.	Questionnaire that can be process	155	83

\*Source: Primary data processed 2018 (Appendix B, p. 147)

#### 4.1 Data Measurement

##### 4.1.1 Validity Test

**Table 4.2 Total Question for each Variable**

No.	Variable	Total
1.	Fairness of Performance Appraisal	7
2.	Job Satisfaction	36
3.	Commitment	9
4	Job Performance	18
<b>Total</b>		70

\*Source: Primary data processed, 2018 (Appendix A p. 139)

Validity test was calculated based on the variables from, fairness of performance appraisal, job satisfaction, commitment and job performance from the data of 155 respondents and then processed by SPSS 25 for windows. In validity test, the instrument can be said as



valid if the r count is greater than r Table = 0, 1577 (df=N-2, 155-2=153 with  $\alpha = 0,05$ ).

**Table 4.3 Validity Test of Fairness of Performance Appraisal**

No.	Indicators of Fairness of Performance Appraisal	r-count	r-Table	Remark
1.	Respondents receive feedback after performance appraisal.	0,716	0,1577	Valid
2.	Performance appraisal result use as the benchmark of promotion.	0,701	0,1577	Valid
3.	Performance appraisal result use as the benchmark of demotion	0,679	0,1577	Valid
4.	Respondent satisfied with their performance appraisal result	0,657	0,1577	Valid
5.	Measurement of performance appraisal based on performance appraisal standard that have been made.	0,682	0,1577	Valid
6.	Respondents are notified of performance appraisal standard before being assessed.	0,640	0,1577	Valid
7.	Respondent satisfied with their performance appraisal process.	0,673	0,1577	Valid

\*Source: Primary data processed 2018 (Appendix C, p. 178)

The Table above shows that r count for fairness of performance appraisal indicators are higher than r Table. So, all of the indicators are valid and can be used to measure the fairness of performance appraisal variable.

**Table 4.4 Validity Test of Job Satisfaction**

No.	Indicators of Fairness of Performance Appraisal	r-count	r-Table	Remark
1.	The amount of Salary given	0,364	0,1577	Valid
2.	Salary standard compare to UMK	0,348	0,1577	Valid
3.	Feasibility of salary with living need	0,422	0,1577	Valid
4.	Eligibility of salary compare with other companies.	0,467	0,1577	Valid
5.	Clarity of promotion system.	0,463	0,1577	Valid
6.	Fairness of promotional opportunities	0,416	0,1577	Valid
7.	Suitability of promotional opportunities based on respondents' expertise.	0,574	0,1577	Valid
8.	Suitability of promotional opportunities based on employee capabilities.	0,438	0,1577	Valid
9.	Supervisor fairness in supervising respondent work.	0,514	0,1577	Valid

<b>Continued of Table 4.4</b>				
10.	Support provided by supervisor towards respondent.	0,606	0,1577	Valid
11.	Supervisor ability to monitor respondent	0,483	0,1577	Valid
12.	Supervisor attitude in supervising respondent.	0,423	0,1577	Valid
13.	Supervisor attitude in solving respondent problems.	0,482	0,1577	Valid
14.	Appreciation to respondent who have good performance.	0,543	0,1577	Valid
15.	Appreciation to respondent who have work discipline.	0,575	0,1577	Valid
16.	Appreciation to respondent who have more skills.	0,472	0,1577	Valid
17.	Health insurance provided by the company.	0,453	0,1577	Valid
18.	Holidays given by the company.	0,505	0,1577	Valid
19.	THR given by the company.	0,400	0,1577	Valid
20.	Eligibility of the amount of benefits compare with other companies.	0,458	0,1577	Valid
21.	BPJS health	0,351	0,1577	Valid
22.	BPJS employments	0,341	0,1577	Valid
23.	Work atmosphere.	0,458	0,1577	Valid
24.	Task distribution	0,351	0,1577	Valid
25.	Work procedure.	0,410	0,1577	Valid
26.	Work procedure policy.	0,371	0,1577	Valid
27.	The atmosphere of cooperation with colleagues.	0,311	0,1577	Valid
28.	Friendliness of colleagues.	0,470	0,1577	Valid
29.	Co-worker support.	0,446	0,1577	Valid
30.	Freedom to be creative in ding work.	0,495	0,1577	Valid
31.	Diversity in the level of work difficulties.	0,545	0,1577	Valid
32.	The quality of the assignment given.	0,512	0,1577	Valid
33.	Job attractiveness.	0,416	0,1577	Valid
34.	Clarity of information provided by the employees.	0,509	0,1577	Valid
35.	Communication between workers.	0,360	0,1577	Valid
36.	Clarity of task distribution.	0,221	0,1577	Valid

\*Source: Primary data processed 2018 (Appendix D p. 179)

The Table 4.4 shows that r count for job satisfaction indicators are higher than r Table. So, all of the indicators are valid and can be used to measure job satisfaction variable.

**Table 4.5 Validity Test of Commitment**

No.	Indicators of Fairness of Performance Appraisal	r-count	r-Table	Remark
1.	There is pride in working in this company	0,655	0,1577	Valid
2.	Problems in the company also become personal problems	0,596	0,1577	Valid
3.	This company has a great meaning for my personal life	0,604	0,1577	Valid
4.	Do not want to leave this company	0,716	0,1577	Valid
5.	Staying in this company is a personal need	0,686	0,1577	Valid
6.	Worry about what might happen if stop working from this company.	0,728	0,1577	Valid
7.	One reason to continue working for this company is to believe that loyalty is important	0,640	0,1577	Valid
8.	What's better now is to keep working in one company	0,542	0,1577	Valid
9.	Feeling confident in this work in this company will provide a more future	0,632	0,1577	Valid

\*Source: Primary data processed 2018 (Appendix E, p. 191)

The Table 4.5 showed that r count for commitment indicators are higher than r Table. So, all of the indicators are valid and can be used to measure commitment variable.

**Table 4.6 Validity Test of Job Performance**

No.	Indicators of Fairness of Performance Appraisal	r-count	r-Table	Remark
1.	Ability to work according to target	0,461	0,1577	Valid
2.	Accuracy in work	0,437	0,1577	Valid
3.	Ability to work according to standards	0,448	0,1577	Valid
4.	Obedience works according to procedures	0,530	0,1577	Valid
5.	Ability to work according to organizational expectations	0,616	0,1577	Valid
6.	The ability to work meets the target	0,553	0,1577	Valid
7.	The ability to use my rest time is right	0,594	0,1577	Valid
8.	The ability to make wise decisions	0,528	0,1577	Valid
9.	Ability to complete work on time	0,551	0,1577	Valid
10.	Ability to maintain company infrastructure	0,592	0,1577	Valid
11.	The ability to save company expenses	0,525	0,1577	Valid
12.	Ability to minimize errors while working	0,525	0,1577	Valid

<b>Continued of Table 4.6</b>				
13.	The ability to establish cooperation between colleagues	0,649	0,1577	Valid
14.	Ability to appreciate the work of fellow colleagues	0,602	0,1577	Valid
15.	The ability to build a harmonious atmosphere between colleagues	0,423	0,1577	Valid
16.	Responsibility for work	0,636	0,1577	Valid
17.	Ability to work in accordance with working hours that are adhered to	0,655	0,1577	Valid
18.	Ability to work independently without supervision	0,471	0,1577	Valid

\*Source: Primary data processed 2018 (Appendix F, p. 192)

The Table 4.6 showed that r count for job performance indicators are higher than r Table. So, all of the indicators are valid and can be used to measure job performance variable.

#### **4.1.2 Reliability Test**

This study used Cronbach alpha method to test the reliability. The instrument can be said reliable if it provides the value of cronbach's alpha greater than 0,7. The result of reliability test of each variable is as follow:

**Table 4.7 Reliability Test Result**

<b>Variable</b>	<b><i>Cronbach's Alpha</i></b>	<b>Remark</b>
Fairness of Performance Appraisal	0,850	Reliable
Job Satisfaction	0,829	Reliable
Commitment	0,858	Reliable
Job Performance	0,815	Reliable

\*Source: Primary data processed 2018 (Appendix G, p. 196)

The result showed that the Cronbach's Alpha value of each variable is greater than 0,7, which means all of the variables are reliable and have consistency as a measuring tool.

## 4.2 Descriptive Analysis

### 4.2.1 Respondent Characteristic

The descriptive analysis of respondent characteristic consists of four categories, which are based on gender, age, last educational level, and length of employment

#### 4.2.1.1. Respondents Characteristic Base on Gender

Respondents' characteristic based on gender is presented below:

**Table 4.8. Respondent Characteristic Based on Gender**

No.	Gender	Frequency	(%)
1.	Male	79	51
2.	Female	76	49
<b>Total</b>		155	100

\*Source: Primary data processed, 2018 (Appendix J, p. 204)

The Table 4.8 mentioned that male respondents had bigger amount than female respondents, which was 79 or 51 percent of the total respondents. While the female respondent was only 76 or 49 percent of the total respondent. Although Male respondents had greater value than female respondent but both female and male respondents had almost the same value, so it can be concluded that Rumah Sakit Condong Catur has a balance respondents in gender.

#### 4.2.1.2. Respondents Characteristic Base on Age

Respondents' characteristic based on age is classified into 5 categories. Below is the Table of respondents' age categories:

**Table 4.9. Respondents Characteristic Based on Age**

No.	Age	Frequency	%
1.	Less than 25 years	36	23
2.	26-30 years	49	32
3.	31-35 years	42	27
4.	36-40 years	23	15
5.	More than 41 years	5	3
<b>Total</b>		155	100

\*Source: Primary data processed, 2018 (Appendix J, p. 204)

Based on the Table 4.9 showed most of respondents are 26-30 years old (32 percent). The second highest are employees in 31-35 (42 percent) years old and smallest are more than 41 years old (3 percent). So, it can be concluded that most of Rumah Sakit Condong Catur (RSCC) worker age are around 26 until 30 years old.

#### **4.2.1.3. Respondents Characteristic Base on Education**

Respondents' characteristic based on educational level is classified into 6 categories. Below is the Table of respondent's educational level categories:

**Table 4.10. Respondents Characteristic Based on Educational Level**

No.	Educational Level	Frequency	%
1.	SMP	1	1
2.	SMA	37	24
3.	Diploma	66	43
4.	S1	51	33
5.	S2	0	0
6.	S3	0	0
<b>Total</b>		155	100

\*Source: Primary data processed, 2018 (Appendix J, p. 204)

Table 4.10 mentioned that the last educational level of respondent that has the highest percentage is Diploma, which is 43% while the smallest percentage is *SMP*/Middle School, *S2*/Graduate Study, and *S3*/Postgraduate. So it can be concluded that most of Rumah Sakit Condong Catur (RSCC) worker last education is Diploma.

#### 4.2.1.4. Respondents Characteristic Base on Length of Work

Respondents' characteristic based on length of employment is classified into 5 categories. Below is the Table of respondents' length of employment categories:

**Table 4.11. Respondents Characteristic Based on Length of Employment**

No.	Length of Employment	Frequency	%
1.	Less than 1 years	40	26
2.	3-5 years	52	34
3.	6-9 years	45	29
4.	10-13 years	14	9
5.	More than 14 years	4	3
<b>Total</b>		155	100%

\*Source: Primary data processed, 2018 (Appendix J, p. 204)

Table 4.11 showed that most of respondent's length of employment is below 10 years, while the rest are more than 9 years. The highest percentage is between 3 until 5 years (34 percent) while the smallest is more than 14 years. So it can be concluded that most of Rumah Sakit Condong Catur (RSCC) worker length of work are around 3-5 years.

#### 4.2.2 Descriptive Analysis of Research Variable

The assessment in this analysis is based on the average value of each question item, with the guideline that the lowest score=1 and the highest score=6. The interval can be calculated as follows

Minimum score = 1

Maximum score = 6

$$Interval = \frac{Maximum - Minimum}{Total Class} = \frac{6-1}{6} = 0,83$$

The score was categorized as follows;

**Table 4.12. Interval Class Category**

No.	Category	Score
1.	Very, very low	1,00-1,83
2.	Very low	1,84-2,67
3.	Low	2,68-3,351
4.	High	3,52-4,35
5.	Very high	4,36-5,19
6.	Very, very high	5,20-6,00

\*Source: Primary data processed, 2018 (Appendix B p. 147)

#### 4.2.2.1 Fairness of Performance Appraisal

Descriptive analysis for fairness performance appraisal is presented below

**Table 4.13. Descriptive Analysis of Fairness Performance Appraisal**

No.	Statements	Mean	%	Category
<b>Distributive Justice</b>				
X1.1	Respondents receive feedback after performance appraisal.	4,3	72	High
X1.2	Performance appraisal result use as the benchmark of promotion.	4,22	70	High
X1.3	Performance appraisal result use as the benchmark of demotion	4,09	68	High
X1.4	Respondent satisfied with their performance appraisal result	4,23	71	High
<b>Average Distributive Justice</b>		4,25	70	High
<b>Procedural Justice</b>				
X1.5	Measurement of performance appraisal based on performance appraisal standard that have been made.	4,36	73	Very High
X1.6	Respondents are notified of performance appraisal standard before being assessed.	4,3	72	High
X1.7	Respondent satisfied with their performance appraisal process.	4,27	71	High
<b>Average Procedural Justice</b>		4,35	72	High
<b>Fairness of Performance Appraisal</b>		4,3	71,6	High

\*Source: Primary data processed, 2018 (Appendix B p. 147)

The result of the Table 4.13 showed that respondents' perception toward their fairness of performance appraisal is high with mean 4,3 or 71,6 percent. Moreover, procedural justice has a higher mean and percentage rather than distributive justice.



Although the difference of value between distributive justice and procedural justice was not much, distributive justice still has a higher mean and percentage. But, overall most of respondent has a high preference in all the indicator of performance appraisal.

Based on the Table 4.13 the frequency of respondent for each category is e;

**Table 4.14 Frequency of Fairness Performance Appraisal**

Scale	Range	Category	Frequency	Percentage
1	1-7	Very, very low	0	0
2	8-14	Very low	0	0
3	15-21	Low	4	2,6
4	22-28	High	61	39,4
5	29-35	Very high	80	51,6
6	36-42	Very, very high	10	6,4
<b>Fairness of Performance Appraisal</b>			<b>155</b>	<b>100</b>

\*Source: Primary data processed, 2018 (Appendix B p. 147)

From Table 4.14 the most dominant is very high with 80 frequency (51,6 percent), followed by high with 61 frequency (39,4 percent), then very, very high with 10 respondent (6,4 percent) and 4 respondent with low frequency (2,6 percent).

#### 4.2.2.2 Job Satisfaction

Descriptive analysis for job satisfaction is presented below

**Table 4.15. Descriptive Analysis of Job Satisfaction**

No.	Statements	Mean	%	Category
<b>Payment</b>				
X2.1	The amount of Salary given	4,19	70	High
X2.2	Salary standard compare to UMK	4,06	68	High
X2.3	Feasibility of salary with living need	4,03	67	High
X2.4	Eligibility of salary compare with other companies.	3,95	66	High
<b>Average of Payment</b>		4,06	68	High
<b>Promotion</b>				
X2.5	Clarity of promotion system.	4,12	69	High
X2.6	Fairness of promotional opportunities	3,92	65	High
X2.7	Suitability of promotional opportunities based on respondents' expertise.	4,07	68	High

<b>Continued of Table 4.15</b>				
X2.8	Suitability of promotional opportunities based on employee capabilities.	4,01	67	High
<b>Average Promotion</b>		4,03	67	High
<b>Supervision</b>				
X2.9	Supervisor fairness in supervising respondent work.	4,22	70	High
X2.10	Support provided by supervisor towards respondent.	4,11	69	High
X2.11	Supervisor ability to monitor respondent	4,15	69	High
X2.12	Supervisor attitude in supervising respondent.	4,14	69	High
X2.13	Supervisor attitude in solving respondent problems.	4,16	69	High
<b>Average of Supervision</b>		4,16	69	High
<b>Contingent Rewards</b>				
X2.14	Appreciation to respondent who have good performance.	4,14	69	High
X2.15	Appreciation to respondent who have work discipline.	4,15	69	High
X2.16	Appreciation to respondent who have more skills.	4,11	69	High
<b>Average of Contingent Rewards</b>		4,13	69	High
<b>Fringe Benefit</b>				
X2.17	Health insurance provided by the company.	4,27	71	High
X2.18	Holidays given by the company.	3,9	65	High
X2.19	THR given by the company.	4	67	High
X2.20	Eligibility of the amount of benefits compare with other companies.	4,12	69	High
X2.21	BPJS health	4,51	75	Very high
X2.22	BPJS employments	4,59	77	Very high
<b>Average of Fringe Benefit</b>		4,23	72	High
<b>Operational Procedure</b>				
X2.23	Work atmosphere.	4,42	74	High
X2.24	Task distribution	4,18	70	High
X2.25	Work procedure.	4,42	74	Very High
X2.26	Work procedure policy.	5,04	84	Very High
<b>Average of Operational Procedure</b>		4,52	75	Very High
<b>Co-Workers</b>				
X2.27	The atmosphere of cooperation with colleagues.	4,52	75	Very High
X2.28	Friendliness of colleagues.	5,5	92	Very High
X2.29	Co-worker support.	5	83	Very High
<b>Average of Co-Worker</b>		5,01	83	Very High
<b>Nature of Work</b>				
X2.30	Freedom to be creative in ding work.	4,53	76	Very High

<b>Continued of Table 4.15</b>				
X2.31	Diversity in the level of work difficulties.	4,31	72	High
X2.32	The quality of the assignment given.	4,4	73	Very High
X2.33	Job attractiveness.	4,29	72	High
<b>Average of Nature of Work</b>		4,38	73	Very High
<b>Communication</b>				
X2.34	Clarity of information provided by the employees.	4,47	75	Very High
X2.35	Communication between workers.	4,35	73	Very High
X2.36	Clarity of task distribution.	4,51	75	Very High
<b>Average of Communication</b>		4,41	73	Very High
<b>Job Satisfaction</b>		4,32	72	High

\*Source: Primary data processed, 2018 (Appendix B p. 147)

Based on the Table 4.15, it showed that respondents perception towards co-workers has the highest percentage (83 percent) compare to another indicators, then it followed by operational procedures (75 percent), nature of work (73 percent), communication (72 percent), supervision (69 percent), payment (68 percent) and the last is promotion (67 percent). So it can be concluded that co-workers had more contribution in building the satisfaction among the respondent.

According to Table 5.15 calculation, the frequency of respondent for each category is;

**Table 4.16 frequency of Job Satisfaction**

<b>Scale</b>	<b>Range</b>	<b>Category</b>	<b>Frequency</b>	<b>%</b>
1	1-36	Very, very low	0	0
2	37-72	Very low	0	0
3	73-108	Low	0	0
4	109-144	High	36	23,2
5	145-180	Very high	113	72,9
6	181-216	Very, very high	6	3,9
<b>Job Satisfaction</b>			<b>155</b>	<b>100</b>

\*Source: Primary data processed, 2018 (Appendix B p. 147)

From Table 4.16 the most dominant is very high with 133 frequency (72,9 percent), followed by high with 36 frequency (23,2 percent), then very very high with 6 respondent (3,9 percent).

### 4.2.2.3 Commitment

Descriptive analysis for commitment is presented below

**Table 4.17. Descriptive Analysis of Commitment**

No.	Statements	Mean	%	Category
<b>Affective Commitment</b>				
Z.1	There is pride in working in this company	5	83	High
Z.2	Problems in the company also become personal problems	4	67	High
Z.3	This company has a great meaning for my personal life	4	67	High
<b>Average Affective Commitment</b>		4,3	72	High
<b>Continuance Commitment</b>				
Z.4	Do not want to leave this company	4	67	Very High
Z.5	Staying in this company is a personal need	4	67	High
Z.6	Worry about what might happen if stop working from this company.	4	67	High
<b>Average of Continuance Commitment</b>		4	67	High
<b>Normative Commitment</b>				
Z.7	One reason to continue working for this company is to believe that loyalty is important	4	67	High
Z.8	What's better now is to keep working in one company	4	67	High
Z.9	Feeling confident in this work in this company will provide a more future	4	67	High
<b>Average of Normative Commitment</b>		4	67	High
<b>Commitment</b>		4,1	69	High

\*Source: Primary data processed, 2018 (Appendix B p. 147)

Based on the calculation in Table 4.17, affective commitment has the highest percentage (72 percent) compare to another indicators. Moreover the difference with the rest of indicator are not that much. Respondent perception on both continuance and normative commitment are 67 percent.

Table 4.17 also can be used to measure the frequency of respondent for each category is;

**Table 4.18 frequency of commitment**

Scale	Range	Category	Frequency	%
1	1-9	Very, very low	0	0
2	10-18	Very low	0	0
3	19-27	Low	7	4,5
4	28-36	High	55	35,5
5	37-45	Very high	80	51,6
6	46-54	Very, very high	13	8,4
<b>Fairness of Performance Appraisal</b>			<b>155</b>	<b>100</b>

\*Source: Primary data processed, 2018 (Appendix B p. 147)

From Table 4.18 the most dominant is very high with 80 frequency (51,6 percent), followed by high with 55 frequency (35,3 percent), then very, very high with 13 respondent (8,4 percent) and the last is low with 7 frequency (4,5 percent).

#### 4.2.2.4 Job Performance

Descriptive analysis for job performance is presented below

**Table 4.19. Descriptive Analysis of Job Performance**

No.	Statements	Mean	%	Category
<b>Quality</b>				
Y.1	Ability to work according to target	4,3	72	High
Y.2	Accuracy in work	4	67	High
Y.3	Ability to work according to standards	4	67	High
<b>Average of Quality</b>		4,1	68	High
<b>Quantity</b>				
Y.4	Obedience works according to procedures	4	67	High
Y.5	Ability to work according to organizational expectations	4	67	High
Y.6	The ability to work meets the target	4	67	High
<b>Average of Quantity</b>		4	67	High
<b>Timeliness</b>				
Y.7	The ability to use my rest time is right	5	83	Very High
Y.8	The ability to make wise decisions	4	67	High
Y.9	Ability to complete work on time	4	67	High
<b>Average of Timeliness</b>		4,33	72	Very high
<b>Cost Effectiveness</b>				
Y.10	Ability to maintain company infrastructure	4,4	73	Very High

<b>Continued of Table 4.19</b>				
Y.11	The ability to save company expenses	4,2	70	High
Y.112	Ability to minimize errors while working	4,3	72	High
<b>Average of Cost Effectiveness</b>		4,2	70	High
<b>Interpersonal Impact</b>				
Y.13	The ability to establish cooperation between colleagues	4,5	75	Very High
Y.14	Ability to appreciate the work of fellow colleagues	4,3	72	High
Y.15	The ability to build a harmonious atmosphere between colleagues	4,7	78	Very High
<b>Average of Interpersonal Impact</b>		4,5	75	Very High
<b>Need for Supervision</b>				
Y.16	Responsibility for work	4,5	75	Very High
Y.17	Ability to work in accordance with working hours that are adhered to	4,4	73	Very High
Y.18	Ability to work independently without supervision	4,4	73	Very High
<b>Average of Need for Supervision</b>		4,43	74	Very High
<b>Job Performance</b>		4,26	71	High

\*Source: Primary data processed, 2018 (Appendix B p. 147)

From the all six indicators above. Interpersonal impact has highest number of mean which is 4,5 with 75 percentage while the lowest number of mean is quantity with 4 and 67 percentage. However, all of the six indicator of job performance have a slight difference in mean and percentage number which means that those six indicators have really small difference in their contribution towards job performance. So it can be concluded that interpersonal impact had the biggest contribution to job performance in RSCC.

Table 4.19 also can be used to measure the frequency of respondent for each category is;

**Table 4.20 frequency of job performance**

Scale	Range	Category	Frequency	%
1	1-18	Very, very low	0	0
2	19-36	Very low	0	0
3	37-54	Low	1	0,7
4	55-72	High	50	32,3
5	73-90	Very high	89	57,4
6	91-108	Very, very high	15	9,6
<b>Fairness of Performance Appraisal</b>			<b>155</b>	<b>100</b>

\*Source: Primary data processed, 2018 (Appendix B p. 147)

From Table 4.20 the most dominant is very high with 89 frequency (57,4 percent), followed by high with 50 frequency (32,3 percent), then very, very high with 15 respondent (9,6 percent) and the last is low with 1 frequency (0,7 percent).

### 4.3 Classical Assumption

#### 4.3.1. Multicollinearity Test

Regression model can be said as good if the model does not contain multicollinearity. The condition are the VIF below 10 and Tolerance above 0,1, below is the Table of result,

**Table 4.21 Multicolonierity Test Result**

Model		Coefficients					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	22,068	7,138		3,092	,002		
	TOT_X1	,356	,184	,156	2,936	,035	,709	1,410
	TOT_X2	,196	,054	,307	3,599	,000	,637	1,570
	TOT_Z	,424	,139	,228	3,042	,003	,823	1,215

a. Dependent Variable: TOT\_Y

\*Source: Primary data processed, 2018, (Appendix H p.198)

Description:

X<sub>1</sub>: Fairness of Performance Appraisal

X<sub>2</sub>: Job Satisfaction

Z: Commitment

Y: Job Performance

The multicollinearity test result shows that all regression models has no multicollinearity with VIF values are below 10 and tolerance are above 0,1. It can be concluded that there is no multicollinearity in all of the regression model.

#### 4.3.2. Heteroscedasity Test

This study use Glejser method to test the heteroscedasity where the significant value is greater than 0,05. Below is the Table of the result.

**Table 4.22 Heteroscedasticity Test Result**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,640	4,457		1,041	,299
	TOT_X1	,112	,115	,094	,981	,328
	TOT_X2	,021	,034	,063	,624	,433
	TOT_Z	,125	,087	,128	,438	,153

a. Dependent Variable: Abs\_Res

\*Source: Primary data processed, 2018, (Appendix H p.198)

Description:

X<sub>1</sub>: Fairness of Performance Appraisal

X<sub>2</sub>: Job Satisfaction

Z: Commitment

Y: Job Performance

The heteroscedasticity test result show that all the regression model do not contain heteroscedasticity with significance of Glejser test are greater than 0,05. It can be concluded that the regression model does not contain heteroscedasity.



### 4.3.3. Recapitulation of Classical Assumption Test

Recapitulation for classical assumption test is presented below;

**Table 4.23 Summary of Classical Assumption**

No.	Variable	Test Result	
		Heteroscedasity	Multicollinearity
1	X <sub>1</sub>	0,328>0,05	1,410<10
2	X <sub>2</sub>	0,533>0,05	1,570<10
3	Z	0,153>0,05	1,410<10
4	Y	-	-

Based on the Table 4.32 it can be concluded that all of that four variable that used in this study passed the heteroscedacity and multicollinearity test.

## 4.4 Regression Analysis

### 4.4.1 The Effect of Fairness of Performance Appraisal and Job

#### Satisfaction to Commitment

Regression analysis for the effect of fairness of performance appraisal and job satisfaction toward commitment is presented below;

**Table 4.24. Linier Regression X<sub>1</sub>, X<sub>2</sub> → Z**

Dependent Variable: Commitment							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	,778	,075		3,266	,001	
	Fairness of Performance Appraisal	,183	,052	,186	3,531	,001	H1 Accepted
	Job Satisfaction	,648	,048	,712	13,492	,000	H2 Accepted

\*Source: Primary data processed, 2018 (Appendix I p.200)

Below is the explanation of the regression equation:

$$Z = a + b_1 X_1 + b_2 X_2 + \epsilon$$

Thus, the regression equation model is as follow:

$$Z = 0,778 + 0,183 X_1 + 0,648 X_2 + \epsilon$$

## Description

$Z$  : Commitment

$X_1$  : Fairness of Performance Appraisal

$X_2$  : Job Satisfaction

$a$  : Constant

$b_1$  : Regression coefficient for Fairness of Performance ( $X_1$ )

$b_2$  : Regression coefficient for Job satisfaction ( $X_2$ )

According to Table 4.24, it can be conclude that:

- a. The constant values is 0,778, which means if there is no variable or changing value on fairness of performance appraisal ( $X_1$ ) and job satisfaction ( $X_2$ ) that influences commitment, commitment will have value 0,778.
- b. The coefficient regression value for fairness of performance appraisal ( $X_1$ ) is 0,183, which means that fairness of performance appraisal has a positive impact on commitment. If there is an increase on fairness of performance appraisal by 1 percent there will be an increase on job satisfaction by 0,395 percent
- c. The coefficient regression value for job satisfaction ( $X_2$ ) 0,648, which means that job satisfaction has a positive impact on commitment. If there is an increase on job satisfaction by 1percent there will be an increase on commitment by 0,648 percent

### 1. t Test

t test was use to see the impact of fairness of performance appraisal and job satisfaction towards commitment partially, while to see the amount of influence beta number or standardized coefficient is used.

**a. The influence of fairness of performance appraisal to commitment**

**1. Hypotheses 1**

$H_0$  : Fairness of performance appraisal has no positive and significant effect to commitment

$H_1$  : Fairness of performance appraisal has a positive and significant effect to commitment

**2. Criteria**

If significance values less than 0,05,  $H_0$  rejected and  $H_1$  accepted

If significance values less than 0,05,  $H_0$  accepted and  $H_1$  rejected

**3. Result**

Hypothesis test showed that significance value is  $0,001 < 0,05$  so  $H_0$  rejected and  $H_1$  accepted

**4. Conclusion**

Based on the calculation on the Table 4.22., it showed that the significance value obtained from the calculation is smaller than the probability value ( $\alpha = 0,05$ ), which is 0,001. So,  $H_1$  is **accepted**. It means that 'fairness of performance appraisal has a significant effect to commitment' proven.

**b. The influence of job satisfaction to commitment**

**1. Hypotheses 2**

$H_0$  : Job satisfaction has no positive and significant effect to commitment

$H_2$  : Job satisfaction has a positive and significant effect to commitment

**2. Criteria**

If significance values less than 0,05,  $H_0$  rejected and  $H_2$  accepted

If significance values less than 0,05, H<sub>0</sub> accepted and H<sub>2</sub> rejected

### 3. Result

Hypothesis test showed that significance value is 0,000<0,05 so H<sub>0</sub> rejected and H<sub>1</sub> accepted

### 4. Conclusion

Based on the calculation on the Table 4.23., it showed that the significance value obtained from the calculation is smaller than the probability value ( $\alpha=0,05$ ), which is 0,00. So, H<sub>2</sub> is **accepted**. It means that job satisfaction has a significant effect to commitment proven.

## 2. F Test

F test is used to determine the significance of the influence of all the independent variable all together on the dependent variable.

**Table 4.25 F test X<sub>1</sub>, X<sub>2</sub> → Z**

ANOVA <sup>a</sup>							
Model		Sum of Squares	df	Mean Square	F	Sig.	Result
1	Regression	2785,149	2	1392,574	140,605	,000 <sup>b</sup>	H <sub>6</sub> Accepted
	Residual	1495,533	151	9,904			
	Total	4280,682	153				

\*Source: Primary data processed, 2018 (Appendix I p.200)

### 1. Hypotheses 6

H<sub>0</sub> : Performance appraisal and Job satisfaction has no positive and significant effect to commitment

H<sub>6</sub> : Performance Appraisal and Job satisfaction has a positive and significant effect to commitment

## 2. Criteria

If significance values less than 0,05,  $H_0$  rejected and  $H_6$  accepted

If significance values less than 0,05,  $H_0$  accepted and  $H_6$  rejected

## 3. Result

Hypothesis test showed that significance value is  $0,000 < 0,05$  so  $H_0$  rejected and  $H_6$  accepted

## 4. Conclusion

Based on the calculation result on the Table 4.25., the significance value obtained is  $0,000 < 0,05$ , so  $H_6$  is proven, it means fairness of performance appraisal and job satisfaction influence commitment simultaneously.

## 3. Coefficient Determination

Coefficient determination result is presented below;

**Table 4.26 F Coefficient Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,807 <sup>a</sup>	,651	,646	3,147
a. Predictors: (Constant), Job Satisfaction, Fairness of Performance Appraisal				

\*Source: Primary data processed, 2018 (Appendix I p.200)

Based on the calculation on the Table 4.26., the value of adjusted R square is 0,646, which means that the contribution of fairness of performance appraisal and job satisfaction toward commitment is 64,4 percent. The rest of the percentage (100 percent-64,6 percent=35,4 percent) is contributed from other variables not included in this study.

#### 4.4.2 The Effect of Fairness of Performance Appraisal and Job Satisfaction to Job Performance

Regression analysis for the effect of fairness of performance appraisal and job satisfaction toward job performance is presented below;

**Table 4.27. Linier Regression  $X_1, X_2 \rightarrow Y$**

Dependent Variable: Job performance							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	1,596	,389		4,107	,000	
	Fairness of Performance Appraisal	,155	,073	,176	2,124	,035	H3 Accepted
	Job Satisfaction	,499	,106	,390	4,712	,000	H4 Accepted

\*Source: Primary data processed, 2018 (Appendix I p.200)

Below is the explanation of the regression equation:

$$Y = a + b_1 X_1 + b_2 X_2 + \epsilon$$

Thus, the regression equation model is as follow:

$$Y = 1,596 + 0,155X_1 + 0,499 X_2 + \epsilon$$

Description

Y : Job Performance

$X_1$  : Fairness of Performance Appraisal

$X_2$  : Job Satisfaction

a : Constant

$b_1$  : Regression coefficient for Fairness of Performance ( $X_1$ )

$b_2$  : Regression coefficient for Job satisfaction ( $X_2$ )

According to Table 4.27, it can be conclude that:

- a. The constant values is 1,596, which means if there is no variable or changing value on fairness of performance appraisal ( $X_1$ ) and job satisfaction ( $X_2$ ) that influences job performance, job performance will have value 1,596.

- b. The coefficient regression value for fairness of performance appraisal ( $X_1$ ) is 0,155, which means that fairness of performance appraisal has a positive impact on job performance. If there is an increase on fairness of performance appraisal by 1% there will be an increase on job performance by 0,155 percent
- c. The coefficient regression value for job satisfaction ( $X_2$ ) 0,499, which means that job satisfaction has a positive impact on job performance. If there is an increase on job satisfaction by 1 percent there will be an increase on job performance by 49.9 percent

#### 1. t Test

t test was use to see the impact of fairness of performance appraisal and job satisfaction towards job performance partially, while to see the amount of influence beta number or standardized coefficient is used.

#### a. The influence of fairness of performance appraisal to job performance

##### 1. Hypotheses 3

$H_0$  : Fairness of performance appraisal has no positive and significant effect to job performance

$H_3$  : Fairness of performance appraisal has a positive and significant effect to job performance

##### 2. Criteria

If significance values less than 0,05,  $H_0$  rejected and  $H_3$  accepted

If significance values less than 0,05,  $H_0$  accepted and  $H_3$  rejected

##### 3. Result

Hypothesis test showed that significance value is  $0,035 < 0,05$  so  $H_0$  rejected and  $H_3$  accepted

#### 4. Conclusion

Based on the calculation on the Table 4.27., it showed that the significance value obtained from the calculation is smaller than the probability value ( $\alpha=0,05$ ), which is 0,035. So,  $H_3$  is **accepted**. It means that fairness of performance appraisal has a significant effect to job performance

#### b. The influence of job satisfaction to job performance

##### 1. Hypothesis 4

$H_0$  : Job satisfaction has no positive and significant effect to job performance

$H_4$  : Job satisfaction has a positive and significant effect to job performance

##### 2. Criteria

If significance values less than 0,05,  $H_0$  rejected and  $H_4$  accepted

If significance values less than 0,05,  $H_0$  accepted and  $H_4$  rejected

##### 3. Result

Hypothesis test showed that significance value is  $0,000 < 0,05$  so  $H_0$  rejected and  $H_3$  accepted

##### 4. Conclusion

Based on the calculation on the Table 4.27., it showed that the significance value obtained from the calculation is smaller than the probability value ( $\alpha=0,05$ ), which is 0,00. So,  $H_4$  is **accepted**. It means that job satisfaction has a significant effect to job performance.



## 2. F Test

F test is used to determine the significance of the influence of all the independent variable all together on the dependent variable.

**Table 4.28 F test  $X_2, X_2 \rightarrow Y$**

ANOVA <sup>a</sup>							
Model		Sum of Squares	df	Mean Square	F	Sig.	Result
1	Regression	12,204	2	6,102	26,245	,000 <sup>b</sup>	H7 Accepted
	Residual	35,340	152	,232			
	Total	47,544	154				

\*Source: Primary data processed, 2018 (Appendix I p.200)

### 1. Hypothesis 7

$H_0$  : Performance appraisal and Job satisfaction has no positive and significant effect to job performance

$H_7$  : Performance Appraisal and Job satisfaction has a positive and significant effect to job performance

### 2. Criteria

If significance values less than 0,05,  $H_0$  rejected and  $H_7$  accepted

If significance values less than 0,05,  $H_0$  accepted and  $H_7$  rejected

### 3. Result

Hypothesis test showed that significance value is  $0,000 < 0,05$  so  $H_0$  rejected and  $H_7$  accepted

### 4. Conclusion

Based on the calculation result on the Table 4.28., the significance value obtained is  $0,000 < 0,05$ , so  $H_7$  is proven it means fairness of performance appraisal and job satisfaction influence job performance simultaneously.

## 2. Coefficient Determination

Coefficient determination result is presented below;

**Table 4.29., Coefficient Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,507 <sup>a</sup>	,257	,247	,482181558178862

\*Source: Primary data processed, 2018 (Appendix I p.200)

Based on the calculation on the Table 4.29., the value of adjusted R square is 0,247, which means that the contribution of fairness of performance appraisal and job satisfaction toward job performance is 24,7 percent. The rest of the percentage (100 percent-24,7 percent=75,3percent) is contributed from other variables that not included in this study.

### 4.4.3 The Influence of Commitment to Job Performance

Regression analysis for the effect of commitment toward job performance is presented below;

**Table 4.30. Linier Regression Z→Y**

Dependent Variable: Job performance							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	2,806	,295		9,527	,000	H5 Accepted
	Commitment	,371	,069	,399	5,389	,000	

\*Source: Primary data processed, 2018 (Appendix I p.200)

Below is the explanation of the regression equation:

$$Y = a + b_1 Z + \epsilon$$

Thus, the regression equation model is as follow:

$$Y = 2,806 + 0,371Z + \epsilon$$

Description

Z : Commitment

Y : Job Performance

a : Constant

$b_1$  : Regression coefficient for job satisfaction (Z)

According to Table 4.30, it can be conclude that:

- a. The constant values is 2,806, which means if there is no variable or changing value on commitment (Z) that influences job performance, job performance will have value 2,806.
- b. The coefficient regression value for commitment (Z) is 0,371, which means that commitment has a positive impact on job performance. If there is an increase on commitment by 1 percent there will be an increase on job performance by 0,371 percent

#### 1. t Test

t test was used to see the impact of commitment towards job performance partially, while to see the amount of influence beta number or standardized coefficient is used.

#### a. The influence of fairness of performance appraisal to job performance

##### 1. Hypothesis 5

$H_0$  : Commitment has no positive and significant effect to job performance

$H_5$  : Commitment has a positive and significant effect to job performance

##### 2. Criteria

If significance values less than 0,05,  $H_0$  rejected and  $H_5$  accepted

If significance values less than 0,05,  $H_0$  accepted and  $H_5$  rejected

### 3. Result

Hypothesis test showed that significance value is  $0,000 < 0,05$  so  $H_0$  rejected and  $H_1$  accepted

### 4. Conclusion

Based on the calculation on the Table 4.30., it showed that the significance value obtained from the calculation is smaller than the probability value ( $\alpha = 0,05$ ), which is 0,000. So,  $H_5$  is **accepted**. It means that commitment has a significant effect to job performance

## 2. Coefficient Determination

Coefficient determination result is presented below;

**Table 4.31. Coefficient Determination**

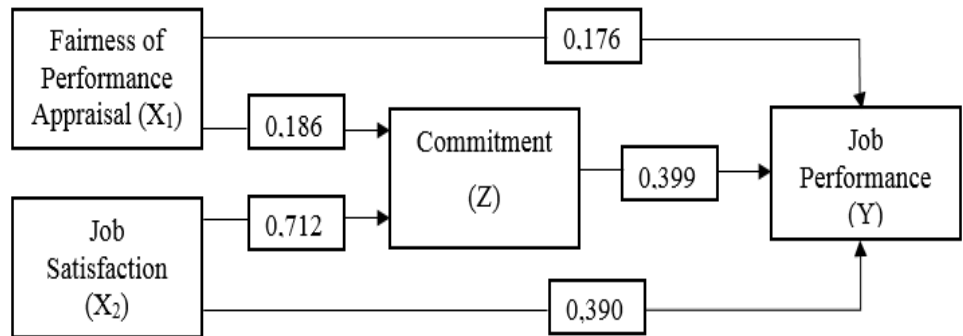
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,807 <sup>a</sup>	,651	,646	3,147

\*Source: Primary data processed, 2018 (Appendix I p.200)

Based on the calculation on the Table 4.31., the value of adjusted R square is 0,646, which means that the contribution of commitment towards job performance is 64,6 percent. The rest of the percentage (100 percent-64,6 percent=35,4 percent) is contributed from other variables that not included in this study.

## 4.5 Path Analysis

Path analysis used to test the influence of intervening variable path. Path analysis is an extension of multiple linear regression analysis, or the use of regression analysis to estimate the causality relationship between predefined variables. The path coefficient is gathered from the coefficient beta of each relationship of one variable into another. The path analysis diagram is as follow:



**Picture 4.1. Path Analysis Diagram**

#### 4.5.1. Direct Influence

Direct influence is the influence of independent variables towards dependent variables without moderated by any other variable. The analyses of direct influence are as follow;

1. The influence of fairness of performance appraisal towards commitment  
 $X_1 \rightarrow Z = 0,186$
2. The influence of job satisfaction towards commitment  
 $X_2 \rightarrow Z=0,712$
3. The influence of commitment towards job performance  
 $Z \rightarrow Y= 0,399$
4. The influence of fairness of performance appraisal towards job performance  
 $X_1 \rightarrow Y = 0,176$
5. The influence of job satisfaction towards job performance  
 $X_2 \rightarrow Y =0,390$

#### 4.5.2. Indirect Influence

Indirect influence is the influence of independent variables towards dependent variables moderated by intervening variable. The analyses of indirect influence are as follow;

1. The influence of fairness of performance toward job performance appraisal through commitment

$$X_1 \rightarrow Z \rightarrow Y = (0,186 \times 0,399) = 0,074$$

2. The influence of job satisfaction towards job performance through commitment.

$$X_2 \rightarrow Z \rightarrow Y = (0,712 \times 0,399) = 0,284$$

The conclusion of direct and indirect influence of fairness of performance appraisal ( $X_1$ ) and job satisfaction ( $X_2$ ) toward job performance ( $Y$ ) through Commitment is as follows:

**Table 4.32 Path Coefficient**

Variables	Direct Influence	Indirect Influence	Total Influence
$X_1 \rightarrow Z$	0,186	-	0,186
$X_2 \rightarrow Z$	0,712	-	0,712
$Z \rightarrow Y$	0,399	-	0,399
$X_1 \rightarrow Y$	0,176	-	0,176
$X_2 \rightarrow Y$	0,712	-	0,712
$X_1 \rightarrow Z \rightarrow Y$	0,176	0,074	0,250
$X_2 \rightarrow Z \rightarrow Y$	0,712	0,284	0,996

\*Source: Primary data processed, 2018 (Appendix I p.200)

Direct influence from fairness of performance appraisal to job performance is 0,176, while the indirect influence of fairness of performance appraisal to job performance is 0,074. It can be seen that the direct influence is greater than the indirect influence. Thus the eighth hypotheses ( $H_8$ ) "Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence of fairness of performance appraisal on job performance without commitment as the intervening, is **not accepted**."

Direct influence from job satisfaction to job performance is 0,712, while the indirect influence of job satisfaction to job performance is 0,284. It can be seen that the direct influence is greater than the indirect influence. Thus the ninth hypotheses (H<sub>9</sub>) “Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence of fairness of performance appraisal on job performance without commitment as the intervening, is **not accepted**.”

#### 4.5.3. Recapitulation of Hypotheses Test Result

Recapitulation of hypotheses test result are presented below:

##### 4.33 Recapitulation of Hypotheses Test Result

No.	Hypotheses	Result
H <sub>1</sub>	Fairness of performance appraisal has a positive effect to commitment	Accepted
H <sub>2</sub>	Job satisfaction has a positive effect to commitment	Accepted
H <sub>3</sub>	Commitment has a positive effect to job performance	Accepted
H <sub>4</sub>	Fairness of performance appraisal has a positive effect to job performance	Accepted
H <sub>5</sub>	Job satisfaction has a positive effect to job performance	Accepted
H <sub>6</sub>	Fairness of performance appraisal and job satisfaction has a positive effect to commitment	Accepted
H <sub>7</sub>	Fairness of performance appraisal and job satisfaction has a positive effect to job performance	Accepted
H <sub>8</sub>	Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence.	Not Accepted
H <sub>9</sub>	Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence	Not Accepted

## 4.6 Discussion

### 4.6.1 Data Descriptive

The respondents of this research study are 155 employees in Rumah Sakit Condong Catur Ygyakarta (RSCC). Here is the recapitulation of the demography data of respondents

#### 4.34. Descriptive Data

No.	Category	Highest Category	Frequency	%
1.	Gender	Male	79	50,96
2.	Age	26-30 years	49	31.62
3.	Education	Diploma	66	42,58
4.	Length of Work	2-5 years	52	33,54

\*Source: Primary data processed, 2018 (Appendix B p. 147)

Based on that recapitulation data, most respondent are male for amount 79 respondents with range of age 26-30 years old for amount 49 respondents, most of them are Diploma, 66 respondent, and most of the respondent work in RSCC for 2-5 years. Demography data can influence the way respondent answer the questionnaire, the questionnaire will have variety of answer depend on each demography. Here's is the recapitulation of respondent perception about the variable used in this research.

#### Table 4.35 Recapitulation about Respondent Perception

No	Variable	Mean	%	Remark
1	Fairness of Performance Appraisal ( $X_1$ )	4,3	73	High
2	Job Satisfaction ( $X_2$ )	4,32	72	High
3	Commitment ( $Z$ )	4,1	69	High
4	Job Performance ( $Y$ )	4,26	71	High

\*Source: Primary data processed, 2018 (Appendix B p. 147)

Based on Table 4.35 respondent give variety kind of respond about the influence of fairness of performance appraisal and job satisfaction



towards job performance through commitment. This can be seen from the average value for each variable. Variable fairness of performance appraisal ( $X_1$ ) remark is high with mean 4,3, job satisfaction ( $X_2$ ) remark is high with 4,32, commitment (Z) remark is high with mean 4,1, job performance (Y) remark is high with mean 4,26

#### **4.6.2 The Influence of Fairness Appraisal to Commitment**

The hypotheses “fairness of performance appraisal has a positive effect to commitment” is accepted. The significance effect is proved by the significance value of 0,001. Meanwhile the regression coefficient result was 0,183, it can be interpreted that there is a positive effect of fairness of performance appraisal to commitment. It means that the higher the fairness of performance appraisal value is, the higher the commitment. The value of the coefficient can also be interpreted that there will be an increase as much as 0,395 in commitment for an increase of the fairness of performance appraisal.

The result of this study is fairness of performance appraisal has positive and significance effect to commitment, it means that fairness of performance appraisal can improve respondent commitment towards organization. The positive and significance effect of fairness of performance appraisal towards commitment in this study have similar result with several studies that have been conducted, those are;

First, Salleh *et al.* (2013) who found fairness of performance appraisal has positive significant effect to organizational commitment. The difference of this study with researcher study was the sample, the location, the theory used and the industry. The sample and location of their study was 425 employees of government agencies, and they used theory from Walsh (2013) for fairness of performance appraisal, theory from Zakaria for organizational commitment and theory from Thurstone (2001) for job

satisfaction. To make performance evaluation of civil servants more effective, first they should be given satisfaction on their performance appraisal which can be done through conducting fair performance appraisal.

Second, Ahmed *et al.* (2013) who also found positive significant influence between perceived fairness in performance appraisal and organizational commitment. The difference of this study with researcher study was the sample, the location, the theory used for fairness of performance and organization performance and the industry. The sample and location of their study was 318 employees of Bank while this study was 155 employees of Healthcare industry. They used theory from McFarlin (1997) for fairness of performance appraisal, theory from Motowidlo and Scotter (1994) for organization performance and theory from Allen and Meyer (1990) for organizational commitment. Perceiving fairness in performance appraisal make the employees more committed and loyal to the organization.

Third, Iqbal *et al.* (2016) who found perceived fairness in performance appraisal can increase the commitment of the employees. The difference of this study with researcher study was the sample, the location, the theory used for fairness of performance and job performance and the industry. The sample and location of their study was 100 employees of MCB Bank while this study was 155 employees of healthcare industry. They used theory from Goff (1992) for fairness of performance appraisal, theory from Breckler (1984) for job satisfaction and theory from Meyer and Allen (1997) for organizational commitment. Fairness of performance appraisal can be seen from the transparency of the performance appraisal, the employees who feel the performance appraisal is fair and transparent, and free from error tend to have a strong commitment with the organization

Although this study has the same result with previous study, this study also has different result with study that conducted by Kuvras (2011) who found that fairness of performance appraisal not fully influence the

commitment. The subject of this study was the employees from three Norwegian organization, one bank, and one government organization in the pharmaceutical industry. From those subjected Kuvás distributed 2.280 questionnaires and only 1,013 returned. This study used theory from Kuvás (2007) for performance appraisal, Kuvás (2006) for regular feedback, May *et al.* (2002) for work performance and Meyer and Allan (1997) for organizational commitment. Kuvás (2011) found that fairness of performance appraisal employees received only influenced the affective commitment while for normative and continuance normative it has negative influence.

Most of the research reviewed have different location and conducted at different industry with this research which become the uniqueness of this research study. This study conducted in Healthcare industry, that is Rumah Sakit Condong Catur (RSCC) located in Yogyakarta, Indonesia. The aim of this study is to prove some theory and examine some hypothesis that determined in this study. This study use theory from Greenberg (1986) for fairness of performance, Spector (1997) for job satisfaction, Meyer and Allen (1997) for commitment and Bernadin and Russel (1993) for job performance.

#### **4.6.3 The Influence of Job Satisfaction to Commitment**

The hypotheses “job satisfaction has a positive effect to commitment” is accepted. The significance effect is proved by the significance value of 0,00. Meanwhile the regression coefficient result was 0,648, it can be interpreted that there is a positive effect of job satisfaction to commitment. It means that the higher the value of job satisfaction, the higher the commitment values is. The value of the coefficient can also be interpreted that there will be an increase as much as 0,648 in satisfaction for an increase from commitment.

The result of this study is job satisfaction has positive and significance effect to commitment, it means that job satisfaction can improve respondent commitment towards organization. According to Spector (1997) job satisfaction defined as every aspect or part of job that create the feeling satisfaction or dissatisfaction. Spector (1997) use nine measurement to measure job satisfaction those are; pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of the work and communication. The positive and significance effect of job satisfaction towards commitment in this study have similar result with several studies that have been conducted, those are;

First, Lumley *et al.* (2011), who found positive and significant effect of job satisfaction and organizational commitment. The difference of this study with researcher study was the sample, the location, the theory used and the industry. The sample and location of their study was 86 employees of four technology companies while this study was 155 employees of healthcare industry. They used theory from Spector (1997) for job satisfaction and theory from Meyer and Allen (1997) for organizational commitment. The result was o make employees stay with organization, organization need to review the existing pay, provide challenging and meaningful work task and foster co-worker positive relationship.

Second, Iqbal *et al.* (2016) who found job satisfaction can increase the organizational commitment of the employees. The difference of this study with researcher study was the sample, the location, the theory used and the industry. The sample and location of their study was 100 employees of MCB Bank while this study was 155 employees of healthcare industry. This study used theory from Goff (1992) for fairness of performance appraisal, theory from Brecekler (1984) for job satisfaction and theory from Meyer and Allen (1997) for organizational commitment. The result of their study were both perceived fairness in performance appraisal and job satisfaction influence the organizational commitment.

Third, Samwel (2018), who found the positive and significant relationship between job satisfactions on organizational commitment. The difference of this study with researcher study was the sample, the location, the theory used and the industry. The sample and location of their study was 250 of solar companies while this study was 155 employees of healthcare industry. This study used theory from Aragon *et al.* (2007) for job satisfaction, Armstrong (2005) for employee commitment and Rizov (2009) for job performance. Samwel (2018) found that Solar company already aware about the important of job satisfaction and they are still trying to implement factor that can influence the job satisfaction, but they missed some factor, that are promotion and employee development, Solar company forget to implement those two things to their company.

This study also have two journals with different result. First Dachapalli (2016) who test the relation between job satisfaction on organizational commitment with 103 sample of police services employees found not all elements in job satisfaction can improve all element in commitment. Dachapalli used theory from theory from Griffin and Bateman (1986) for job satisfaction and use theory from Allen and Mayer (1990) for organizational commitment. Dachapalli (2016) found that payment doesn't help to improve the commitment of the employees. Second, study that conducted by Agrawal and Gangai (2014) who test the relation between job satisfaction and organizational commitment at EN Reality Solution Pvt. Ltd with 50 sample. They found that job satisfaction only influence affective commitment and continuance commitment but not normative commitment.

Most of the research reviewed have different location and conducted at different industry with this research which become the uniqueness of this research study. This study conducted in Healthcare industry, that is Rumah Sakit Condong Catur (RSCC) located in Yogyakarta, Indonesia. The aim of this study is to prove some theory and examine some hypothesis that determined in this study. This study use theory from

Greenberg (1986) for fairness of performance, Spector (1997) for job satisfaction, Meyer and Allen (1997) for commitment and Bernadin and Russel (1993) for job performance.

#### **4.6.4 The Influence of Commitment to Job Performance**

The hypotheses “commitment has a positive effect to job performance” is accepted. The significance effect is proved by the significance value of 0,000. Meanwhile the regression coefficient result was 0,371, it can be interpreted that there is a positive effect of commitment to job performance. It means that the higher the value of job satisfaction, the higher the commitment values is. The value of the coefficient can also be interpreted that there will be an increase as much as 0,0371 in job performance for an increase from commitment. The result of this study is job satisfaction has positive and significance effect to commitment, it means that job satisfaction can improve respondent commitment towards organization.

According to Meyer and Allen (1997) organizational commitment refers to employees feeling about their relationship with organization which can influence their decision to stay or to leave an organization. Meyer and Allen (1997) use three measurement to measure the commitment, those are; affective commitment, continuance commitment, and normative commitment. While Bernadin Russel (1993) defined job performance as the report of employees performance for what they have done and achieved while working in a particular period. Bernardin and Russel (1993) use six measurement to measure job performance, those are; quality, quantity, timeliness, cost effectiveness, interpersonal impact and nature for supervision. The positive and significance effect of commitment towards job performance in this study have similar result with several studies that have been conducted, those are;

First, Syauta *et al.* (2012), who found the positive relationship between organizational commitment and employee performance. The difference of this study with researcher study was the sample, the location, the theory used for job satisfaction and the industry that the research conducted. The sample and location of their study was 127 employees of Municipal Water Works Company while this study was 155 employees of healthcare industry. They used theory from Wallach (1983) for organizational culture, theory from Meyer and Allen (1997) for organizational commitment, theory from Luthans (2001) for job satisfaction and theory from Bernardin and Russel (1993) for performance. They found that by increasing the commitment of the employees', then the employee performance will be increase too.

Second, Mryayyan *et al.* (2008), who tested the relation between career commitment and job performance. The difference of this study with researcher study was the sample and the theory for job performance. This research located in Jordanian hospital and the subject wre the nurses with 640 sample. They used theory from Gardner (1967) for career commitment and Schwerin (1998) for job performance. The result of their study showed that there is positive and significant relationship between career commitment and job performance. Enhancing nurses' career commitment can be beneficial for both the nurse and the hospital.

Third, Al-Ahmadi (2008), who tested organizational commitment to job performance of 15 hospital in Riyadh Region, Saudi Arabia with 923 nurses as the sample. The difference of this study with researcher study was the sample, the location, the theory used and the industry that the research conducted. The study used theory from Al-Badayneh and Subhas (1993) for self-reported performance, Weiss *et al.* (1967) theory for job satisfaction and use Mowday *et al.* (1982) theory for organizational commitment. The result of his study showed that organizational commitment strongly give a positive and significant influence to nurses' job performance.

Although some journal also result on positive and significant influence between commitment and job performance, there is also a journal conducted by Lee *et al.* (2010) who found not all element in commitment can influence the job performance of the employees. The subject of this study was the worker who works at East Hospital, with 656 sample and they used theory from Jansen and Yprene (2004) for goal orientation, theory Meyer *et al.* (1993) for organizational commitment and use Podsakoff and Mackenzies (1989) theory for job performance. Lee *et al.* (2010) found that only affective commitment can improve the performance of the employees.

Most of the research reviewed have different location and conducted at different industry with this research which become the uniqueness of this research study. This study conducted in Healthcare industry, that is Rumah Sakit Condong Catur (RSCC) located in Yogyakarta, Indonesia. The aim of this study is to prove some theory and examine some hypothesis that determined in this study. This study use theory from Greenberg (1986) for fairness of performance, Spector (1997) for job satisfaction, Meyer and Allen (1997) for commitment and Bernadin and Russel (1993) for job performance.

#### **4.6.5 The Influence of Fairness of Performance Appraisal to Job Performance**

The hypotheses “fairness of performance appraisal has a positive effect to job performance” is accepted. The significance effect is proved by the significance value of 0,035. Meanwhile the regression coefficient result was 0,155, can be interpreted that there is a positive effect of fairness of performance appraisal to job performance. It means that the higher the value of fairness of performance appraisal, the higher the job performance values is. The value of the coefficient can also be interpreted that there will



be an increase as much as 0,155 in fairness of performance appraisal for an increase from job performance.

The result of this study is fairness of performance appraisal has positive and significance effect to job performance, it means that fairness of performance appraisal can improve respondent job performance in an organization. The positive and significance effect of fairness of performance appraisal towards job performance in this study have similar result with several studies that have been conducted, those are;

First, Kumari (2012) who found positive and significant influence between fairness of performance appraisal and employee performance. The difference of this study with researcher study was the sample, the location, the theory used for employee performance and the industry that the research conducted. The sample and location of their study was 80 employees from Vodafone and Tata Docomo, while this study was 155 employees of hospital industry. Kumari (2012) used theory from Greenberg (1989) for fairness of performance appraisal who measured by procedural justice and procedural justice and theory from Bricker (2002) for employee performance. Kumari (2012) found that receiving fairness of performance appraisal makes the employees do effective job performance and bring outstanding outcome for the organization.

Second, study that conducted by Kaleem *et al.* (2013) who found organizational justice in performance appraisal has positive and significant relation with the work performance of the employees from 13 manufacturing firms. The difference of this study with researcher study was the sample, the location, the theory used for performance and the industry that the research conducted. They used theory from Greenberg (1986) for organizational justice, spector (2001) for job satisfaction and May *et al.* (2002) for performance. Kaleem *et al.* (2013) found that employees' performance will be improved if the employees receive fair performance appraisal.

Third, study that conducted by Warroka *et al.* (2012) who found organizational justice in performance appraisal has positive significant effect to work performance. The difference of this study with researcher study was the sample, the location, the theory used for work performance, and the industry that the research conducted. The sample and location of their study was 150 employees of construction companies, while this study was 155 employees of healthcare industry. They used theory from Greenberg (1986) for organizational justice in performance appraisal those are distributive justice, procedural justice and interactional justice, and theory from Aguin (2007) for work performance. They found that Employees of consecution company already aware about the important of justice in performance appraisal especially for the feedback they received.

Most of the research reviewed have different location and conducted at different industry with this research which become the uniqueness of this research study. This study conducted in Healthcare industry, that is Rumah Sakit Condong Catur (RSCC) located in Yogyakarta, Indonesia. The aim of this study is to prove some theory and examine some hypothesis that determined in this study. This study use theory from Greenberg (1986) for fairness of performance, Spector (1997) for job satisfaction, Meyer and Allen (1997) for commitment and Bernadin and Russel (1993) for job performance.

#### **4.6.6. The Influence of Job Satisfaction to Job Performance**

The hypothesis “job satisfaction has a positive effect to job performance” is accepted. The significance effect is proved by the significance value of 0,000. Meanwhile the regression coefficient result was 0,499, it can be interpreted that there is a positive effect of job satisfaction to job performance. It means that the higher the value of job satisfaction, the higher the job performance values is. The value of the

coefficient can also be interpreted that there will be an increase as much as 0,499 in job performance for an increase from job satisfaction.

The result of this study is job satisfaction has positive and significance effect to job performance, it means that job satisfaction can improve respondent job performance in an organization. The positive and significance effect of job satisfaction towards job performance in this study have similar result with several studies that have been conducted, those are;

First, Than *et al.* (2016) who found that there was strong correlation between job satisfaction and the employees' performance in 10 corporation of German in Vietnam. The difference of this study with researcher study was the sample, the location, the theory used for performance and the industry that the research conducted. The sample and location of their study was all of employees of 10 Germant Corporation in Vietnam while this study was 155 employees of healthcare industry. This study used theory from Spector (1997) for job satisfaction, and Lazarus (1991) for performance. They found that when the employees satisfied in the workplace, it can reduce the turnover intention, increase the loyalty of the employees toward organization and more effective work performance result.

Second, study conducted by Shore and Martin (1989), who also found the positive and significant relationship between job satisfaction and work performance. They found that job satisfaction definitely can improve the nurse work performance, and those nurse who satisfied with their job more pleasant with the people whom they work with, but they also found when job satisfaction mediate by the commitment the result was more stronger, so it better to combine the job satisfaction and organizational commitment together, to meet more outstanding work performance.

Third, study that conducted by Samwel (2018) who tested the relation between job satisfaction on employees' commitment and organizational performance. Samwel (2018) found that there was strong

correlation between job satisfaction and organizational commitment. The difference of this study with researcher study was the sample and the location of the study. The difference of this study with researcher study was the sample, the location, the theory used and the industry that the research conducted. The sample and location of their study was 250 employees of solar companies, while this study was 155 employees of healthcare industry. This study used theory from Ellickson and Logsdon (2001) for job satisfaction, Amstrong (2005) for employee commitment and Lipton (2003) for job performance. Job satisfaction is the most crucial element that can influence both commitment and performance.

Although some journal have positive influence regarding job satisfaction to job performance, there is also study who found negative relation between job satisfaction and job performance that is study conducted by Ahmed *et al.* (2010) who tested the relation between job satisfaction and job performance. They found job satisfaction has negative influence towards job performance. The difference of this study with researcher study was the sample, the location, the theory used and the industry that the research conducted. The sample and location of their study was 310 employees of 15 advertising agencies, while this study was 155 employees of healthcare industry. They used theory from Graham and Messner (1998) for job satisfaction, theory from Mowday (1979) for commitment and theory from Crossman and Zaki (2003) for job performance. The result showed that there was no significant influence between the job satisfaction and job performance, which means job satisfaction cannot be used as the tool to improve the performance of advertising agencies

Most of the research reviewed have different location and conducted at different industry with this research which become the uniqueness of this research study. This study conducted in Healthcare industry, that is Rumah Sakit Condong Catur (RSCC) located in Yogyakarta, Indonesia. The aim of this study is to prove some theory and examine some

hypothesis that determined in this study. This study use theory from Greenberg (1986) for fairness of performance, Spector (1997) for job satisfaction, Meyer and Allen (1997) for commitment and Bernadin and Russel (1993) for job performance.

#### **4.6.7 The Influence of Fairness Appraisal and Job Satisfaction to Commitment**

The hypotheses “fairness of performance appraisal and job satisfaction has a positive effect to commitment” is accepted. The significance effect is proved by the number of F count 140,605 with 0,000 significance value. So, Ho rejected and H6 accepted, it means there is an influence of fairness of performance appraisal and job satisfaction on commitment. The regression result for coefficient determination has value 0,646, it can be interpreted that, fairness of performance appraisal and job satisfaction influence commitment 64,6,4%. The result of this study has the similar result with study that conducted by;

First, Crow *et al.* (2011) who found that fairness of performance appraisal and job satisfaction have positive simultaneously and partially influence toward commitment. The difference of this study with researcher study was the sample, the location, the theory used for fairness in performance appraisal and the industry that the research conducted. The sample and location of their study was 410 of police officer in South Korea, while this study was 155 employees of healthcare industry. They used theory from from Tyler (1990) for organizational justice, Meyer 1989 for organizational commitment and Spector (1997) for job satisfaction. They found that both organizational justice in performance appraisal and job satisfaction simultaneously influence commitment, which means organization can do both variable to increase the performance of their police office

Second, study that conducted by Iqbal *et al.* (2016) who also found the positive and significant influence of both perceived fairness of

performance appraisal and job satisfaction toward organizational commitment. The difference of this study with researcher study was the sample, the location, the theory used for fairness of performance appraisal and job satisfaction and the industry that the research conducted. The sample and location of their study was 100 employees of MCB Bank, while this study was 155 employees of hospital industry. This study used theory from Goff (1992) for fairness of performance appraisal, theory from Breckler (1984) for job satisfaction and theory from Meyer and Allen (1997) for organizational commitment. They found that both perceived fairness of performance appraisal and job satisfaction can help the Bank to increase the productivity and make the employees more commit to the Bank.

Most of the research reviewed have different location and conducted at different industry with this research which become the uniqueness of this research study. This study conducted in Healthcare industry, that is Rumah Sakit Condong Catur (RSCC) located in Yogyakarta, Indonesia. The aim of this study is to prove some theory and examine some hypothesis that determined in this study. This study use theory from Greenberg (1986) for fairness of performance, Spector (1997) for job satisfaction, Meyer and Allen (1997) for commitment and Bernadin and Russel (1993) for job performance.

#### **4.6.8 The Influence of Fairness of Performance Appraisal and Job Satisfaction to Job Performance**

The hypotheses “fairness of performance appraisal and job satisfaction has a positive effect to job performance” is accepted. The significance effect is proved by the number of F count 26,245 with 0,000 significance value. So, Ho rejected and H7 accepted, it means there is an influence of fairness of performance appraisal and job satisfaction on job performance. The regression result of coefficient determination has value

0,274, it can be interpreted that, fairness of performance appraisal and job satisfaction influence performance 27,4%.

The result of this study has the similar result with study that conducted by Kaleem *et al.* (2013) who found organizational justice in performance appraisal has positive and significant relation with the work performance of the employees from 13 manufacturing firms. The difference of this study with researcher study was the sample, the location, the theory used for job performance and the industry that the research conducted. They used theory from Greenberg (1986) for organizational justice, Spector (2001) for job satisfaction and May *et al.* (2002) for performance. Kaleem *et al.* (2013) found that employees performance will be improved if the employees receive fair performance appraisal and job satisfaction.

The research reviewed have different location and conducted at different industry with this research which become the uniqueness of this research study. This study conducted in Healthcare industry, that is Rumah Sakit Condong Catur (RSCC) located in Yogyakarta, Indonesia. The aim of this study is to prove some theory and examine some hypothesis that determined in this study. This study use theory from Greenberg (1986) for fairness of performance, Spector (1997) for job satisfaction, Meyer and Allen (1997) for commitment and Bernadin and Russel (1993) for job performance.

#### **4.6.9 Indirect influence of Fairness of Performance Appraisal towards Job Performance through Commitment**

Based on the path analysis, it can be concluded that direct influence of fairness of performance appraisal toward job performance greater than the indirect influence which used commitment as the intervening variables  $0,186 > 0,074$ . So it can be concluded  $H_8$  “indirect influence of fairness of performance appraisal on job performance with commitment

as the intervening has greater influence rather than the direct influence of fairness of performance appraisal on job performance without commitment as the intervening” is not accepted.

This study supported by Solihin and Pike (2009) research who found that the direct value has greater value rather than the indirect, means there is no mediation effect between fairness of performance appraisal towards job performance through commitment. The difference of this study with researcher study was the sample, the location, the theory used commitment and performance and the industry that the research conducted. The sample of their study was 165 managers from manufacturing and financial service sector. He used theory from Greenberg (1990) for fairness if performance evaluation, theory from Mowday (1996) for commitment and theory from Campbell (1990) for performance. The result showed that 0,525 for the direct value and 0,256 for the indirect value, means the direct value of fairness of performance appraisal toward performance greater than the indirect values which use commitment as the intervening.

This study has different result with Ahmed *et al.* (2013) who found that fairness of performance appraisal has positive significant effect to job performance through commitment as the intervening variable. The difference of this study with researcher study was the sample, the location, the theory used for fairness of performance appraisal and organization performance and the industry that the research conducted. The sample of their study were 400 employees of Bank employees. from McFarlin (1997) for perceived fairness in performance appraisal, theory from Motowidlo and Scotter (1994) for organizational performance and theory from Alen and Mayer (1990) for organizational commitment. The result showed that the indirect value greater than the direct value  $0,186 > 0,011$  which means commitment strengthen the relation between fairness of performance appraisal and job performance. If the employees already received fairness of performance appraisal then the employees



will have high commitment to the organization, the more committed the employees toward organization the more they will try to perform good performance and lead to organization effectiveness.

Most of the research reviewed have different location and conducted at different industry with this research which become the uniqueness of this research study. This study conducted in Healthcare industry, that is Rumah Sakit Condong Catur (RSCC) located in Yogyakarta, Indonesia. The aim of this study is to prove some theory and examine some hypothesis that determined in this study. This study use theory from Greenberg (1986) for fairness of performance, Spector (1997) for job satisfaction, Meyer and Allen (1997) for commitment and Bernadin and Russel (1993) for job performance.

#### **4.6.10 Indirect Influence of Job Satisfaction towards Job performance through Commitment**

Based on the path analysis, it can be concluded that direct influence of job satisfaction toward job performance greater than the indirect influence which used commitment as the intervening variables  $0,712 > 0,284$  which means commitment does not mediate job satisfaction towards job performance. So it conclude that H<sub>9</sub> “indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence of fairness of performance appraisal on job performance without commitment as the intervening is not accepted.

This result has same result with Samweel (2018) research who found that the direct value has greater value rather than the indirect, means there is no mediation effect between job satisfactions towards job performance through commitment. He used theory from theory from Ellickson and Logsdon (2001) for job satisfaction, Amstrong (2005) for employee commitment and Lipton (2003) for job performance. Samwel (2018)

found the direct value for job satisfaction toward organizational performance was 0,988 while the indirect value was 0,894, which means organizational commitment weaken the relation between job satisfaction and organizational performance.

This result has different result with by Shore and Martin (1989) who found that organizational commitment strengthen the relationship between job satisfaction and job performance. The difference of this study with researcher study was the sample, the theory used and the industry that the research conducted. The sample of this study was different with 94 professional staff, while the location is the same that is in the hospital. They used theory from theory from Ven and Ferry (1980) for job satisfaction, theory from Mowday (1979) for organizational commitment, and theory from Campbell (1983) for performance. The result of their indirect value was 0,765 while the direct value was 0,601, which means organizational commitment make the relation between job satisfaction and job performance stronger. Job satisfaction and organizational commitment has the same uniqueness that result on work outcomes.

Most of the research reviewed have different location and conducted at different industry with this research which become the uniqueness of this research study. This study conducted in Healthcare industry, that is Rumah Sakit Condong Catur (RSCC) located in Yogyakarta, Indonesia. The aim of this study is to prove some theory and examine some hypothesis that determined in this study. This study use theory from Greenberg (1986) for fairness of performance, Spector (1997) for job satisfaction, Meyer and Allen (1997) for commitment and Bernadin and Russel (1993) for job performance.

#### 4.6.11. General Discussion

The result of this study showed that respondent perception about fairness of performance appraisal, job satisfaction, commitment and job performance. Data collected through questionnaire that distributed to respondent in Rumah Sakit Condong Catur (RSCC) Yogyakarta. The purpose of this research study is to know and to analysis the influence of fairness of performance appraisal and job satisfaction towards job performance through commitment as the intervening variable in Rumah Sakit Condong Catur (RSCC) Yogyakarta.

There are four theory used in this research study those are theory from Greenberg (1986) for fairness of performance of appraisal, theory from Spector (1997) for job satisfaction, theory from Meyer and Allen (1997) for commitment and theory from Bernadin and Russel (1993) for job performance. Fairness of performance appraisal there are 2 indicator; distributive justice and procedural justice. Job satisfaction has nine indicators, those are payment, promotion, supervision, contingent rewards, fringe benefit, operational procedure, co-worker, nature of work, and communication. Commitment has three indicator those are; affective commitment, continuance commitment, and normative commitment. Job performance has six indicators those are; quality, quantity, timeliness, cost effectiveness, interpersonal impact and need for supervision.

This research study has nine hypotheses that need to be proven. From that nine hypotheses 7 hypotheses are accepted but 2 hypothesis are not accepted, those are; first hypothesis, Fairness of performance appraisal influence commitment, which has the same result with several previous journal i.e. Saleh *et al.* (2013), Ahmed *et al.* (2013), Crow *et al.* (2011) but has different result with Kuvass (2006). Second, job satisfaction influence commitment which has the same result with several previous journal i.e. Lumley *et al.* (2011), Samwel (2018), and Iqbal *et*

*al.* (2016) but has different result with Dachapalli (2016), Agrawak and Gangai (2014). Third, commitment influence job performance, which has the same result with several previous journal i.e. Syauta *et al.* (2012), Mryayyan *et al.* (2008), Al-Ahmadi (2008), and Memari *et al.* (2013) but has different result with Lee *et al.* (2010). Fourth, fairness of performance influence job performance which has the same result with several previous journal i.e. Kumari (2012), Kaleem *et al.* (2013), Warroka *et al.* (2012). Fifth, job satisfaction influence job performance, which has the same result with several previous journal i.e. Than *et al.* (2016), Shoe and Martin (1989), and Samwel (2018) but has different result with study that conducted by Ahmed *et al.* (2010). Sixth, fairness of performance appraisal and job satisfaction influence commitment, which has the similar result with study that conducted by Crow *et al.* (2011) and Iqbal *et al.* (2016). Seventh fairness of performance appraisal and job satisfaction influence job performance which has the similar result with study that conducted by Kaleem *et al.* (2013).

Path analysis also used to know the result of hypothesis eight and hypothesis nine or to know the direct influence and indirect influence. From those analysis, it can be concluded that hypothesis eight which is the Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence is not proven this has different result with study that conducted by Ahmed *et al.* (2013) found that indirect value greater than the direct value but has the same result with Solihin and Pike (2009) who found the direct influence greater than the indirect influence. Hypothesis nine which is Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence is not proven, this supported by Samwel (2018) who found direct value greater than the indirect, but has the same result with Shore and Martin (1989) who found the who found the indirect value greater than the direct.

There are previous research which has the same result with this study. However none of those previous study had been located in health care industry. Most of the previous study location are in Bank, Hotel and Company, while this research are conducted in hospital industry which is Rumah Sakit Condong Catur (RSCC) Yogyakarta.

## **CHAPTER V**

### **CONCLUSION AND SUGGESTION**

#### **5.1. Conclusion**

There are several conclusion and suggestion

1. Fairness of performance appraisal has positive and significant effect to commitment.
2. Job satisfaction has a positive and significant effect to commitment.
3. Fairness of performance appraisal has positive and significant effect to job performance.
4. Job satisfaction has a positive and significant effect to job performance.
5. Commitment has positive and significance effect to job performance.
6. Fairness of performance appraisal and job satisfaction has a positive and significant effect to commitment
7. Fairness of performance appraisal and job satisfaction has a positive and significant effect to job performance
8. Direct influence (fairness of performance appraisal towards job performance) greater than indirect influence (fairness of performance appraisal towards job performance through commitment)
9. Direct influence (job satisfaction towards job performance) greater than indirect influence (job satisfaction towards job performance through commitment)

#### **5.2.Suggestion**

##### **1. RSCC**

###### **1.1.Fairness of performance appraisal**

Both distributive and procedural justice have a high percentage, means the respondent perception about their fairness of performance appraisal in RSCC is good however there are still 4 people who have low

percentage means they are not satisfied with the performance appraisal they have, 3 people from those 4 people are bachelor graduated and they work at RSCC more than 2 years. RSCC expected to improve fairness of performance appraisal by considering each factor that can improve the fairness of performance appraisal. RSCC can improve the communication to the employees about the standard of performance appraisal itself and always giving feedback for the employees so the employees know what they can improve.

### **1.2.Job Satisfaction**

Promotion has the lowest percentage among job satisfaction indicator, it means respondent not satisfied with promotion system. RSCC need to consider how to solve this problem one thing RSCC can do is giving the clear information about promotion system to the employees since this has the lowest percentage among other factor in promotion.

### **1.3.Commitment**

Comparing from the three indicator of commitment respondent has low interest in continuance commitment. RSCC can improve respondent continuance commitment though give the same chance for the employees to involve decision making, this can make the employees feel more appreciated by the company so their sense of belonging to the company will improve.

### **1.4.Job Performance.**

From six indicator in job performance, quantity has the lowest percentage, RSCC need to something that can improve the respondent work quantity. One example that RSCC can do to improve respondent work quantity is keep monitoring the respondent work so the respondent will be more careful and more focus on their work.

## **2. Future research**

For future researcher that interested in this topic, in order to get more varied result better to add more independent variable that affected commitment and job performance, and conduct the research in different location.

## **3. Reader**

For reader who want to use this research as the reference better to compare this research with another study with similar topic and location since this researcher may have several weaknesses



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**APPENDIX A**  
**RESEARCH QUESTIONNAIRE**

To

Dear Research Respondents

Employees of Rumah Sakit Condong Catur (RSCC) Yogyakarta

With respect,

I am who signed below is student of Islamic University Indonesia

Name : Indah Dwi Ariani

Student Number : 14311556

Faculty : Economy

Major : Management

In order to find data to compile a thesis with the title “**The Influence of Fairness of Performance Appraisal and Job Satisfaction through Commitment towards Job Performance in Rumah Sakit Condong Catur Yogyakarta**” I would like to request your help and willingness from Ms/Mr to fill this questionnaire.

This questionnaire is intended for research purpose only and will not presented to other parties, and confidentiality in completing this questionnaire is fully guaranteed. Therefore, I hope Ms/Mr will answer this questionnaire honestly which will be very helpful for the research study. Thank you for your participation and willingness in fulfilling this questionnaire.

Best Regards,

Indah Dwi Ariani

### A. Identities Respondent

Respondent expected to answer given questions with **cross mark (X)** to the point that respondent agree with or experience with;

1. Respondent Name:
2. Gender:
  - a. Male
  - b. Female
3. Age:
  - a. Less than 25 years
  - b. 26 years-30 years
  - c. 31 years-35 years
  - d. 36 years-40 years
  - e. More than 40 years
4. Last Education:
  - a. Junior School
  - b. Senior High School
  - c. Diploma
  - d. Undergraduate (S1)
  - e. Graduate (S2)
  - f. Post Graduate (S3)
5. Length of Work :
  - a. Less than 2 years
  - b. 2 years -5 years
  - c. 6 years-9 years
  - d. 10 years-13 years
  - e. More than 14 years

### B. QUESTION

#### Section 1: *Fairness of Performance Appraisal (X<sub>1</sub>)*

Guidance: Give a cross mark (X) to the answer column that is consider as the most appropriate answer, below are the following alternative answer;

Score 6= Strongly Agree (SA)

Score 5= Agree (A)

Score 4= Slightly Agree (STA)

Score 3= Slightly Disagree (STD)

Score 2= Disagree (D)

Score 1= Strongly Disagree (SD)

### **Distributive Justice**

<b>No.</b>	<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>STA</b>	<b>STD</b>	<b>D</b>	<b>SD</b>
<b>1.1</b>	Respondents receive feedback after performance appraisal.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>1.2</b>	Performance appraisal result use as the benchmark of promotion.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>1.3</b>	Performance appraisal result use as the benchmark of demotion	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>1.4</b>	Respondent satisfied with their performance appraisal result	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

### **Procedural Justice**

<b>No.</b>	<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>STA</b>	<b>STD</b>	<b>D</b>	<b>SD</b>
<b>1.5</b>	Measurement of performance appraisal based on performance appraisal standard that have been made.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>1.6</b>	Respondents are notified of performance appraisal standard before being assessed.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>1.7</b>	Respondent satisfied with their performance appraisal process.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

### **Section 2: Job Satisfaction (X<sub>2</sub>)**

Guidance: Give a cross mark (X) to the answer column that is consider as the most appropriate answer, below are the following alternative answer;

Score 6= Extremely Good (EG)

Score 5= Very Good (VG)

Score 4= Good (G)

Score 3= Bad (B)

Score 2= Very Bad (VB)

Score 1= Extremely Bad (EB)



### *Payment*

<b>No.</b>	<b>Statement</b>	<b>EG</b>	<b>VG</b>	<b>G</b>	<b>B</b>	<b>VB</b>	<b>EB</b>
<b>2.1</b>	The amount of Salary given	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2.2</b>	Salary standard compare to UMK	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2.3</b>	Feasibility of salary with living need	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2.4</b>	Eligibility of salary compare with other companies.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

### *Promotion*

<b>No.</b>	<b>Statement</b>	<b>EG</b>	<b>VG</b>	<b>G</b>	<b>B</b>	<b>VB</b>	<b>EB</b>
<b>2.5</b>	Clarity of promotion system.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2.6</b>	Fairness of promotional opportunities	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2.7</b>	Suitability of promotional opportunities based on respondent's expertise.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2.8</b>	Suitability of promotional opportunities based on employee capabilities.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

### *Supervision*

<b>No.</b>	<b>Statement</b>	<b>EG</b>	<b>VG</b>	<b>G</b>	<b>B</b>	<b>VB</b>	<b>EB</b>
<b>2.9</b>	Supervisor fairness in supervising respondent work.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2.10</b>	Support provided by supervisor towards respondent.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2.11</b>	Supervisor ability to monitor respondent	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2.12</b>	Supervisor attitude in supervising respondent.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2.13</b>	Supervisor attitude in solving respondent problems.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

### *Contingent Rewards*

<b>No.</b>	<b>Statement</b>	<b>EG</b>	<b>VG</b>	<b>G</b>	<b>B</b>	<b>VB</b>	<b>EB</b>
<b>2.14</b>	Appreciation to respondent who have good performance.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2.15</b>	Appreciation to respondent who have work discipline.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>2.16</b>	Appreciation to respondent who have more skills.	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

### *Fringe Benefit*

No.	Statement	EG	VG	G	B	VB	EB
2.17	Health insurance provided by the company.	6	5	4	3	2	1
2.18	Holidays given by the company.	6	5	4	3	2	1
2.19	THR given by the company.	6	5	4	3	2	1
2.20	Eligibility of the amount of benefits compare with other companies.	6	5	4	3	2	1
2.21	BPJS health	6	5	4	3	2	1
2.22	BPJS employments	6	5	4	3	2	1

### *Operational Procedure*

No.	Statement	EG	VG	G	B	VB	EB
2.23	Work atmosphere.	6	5	4	3	2	1
2.24	Task distribution	6	5	4	3	2	1
2.25	Work procedure.	6	5	4	3	2	1
2.26	Work procedure policy.	6	5	4	3	2	1

### *Co-Workers*

No.	Statement	EG	VG	G	B	VB	EB
2.27	The atmosphere of cooperation with colleagues.	6	5	4	3	2	1
2.28	Friendliness of colleagues.	6	5	4	3	2	1
2.29	Co-worker support.	6	5	4	3	2	1

### *Nature of Work*

No.	Statement	EG	VG	G	B	VB	EB
2.30	Freedom to be creative in ding work.	6	5	4	3	2	1
2.31	Diversity in the level of work difficulties.	6	5	4	3	2	1
2.32	The quality of the assignment given.	6	5	4	3	2	1
2.33	Job attractiveness.	6	5	4	3	2	1

### *Communication*

No.	Statement	EG	VG	G	B	VB	EB
2.34	Clarity of information provided by the employees.	6	5	4	3	2	1
2.35	Communication between workers.	6	5	4	3	2	1
2.36	Clarity of task distribution.	6	5	4	3	2	1

**Section 3: Commitment (Z)**

Guidance: Give a cross mark (X) to the answer column that is consider as the most appropriate answer, below are the following alternative answer;

Score 6= Strongly Agree (SA)

Score 5= Agree (A)

Score 4= Slightly Agree (STA)

Score 3= Slightly Disagree (STD)

Score 2= Disagree (D)

Score 1= Strongly Disagree (SD)

***Affective Commitment***

No.	Statement	SA	A	STA	STD	D	SD
3.1	There is pride in working in this company	6	5	4	3	2	1
3.2	Problems in the company also become personal problems	6	5	4	3	2	1
3.3	This company has a great meaning for my personal life	6	5	4	3	2	1

***Continuance Commitment***

No.	Statement	SA	A	STA	STD	D	SD
3.4	Do not want to leave this company	6	5	4	3	2	1
3.5	Staying in this company is a personal need	6	5	4	3	2	1
3.6	Worry about what might happen if stop working from this company.	6	5	4	3	2	1

***Normative Commitment***

No.	Statement	SA	A	STA	STD	D	SD
3.7	One reason to continue working for this company is to believe that loyalty is important	6	5	4	3	2	1
3.8	What's better now is to keep working in one company	6	5	4	3	2	1
3.9	Feeling confident in this work in this company will provide a more future	6	5	4	3	2	1

**Section 4: Job Performance (Y)**

Guidance: Give a cross mark (X) to the answer column that is consider as the most appropriate answer, below are the following alternative answer;

Score 6= Extremely Good (EG)

Score 5= Very Good (VG)

Score 4= Good (G)

Score 3= Bad (B)

Score 2= Very Bad (VB)

Score 1= Extremely Bad (EB)

**Quality**

No.	Statement	EG	VG	G	B	VB	EB
4.1	Ability to work according to target	6	5	4	3	2	1
4.2	Accuracy in work	6	5	4	3	2	1
4.3	Ability to work according to standards	6	5	4	3	2	1

**Quantity**

No.	Statement	EG	VG	G	B	VB	EB
4.4	Obedience works according to procedures	6	5	4	3	2	1
4.5	Ability to work according to organizational expectations	6	5	4	3	2	1
4.6	The ability to work meets the target	6	5	4	3	2	1

**Timeliness**

No.	Statement	EG	VG	G	B	VB	EB
4.7	The ability to use my rest time is right	6	5	4	3	2	1
4.8	The ability to make wise decisions	6	5	4	3	2	1
4.9	Ability to complete work on time	6	5	4	3	2	1

**Cost Effectiveness**

No.	Statement	EG	VG	G	B	VB	EB
4.10	Ability to maintain company infrastructure	6	5	4	3	2	1
4.11	The ability to save company expenses	6	5	4	3	2	1
4.12	Ability to minimize errors while working	6	5	4	3	2	1

***Interpersonal Impact***

<b>No.</b>	<b>Statement</b>	<b>EG</b>	<b>VG</b>	<b>G</b>	<b>B</b>	<b>VB</b>	<b>EB</b>
<b>4.13</b>	The ability to establish cooperation between colleagues	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>4.14</b>	Ability to appreciate the work of fellow colleagues	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>4.15</b>	The ability to build a harmonious atmosphere between colleagues	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

***Need for Supervision***

<b>No.</b>	<b>Statement</b>	<b>EG</b>	<b>VG</b>	<b>G</b>	<b>B</b>	<b>VB</b>	<b>EB</b>
<b>4.16</b>	Responsibility for work	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>4.17</b>	Ability to work in accordance with working hours that are adhered to	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>4.18</b>	Ability to work independently without supervision	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

## APPENDIX B

### RAW DATA

X<sub>1</sub>

No.	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	TOT_X1	MEAN_X1
1	4	3	4	5	4	3	3	26	3,71
2	4	4	4	3	4	4	3	26	3,71
3	4	4	4	4	4	3	3	26	3,71
4	5	5	6	6	4	4	5	35	5,00
5	5	5	4	5	5	4	5	33	4,71
6	4	5	5	5	4	4	4	31	4,43
7	4	3	2	4	4	5	5	27	3,86
8	4	3	4	4	5	4	4	28	4,00
9	3	3	3	2	3	2	2	18	2,57
10	3	4	4	3	4	5	5	28	4,00
11	3	4	5	4	4	5	5	30	4,29
12	5	4	4	5	5	4	3	30	4,29
13	4	4	4	4	4	6	4	30	4,29
14	4	6	5	4	5	5	5	34	4,86
15	3	5	5	4	5	4	5	31	4,43
16	4	5	5	5	4	4	4	31	4,43
17	5	5	4	6	5	4	6	35	5,00
18	4	4	3	5	5	4	3	28	4,00
19	4	5	4	3	4	3	4	27	3,86
20	4	4	3	3	4	3	3	24	3,43
21	5	6	6	6	5	3	4	35	5,00
22	4	3	5	5	5	4	4	30	4,29
23	3	4	4	3	4	5	5	28	4,00
24	4	3	5	4	5	3	4	28	4,00
25	4	3	2	5	5	4	4	27	3,86
26	4	5	5	5	4	3	3	29	4,14
27	5	5	4	4	5	4	5	32	4,57
28	6	6	6	6	5	6	6	41	5,86
29	4	3	5	6	5	6	5	34	4,86
30	4	3	3	4	4	3	4	25	3,57

31	6	6	5	5	5	4	3	34	4,86
32	4	3	5	5	3	2	5	27	3,86
33	5	4	4	4	3	4	5	29	4,14
34	3	5	6	4	5	3	4	30	4,29
35	4	4	4	4	4	5	3	28	4,00
36	5	4	5	5	5	4	4	32	4,57
37	4	5	4	3	4	6	5	31	4,43
38	4	5	4	4	5	4	4	30	4,29
39	5	4	5	4	5	5	6	34	4,86
40	5	4	4	4	4	4	4	29	4,14
41	3	4	5	3	3	5	2	25	3,57
42	4	4	4	4	3	4	5	28	4,00
43	4	3	3	5	5	3	2	25	3,57
44	4	4	3	3	4	5	5	28	4,00
45	4	3	4	5	4	3	5	28	4,00
46	5	5	5	5	6	6	6	38	5,43
47	4	5	3	2	5	3	2	24	3,43
48	5	4	3	3	4	5	5	29	4,14
49	4	4	3	6	4	3	2	26	3,71
50	4	3	4	5	4	5	5	30	4,29
51	4	5	4	4	4	6	4	31	4,43
52	6	6	6	6	5	4	6	39	5,57
53	6	6	5	4	5	4	4	34	4,86
54	5	4	3	2	4	3	2	23	3,29
55	4	4	4	4	5	5	5	31	4,43
56	5	4	4	5	4	6	4	32	4,57
57	5	5	4	4	5	5	5	33	4,71
58	3	4	2	4	5	4	5	27	3,86
59	4	5	6	6	6	5	6	38	5,43
60	3	4	4	3	3	4	3	24	3,43
61	5	4	3	3	6	6	6	33	4,71
62	4	3	4	4	3	5	4	27	3,86
63	3	5	4	5	5	6	6	34	4,86
64	4	3	3	4	4	5	4	27	3,86
65	4	4	4	4	4	3	5	28	4,00
66	3	4	4	3	3	3	4	24	3,43
67	4	4	4	5	4	5	5	31	4,43
68	3	4	5	3	2	4	3	24	3,43
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74	4	3	4	5	4	3	3	26	3,71
75	5	4	4	3	5	6	6	33	4,71
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96	4	4	4	4	3	4	4	27	3,86
97	3	2	2	5	4	3	2	21	3,00
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105	3	5	4	4	4	5	5	30	4,29
106	5	5	4	5	6	5	5	35	5,00
107	5	5	5	4	4	4	5	32	4,57
108	4	4	4	4	4	4	3	27	3,86
109	4	4	4	4	4	4	4	28	4,00
110	5	4	3	3	5	5	5	30	4,29
111	5	5	3	2	4	5	3	27	3,86
112	5	4	5	4	5	5	4	32	4,57



113	4	4	4	4	4	4	4	28	4,00
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115	5	5	5	4	4	4	4	31	4,43
116	4	4	4	4	4	4	4	28	4,00
117	3	3	2	3	3	3	3	20	2,86
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119	4	4	3	4	3	4	3	25	3,57
120	5	5	5	5	5	5	5	35	5,00
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123	4	4	4	4	3	4	4	27	3,86
124	6	3	3	5	6	3	5	31	4,43
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126	5	4	4	4	6	4	4	31	4,43
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136	5	5	4	5	5	5	5	34	4,86
137	4	3	3	3	4	4	4	25	3,57
138	4	4	4	4	4	4	4	28	4,00
139	6	6	5	6	6	6	4	39	5,57
140	4	4	4	4	4	4	4	28	4,00
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144	5	5	5	5	5	5	5	35	5,00
145	4	4	4	4	5	5	5	31	4,43
146	4	4	4	4	4	4	4	28	4,00
147	4	3	3	4	4	4	3	25	3,57
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153	6	6	6	6	5	6	5	40	5,71

154	4	4	4	4	5	4	6	31	4,43
155	5	5	5	5	4	5	5	34	4,86
$\Sigma$	4,3	4,22	4,09	4,23	4,36	4,3	4,27		

## X2

No	X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2.8	X2.9	X2.10	X2.11	X2.12
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31	6	5	6	3	2	1	3	1	3	3	5	5
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92	5	4	3	5	5	3	4	2	5	4	3	2
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No	X2.13	X2.14	X2.15	X2.16	X2.17	X2.18	X2.19	X2.20	X2.21	X2.22	X2.23	X2.24
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7	5	4	3	3	3	5	5	3	4	2	4	3
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13	3	2	4	4	4	3	4	4	4	4	4	4
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123	4	4	4	4	4	3	3	4	6	6	6	6
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$\Sigma$	4,168	4,142	4,148	4,116	4,271	3,903	3,987	4,123	4,51	4,581	4,426	4,187

X2.25	X2.26	X2.27	X2.28	X2.29	X2.30	X2.31	X2.32	X2.33	X2.34	X2.35	X2.36	TOT_X2	MEAN_X2
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4	3	6	5	4	6	5	4	6	6	5	4	167	4,6
4	5	5	4	5	5	5	4	5	5	5	4	170	4,7
4	5	4	3	4	4	5	6	5	5	4	5	166	4,6
2	4	4	5	5	5	4	3	5	4	5	4	138	3,8
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4	5	6	5	5	5	5	6	4	5	4	4	171	4,7
4	4	5	5	5	4	4	5	4	4	4	4	133	3,6
5	5	5	5	6	5	6	6	3	5	6	3	162	4,5
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2	2	5	4	6	4	5	2	2	5	4	5	153	4,2
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5	3	5	4	5	5	4	5	2	4	4	2	143	3,9
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4,239	4,297	5,045	4,529	4,49	4,535	4,316	4,406	4,29	4,465	4,355	4,51	MEAN	

## Z

No	Z.1	Z.2	Z.3	Z.4	Z.5	Z.6	Z.7	Z.8	Z.9	TOT_Z	MEAN_Z
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2	3	3	4	4	4	4	4	4	4	34	3,78
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4	6	5	5	5	4	4	5	4	4	42	4,67
5	5	4	5	5	4	5	5	5	5	43	4,78
6	5	4	5	5	5	4	5	4	4	41	4,56
7	5	3	4	4	3	5	4	5	3	36	4,00
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9	3	3	4	3	2	2	3	3	3	26	2,89
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11	5	4	4	4	3	4	4	5	3	36	4,00
12	5	4	4	5	4	4	5	4	4	39	4,33
13	5	3	4	3	4	4	2	4	4	33	3,67
14	6	5	2	6	4	4	6	6	6	45	5,00
15	3	4	2	3	2	5	5	5	3	32	3,56
16	6	4	3	5	4	3	3	4	4	36	4,00
17	4	5	5	5	3	4	4	5	6	41	4,56
18	5	4	3	2	3	2	2	3	2	26	2,89
19	3	2	2	6	3	3	6	6	2	33	3,67
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21	5	4	3	5	6	5	5	6	5	44	4,89
22	5	4	4	5	4	4	5	4	4	39	4,33
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24	5	4	3	4	5	3	4	3	5	36	4,00
25	5	4	2	2	3	4	5	4	4	33	3,67
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31	5	5	4	4	5	3	2	5	5	38	4,22
32	4	3	6	3	4	6	5	6	6	43	4,78



33	4	4	4	4	5	6	5	6	6	44	4,89
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45	5	6	5	5	4	4	5	4	3	41	4,56
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62	4	3	4	4	3	3	4	3	4	32	3,56
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68	5	4	2	5	4	5	6	6	5	42	4,67
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71	5	6	5	5	4	3	4	4	5	41	4,56
72	5	4	4	4	4	5	5	4	4	39	4,33
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76	6	6	6	5	5	5	5	5	5	48	5,33
77	4	3	4	2	4	4	3	4	2	30	3,33
78	4	4	3	3	2	2	3	3	3	27	3,00
79	4	5	6	4	5	6	5	4	3	42	4,67
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83	5	4	5	4	6	6	5	6	5	46	5,11
84	6	6	6	5	5	4	5	6	6	49	5,44
85	5	3	2	4	4	5	6	4	4	37	4,11
86	5	4	3	5	4	3	3	5	6	38	4,22
87	4	3	4	5	4	5	5	4	3	37	4,11
88	4	4	4	5	5	5	6	6	6	45	5,00
89	5	4	4	5	5	4	4	3	4	38	4,22
90	3	3	3	3	3	3	3	3	3	27	3,00
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92	5	4	3	2	1	3	3	5	6	32	3,56
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Y

No	Y.1	Y.2	Y.3	Y.4	Y.5	Y.6	Y.7	Y.8	Y.9	Y.10
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76	3	4	2	5	5	5	5	5	5	5
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155	6	6	6	5	5	6	4	5	4	6
$\Sigma$	4,3	4	4	4	4	4	5	4	4	4,4

No	Y.11	Y.12	Y.13	Y.14	Y.15	Y.16	Y.17	Y.18	TOT_Y	MEAN_Y
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4	4	4	4	3	4	4	3	3	71	3,94
5	5	4	5	5	4	5	4	4	87	4,83
6	4	3	5	6	6	5	5	6	85	4,72
7	3	4	4	3	4	4	3	2	61	3,39
8	5	5	4	4	5	5	6	6	83	4,61
9	4	4	4	4	4	4	4	4	72	4,00
10	5	4	4	4	5	5	5	6	80	4,44
11	4	6	6	5	5	5	6	5	91	5,06
12	3	4	5	5	4	5	4	4	77	4,28
13	4	4	5	5	5	5	5	5	80	4,44
14	5	4	6	5	5	5	5	5	87	4,83
15	4	5	4	3	4	5	3	3	63	3,50
16	4	3	4	5	4	3	4	2	73	4,06
17	3	6	5	4	3	5	6	6	87	4,83
18	3	5	4	3	5	3	5	5	73	4,06
19	1	4	6	6	6	6	6	6	87	4,83
20	3	2	4	4	4	3	4	4	67	3,72
21	4	4	4	3	6	4	3	5	80	4,44
22	4	4	3	4	4	4	3	3	67	3,72
23	5	5	5	4	5	5	4	4	83	4,61
24	5	6	4	5	6	6	6	6	87	4,83
25	5	5	4	3	4	4	3	5	70	3,89
26	5	3	5	3	4	5	4	3	77	4,28
27	3	5	5	4	5	5	5	4	85	4,72
28	5	5	5	5	5	5	5	5	93	5,17
29	4	4	4	3	4	4	3	3	65	3,61
30	4	4	4	4	4	4	4	4	71	3,94
31	3	3	5	6	5	5	4	3	74	4,11
32	3	2	3	4	4	3	4	2	64	3,56



33	5	5	4	5	4	4	3	4	79	4,39
34	6	4	4	3	3	2	4	6	82	4,56
35	4	6	5	5	6	5	5	5	85	4,72
36	3	5	4	3	3	4	3	5	71	3,94
37	5	6	4	5	6	4	5	6	88	4,89
38	4	3	5	6	6	6	6	6	86	4,78
39	3	2	3	4	4	4	4	4	80	4,44
40	3	6	6	5	4	3	3	4	75	4,17
41	5	3	3	4	5	3	4	5	74	4,11
42	3	3	4	4	5	4	4	5	71	3,94
43	2	3	5	2	3	3	4	6	66	3,67
44	5	4	5	4	4	4	3	3	76	4,22
45	4	5	4	3	5	4	3	3	70	3,89
46	5	5	5	5	5	5	5	5	93	5,17
47	3	2	3	4	5	4	3	5	66	3,67
48	4	4	4	5	5	3	3	5	77	4,28
49	4	3	4	3	3	4	5	5	68	3,78
50	6	5	5	4	4	6	6	6	89	4,94
51	5	6	4	6	5	4	5	6	87	4,83
52	4	5	4	5	4	4	5	4	79	4,39
53	4	5	4	5	5	6	6	5	88	4,89
54	5	4	5	5	2	5	5	4	84	4,67
55	5	5	5	5	5	4	4	4	84	4,67
56	6	6	4	5	5	5	6	5	97	5,39
57	4	4	5	4	43	4	3	2	113	6,28
58	4	3	3	5	4	4	3	4	70	3,89
59	5	4	5	3	3	4	3	3	80	4,44
60	4	5	5	4	4	5	4	4	80	4,44
61	3	4	4	3	3	4	3	3	74	4,11
62	4	4	4	4	4	4	4	4	71	3,94
63	5	5	4	4	5	5	4	4	78	4,33
64	3	4	4	3	3	3	3	3	59	3,28

65	4	4	5	4	4	5	5	5	86	4,78
66	4	4	4	4	4	4	5	4	73	4,06
67	4	3	5	3	4	5	3	2	74	4,11
68	5	2	3	5	4	4	2	3	68	3,78
69	5	4	5	4	5	5	4	6	85	4,72
70	3	6	6	6	4	6	6	6	86	4,78
71	4	5	4	5	5	3	2	4	70	3,89
72	4	5	4	5	5	4	5	5	77	4,28
73	3	3	5	4	4	5	5	5	78	4,33
74	4	3	4	3	5	5	4	4	77	4,28
75	3	3	3	4	4	4	3	5	70	3,89
76	5	5	4	4	4	4	4	4	78	4,33
77	4	5	4	5	5	5	5	5	85	4,72
78	4	3	4	4	4	4	3	4	72	4,00
79	4	6	5	6	6	4	4	3	82	4,56
80	4	4	4	4	4	4	4	4	72	4,00
81	5	5	5	4	5	4	5	5	79	4,39
82	5	5	5	6	5	6	5	6	91	5,06
83	5	5	5	5	4	5	5	5	83	4,61
84	4	4	5	5	4	5	5	4	88	4,89
85	2	4	5	5	6	6	5	5	78	4,33
86	4	3	4	6	5	6	5	6	82	4,56
87	4	5	5	4	5	6	6	6	92	5,11
88	3	2	4	3	5	6	5	4	78	4,33
89	3	5	5	4	4	4	5	5	76	4,22
90	2	2	3	3	3	3	3	3	48	2,67
91	4	5	5	4	5	5	4	5	82	4,56
92	5	6	5	4	5	5	4	3	80	4,44
93	3	5	4	3	2	5	4	5	70	3,89
94	6	6	5	4	3	4	3	3	72	4,00
95	3	3	4	3	2	5	4	4	66	3,67
96	4	4	4	4	4	4	4	4	63	3,50

97	2	4	4	2	5	3	2	4	64	3,56
98	5	5	4	4	3	4	3	2	72	4,00
99	4	3	5	5	5	6	5	5	80	4,44
100	4	4	4	4	4	4	4	4	72	4,00
101	4	4	5	5	5	5	5	5	87	4,83
102	4	3	4	4	3	3	4	3	67	3,72
103	4	5	5	4	4	4	4	3	78	4,33
104	5	4	4	4	4	4	4	4	70	3,89
105	3	4	4	3	3	4	5	5	69	3,83
106	2	6	6	6	5	4	4	1	78	4,33
107	6	5	3	4	4	4	3	4	72	4,00
108	5	4	5	5	5	5	5	5	79	4,39
109	4	4	4	3	4	4	5	4	75	4,17
110	4	4	4	4	4	5	5	5	78	4,33
111	4	4	5	5	4	5	5	4	80	4,44
112	5	4	4	5	5	5	4	4	79	4,39
113	4	4	4	4	4	4	4	4	72	4,00
114	4	4	4	4	4	4	4	4	72	4,00
115	4	4	4	4	4	4	4	4	72	4,00
116	3	3	3	4	4	4	4	4	69	3,83
117	3	3	4	4	5	4	4	3	69	3,83
118	3	3	4	4	4	4	4	4	69	3,83
119	3	3	4	4	4	4	4	4	62	3,44
120	4	5	3	3	3	4	4	4	67	3,72
121	5	5	4	4	4	4	4	4	84	4,67
122	4	4	4	4	4	3	4	3	64	3,56
123	6	6	5	5	5	5	5	5	86	4,78
124	5	5	5	5	5	5	5	5	88	4,89
125	2	2	4	3	3	4	4	4	61	3,39
126	5	5	6	6	6	5	6	5	90	5,00
127	6	5	6	6	6	5	6	5	98	5,44
128	5	5	5	5	6	6	5	6	97	5,39

129	5	5	5	4	6	5	6	6	91	5,06
130	6	5	6	5	6	5	5	6	97	5,39
131	4	4	5	4	4	5	5	4	79	4,39
132	4	4	5	4	4	5	5	5	82	4,56
133	4	4	5	5	5	5	5	5	84	4,67
134	5	5	5	5	5	5	5	5	86	4,78
135	5	5	5	5	5	5	5	4	83	4,61
136	4	4	4	4	4	4	4	4	72	4,00
137	3	3	4	4	4	4	4	4	69	3,83
138	4	4	4	4	4	4	4	4	72	4,00
139	4	4	4	4	4	4	4	4	72	4,00
140	5	5	5	5	5	5	5	5	90	5,00
141	5	5	5	5	5	5	5	5	90	5,00
142	5	5	5	5	5	5	5	5	90	5,00
143	5	5	5	5	5	5	5	5	90	5,00
144	5	5	5	5	5	5	5	5	90	5,00
145	5	5	5	5	5	5	5	5	90	5,00
146	6	6	6	6	6	6	6	6	105	5,83
147	4	4	5	5	4	5	5	5	86	4,78
148	5	4	6	6	6	5	6	4	96	5,33
149	4	6	5	6	6	4	4	4	90	5,00
150	6	4	4	4	4	5	5	5	84	4,67
151	4	4	4	5	5	4	4	4	80	4,44
152	5	5	6	6	6	6	5	5	99	5,50
153	4	4	4	4	4	5	6	4	84	4,67
154	4	4	4	4	4	6	6	4	87	4,83
155	6	5	4	4	5	6	6	4	93	5,17
$\Sigma$	4,2	4,3	4,5	4,3	4,7	4,5	4,4	4,4		

**APPENDIX C**  
**VALIDITY TEST**  
**FAIRNESS OF PERFORMANCE APPRAISAL (X<sub>1</sub>)**

		<b>Correlations</b>							
		X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	TOT_X 1
X1.1	Pearson Correlation	1	,503**	,355**	,391**	,547**	,330**	,351**	,716**
	Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000
	N	155	155	155	155	155	155	155	155
X1.2	Pearson Correlation	,503**	1	,632**	,311**	,331**	,317**	,283**	,701**
	Sig. (2-tailed)	,000		,000	,000	,000	,000	,000	,000
	N	155	155	155	155	155	155	155	155
X1.3	Pearson Correlation	,355**	,632**	1	,448**	,244**	,254**	,274**	,679**
	Sig. (2-tailed)	,000	,000		,000	,002	,001	,001	,000
	N	155	155	155	155	155	155	155	155
X1.4	Pearson Correlation	,391**	,311**	,448**	1	,431**	,210**	,291**	,657**
	Sig. (2-tailed)	,000	,000	,000		,000	,009	,000	,000
	N	155	155	155	155	155	155	155	155
X1.5	Pearson Correlation	,547**	,331**	,244**	,431**	1	,361**	,409**	,682**
	Sig. (2-tailed)	,000	,000	,002	,000		,000	,000	,000
	N	155	155	155	155	155	155	155	155
X1.6	Pearson Correlation	,330**	,317**	,254**	,210**	,361**	1	,519**	,640**
	Sig. (2-tailed)	,000	,000	,001	,009	,000		,000	,000
	N	155	155	155	155	155	155	155	155
X1.7	Pearson Correlation	,351**	,283**	,274**	,291**	,409**	,519**	1	,673**
	Sig. (2-tailed)	,000	,000	,001	,000	,000	,000		,000
	N	155	155	155	155	155	155	155	155
TOT_X1	Pearson Correlation	,716**	,701**	,679**	,657**	,682**	,640**	,673**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	
	N	155	155	155	155	155	155	155	155

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

**APPENDIX D**  
**VALIDITY TEST**  
**JOB SATISFATION**

		X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2.8	X2.9	X2.10
X2.1	Pearson Correlation	1	,551**	,346**	,389**	,326**	,250**	,252**	,163*	,267**	,316**
	Sig. (2-tailed)		0,000	0,000	0,000	0,000	0,002	0,002	0,043	0,001	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.2	Pearson Correlation	,551**	1	,356**	,260**	,219**	,257**	,283**	0,093	,301**	,376**
	Sig. (2-tailed)	0,000		0,000	0,001	0,006	0,001	0,000	0,250	0,000	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.3	Pearson Correlation	,346**	,356**	1	,355**	,348**	,226**	,372**	,179*	0,147	,228**
	Sig. (2-tailed)	0,000	0,000		0,000	0,000	0,005	0,000	0,026	0,070	0,004
	N	155	155	155	155	155	155	155	155	154	155
X2.4	Pearson Correlation	,389**	,260**	,355**	1	,307**	0,131	,251**	,283**	,439**	,372**
	Sig. (2-tailed)	0,000	0,001	0,000		0,000	0,103	0,002	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.5	Pearson Correlation	,326**	,219**	,348**	,307**	1	,530**	,424**	,361**	,334**	,262**
	Sig. (2-tailed)	0,000	0,006	0,000	0,000		0,000	0,000	0,000	0,000	0,001
	N	155	155	155	155	155	155	155	155	154	155
X2.6	Pearson Correlation	,250**	,257**	,226**	0,131	,530**	1	,497**	,429**	,262**	,303**
	Sig. (2-tailed)	0,002	0,001	0,005	0,103	0,000		0,000	0,000	0,001	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.7	Pearson Correlation	,252**	,283**	,372**	,251**	,424**	,497**	1	,519**	,328**	,394**
	Sig. (2-tailed)	0,002	0,000	0,000	0,002	0,000	0,000		0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.8	Pearson Correlation	,163*	0,093	,179*	,283**	,361**	,429**	,519**	1	,304**	,303**
	Sig. (2-tailed)	0,043	0,250	0,026	0,000	0,000	0,000	0,000		0,000	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.9	Pearson Correlation	,267**	,301**	0,147	,439**	,334**	,262**	,328**	,304**	1	,572**
	Sig. (2-tailed)	0,001	0,000	0,070	0,000	0,000	0,001	0,000	0,000		0,000
	N	154	154	154	154	154	154	154	154	154	154
X2.10	Pearson Correlation	,316**	,376**	,228**	,372**	,262**	,303**	,394**	,303**	,572**	1
	Sig. (2-tailed)	0,000	0,000	0,004	0,000	0,001	0,000	0,000	0,000	0,000	
	N	155	155	155	155	155	155	155	155	154	155
X2.11	Pearson Correlation	0,143	0,123	,204*	,271**	,280**	,312**	,360**	,176*	,263**	,474**

	Sig. (2-tailed)	0,076	0,128	0,011	0,001	0,000	0,000	0,000	0,028	0,001	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.12	Pearson Correlation	0,157	0,015	0,062	,208**	0,151	,279**	,414**	,345**	0,135	,337**
	Sig. (2-tailed)	0,051	0,855	0,440	0,010	0,062	0,000	0,000	0,000	0,095	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.13	Pearson Correlation	0,010	0,065	0,126	,158*	,335**	,197*	,316**	,334**	,251**	0,139
	Sig. (2-tailed)	0,905	0,423	0,118	0,049	0,000	0,014	0,000	0,000	0,002	0,085
	N	155	155	155	155	155	155	155	155	154	155
X2.14	Pearson Correlation	0,132	0,135	,186*	,253**	,237**	0,113	,287**	,285**	,310**	,283**
	Sig. (2-tailed)	0,100	0,094	0,021	0,002	0,003	0,162	0,000	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.15	Pearson Correlation	0,120	,183*	,280**	,204*	0,153	,189*	,321**	,315**	,191*	,310**
	Sig. (2-tailed)	0,136	0,023	0,000	0,011	0,058	0,019	0,000	0,000	0,017	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.16	Pearson Correlation	,179*	0,125	,211**	,228**	,205*	,196*	,322**	,304**	0,136	,261**
	Sig. (2-tailed)	0,026	0,122	0,008	0,004	0,011	0,015	0,000	0,000	0,092	0,001
	N	155	155	155	155	155	155	155	155	154	155
X2.17	Pearson Correlation	,198*	0,080	0,117	,232**	,287**	0,093	0,145	,161*	,197*	,202*
	Sig. (2-tailed)	0,014	0,319	0,148	0,004	0,000	0,247	0,071	0,046	0,015	0,012
	N	155	155	155	155	155	155	155	155	154	155
X2.18	Pearson Correlation	0,154	,226**	,196*	,187*	0,141	0,013	,220**	0,132	,238**	,312**
	Sig. (2-tailed)	0,055	0,005	0,014	0,020	0,079	0,869	0,006	0,101	0,003	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.19	Pearson Correlation	0,003	0,128	0,112	0,133	0,101	- 0,023	,301**	,191*	0,150	,174*
	Sig. (2-tailed)	0,970	0,114	0,165	0,100	0,211	0,773	0,000	0,017	0,064	0,030
	N	155	155	155	155	155	155	155	155	154	155
X2.20	Pearson Correlation	,241**	,183*	,182*	,225**	0,132	,227**	,302**	0,119	0,084	0,154
	Sig. (2-tailed)	0,003	0,023	0,024	0,005	0,102	0,004	0,000	0,139	0,301	0,056
	N	155	155	155	155	155	155	155	155	154	155
X2.21	Pearson Correlation	0,045	0,090	0,036	,179*	0,024	0,014	0,144	0,122	0,110	0,156
	Sig. (2-tailed)	0,578	0,268	0,655	0,026	0,765	0,864	0,075	0,132	0,173	0,052
	N	155	155	155	155	155	155	155	155	154	155
X2.22	Pearson Correlation	0,016	- 0,098	0,075	,194*	0,068	0,050	0,083	0,105	,159*	,195*
	Sig. (2-tailed)	0,843	0,223	0,352	0,016	0,399	0,535	0,302	0,195	0,049	0,015
	N	155	155	155	155	155	155	155	155	154	155
X2.23	Pearson Correlation	0,133	,219**	,194*	0,120	,285**	,192*	0,135	0,073	,233**	,265**
	Sig. (2-tailed)	0,099	0,006	0,016	0,138	0,000	0,016	0,094	0,370	0,004	0,001
	N	155	155	155	155	155	155	155	155	154	155
X2.24	Pearson Correlation	0,057	0,155	0,033	0,116	0,127	0,152	,161*	- 0,069	,280**	,263**
	Sig. (2-tailed)	0,478	0,054	0,688	0,152	0,115	0,059	0,046	0,395	0,000	0,001

	N	155	155	155	155	155	155	155	155	154	155
X2.25	Pearson Correlation	0,120	-	0,137	0,065	,220**	,282**	,165*	-	0,114	,208**
	Sig. (2-tailed)	0,138	0,888	0,090	0,424	0,006	0,000	0,040	0,652	0,158	0,009
	N	155	155	155	155	155	155	155	155	154	155
X2.26	Pearson Correlation	0,079	0,095	,177*	,176*	,223**	,284**	,197*	0,143	,194*	,183*
	Sig. (2-tailed)	0,330	0,241	0,028	0,029	0,005	0,000	0,014	0,077	0,016	0,022
	N	155	155	155	155	155	155	155	155	154	155
X2.27	Pearson Correlation	-	-	-	-	-	0,025	0,044	0,006	-	-
	Sig. (2-tailed)	0,038	0,033	0,022	0,019	0,030	0,760	0,583	0,944	0,044	0,035
	N	155	155	155	155	155	155	155	155	154	155
X2.28	Pearson Correlation	0,145	,161*	,283**	,163*	0,085	0,027	0,137	0,085	,228**	,290**
	Sig. (2-tailed)	0,072	0,046	0,000	0,043	0,294	0,740	0,090	0,292	0,004	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.29	Pearson Correlation	,183*	,184*	,197*	0,092	0,126	0,056	,177*	0,099	,210**	,286**
	Sig. (2-tailed)	0,023	0,022	0,014	0,257	0,117	0,491	0,028	0,220	0,009	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.30	Pearson Correlation	,245**	,202*	,290**	,269**	,249**	,228**	,204*	,166*	,360**	,294**
	Sig. (2-tailed)	0,002	0,012	0,000	0,001	0,002	0,004	0,011	0,039	0,000	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.31	Pearson Correlation	,187*	,203*	,160*	,226**	,198*	,235**	,309**	,161*	,374**	,522**
	Sig. (2-tailed)	0,020	0,011	0,047	0,005	0,013	0,003	0,000	0,045	0,000	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.32	Pearson Correlation	0,072	0,121	,236**	,223**	,209**	,161*	,231**	,270**	,272**	,316**
	Sig. (2-tailed)	0,374	0,134	0,003	0,005	0,009	0,045	0,004	0,001	0,001	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.33	Pearson Correlation	0,123	0,140	0,058	,267**	0,109	0,131	0,121	0,128	,285**	,347**
	Sig. (2-tailed)	0,126	0,083	0,471	0,001	0,176	0,104	0,132	0,113	0,000	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.34	Pearson Correlation	,229**	,246**	0,151	,203*	0,152	0,132	0,153	0,118	,253**	,322**
	Sig. (2-tailed)	0,004	0,002	0,060	0,011	0,058	0,101	0,057	0,142	0,002	0,000
	N	155	155	155	155	155	155	155	155	154	155
X2.35	Pearson Correlation	0,007	-	0,100	0,055	0,090	-	0,039	0,043	0,128	0,117
	Sig. (2-tailed)	0,932	0,287	0,217	0,500	0,266	0,626	0,634	0,595	0,114	0,146
	N	155	155	155	155	155	155	155	155	154	155
X2.36	Pearson Correlation	-	-	0,016	0,011	-	-	0,061	0,027	0,032	0,059
	Sig. (2-tailed)	0,351	0,389	0,846	0,895	0,499	0,388	0,449	0,738	0,689	0,466
	N	155	155	155	155	155	155	155	155	154	155
TOT_X2	Pearson Correlation	,364**	,348**	,422**	,467**	,463**	,416**	,574**	,438**	,514**	,606**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	154	155



		X2.11	X2.12	X2.13	X2.14	X2.15	X2.16	X2.17	X2.18	X2.19	X2.20
X2.1	Pearson Correlation	0,143	0,157	0,010	0,132	0,120	,179*	,198*	0,154	0,003	,241**
	Sig. (2-tailed)	0,076	0,051	0,905	0,100	0,136	0,026	0,014	0,055	0,970	0,003
	N	155	155	155	155	155	155	155	155	155	155
X2.2	Pearson Correlation	0,123	0,015	0,065	0,135	,183*	0,125	0,080	,226**	0,128	,183*
	Sig. (2-tailed)	0,128	0,855	0,423	0,094	0,023	0,122	0,319	0,005	0,114	0,023
	N	155	155	155	155	155	155	155	155	155	155
X2.3	Pearson Correlation	,204*	0,062	0,126	,186*	,280**	,211**	0,117	,196*	0,112	,182*
	Sig. (2-tailed)	0,011	0,440	0,118	0,021	0,000	0,008	0,148	0,014	0,165	0,024
	N	155	155	155	155	155	155	155	155	155	155
X2.4	Pearson Correlation	,271**	,208**	,158*	,253**	,204*	,228**	,232**	,187*	0,133	,225**
	Sig. (2-tailed)	0,001	0,010	0,049	0,002	0,011	0,004	0,004	0,020	0,100	0,005
	N	155	155	155	155	155	155	155	155	155	155
X2.5	Pearson Correlation	,280**	0,151	,335**	,237**	0,153	,205*	,287**	0,141	0,101	0,132
	Sig. (2-tailed)	0,000	0,062	0,000	0,003	0,058	0,011	0,000	0,079	0,211	0,102
	N	155	155	155	155	155	155	155	155	155	155
X2.6	Pearson Correlation	,312**	,279**	,197*	0,113	,189*	,196*	0,093	0,013	-	,227**
	Sig. (2-tailed)	0,000	0,000	0,014	0,162	0,019	0,015	0,247	0,869	0,773	0,004
	N	155	155	155	155	155	155	155	155	155	155
X2.7	Pearson Correlation	,360**	,414**	,316**	,287**	,321**	,322**	0,145	,220**	,301**	,302**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,000	0,071	0,006	0,000	0,000
	N	155	155	155	155	155	155	155	155	155	155
X2.8	Pearson Correlation	,176*	,345**	,334**	,285**	,315**	,304**	,161*	0,132	,191*	0,119
	Sig. (2-tailed)	0,028	0,000	0,000	0,000	0,000	0,000	0,046	0,101	0,017	0,139
	N	155	155	155	155	155	155	155	155	155	155
X2.9	Pearson Correlation	,263**	0,135	,251**	,310**	,191*	0,136	,197*	,238**	0,150	0,084
	Sig. (2-tailed)	0,001	0,095	0,002	0,000	0,017	0,092	0,015	0,003	0,064	0,301
	N	154	154	154	154	154	154	154	154	154	154
X2.10	Pearson Correlation	,474**	,337**	0,139	,283**	,310**	,261**	,202*	,312**	,174*	0,154
	Sig. (2-tailed)	0,000	0,000	0,085	0,000	0,000	0,001	0,012	0,000	0,030	0,056
	N	155	155	155	155	155	155	155	155	155	155
X2.11	Pearson Correlation	1	,389**	,256**	,309**	,309**	,306**	,192*	,166*	0,136	,186*
	Sig. (2-tailed)		0,000	0,001	0,000	0,000	0,000	0,017	0,039	0,093	0,021
	N	155	155	155	155	155	155	155	155	155	155
X2.12	Pearson Correlation	,389**	1	,367**	,321**	,331**	,241**	0,047	0,084	,198*	0,153
	Sig. (2-tailed)	0,000		0,000	0,000	0,000	0,003	0,564	0,301	0,013	0,058
	N	155	155	155	155	155	155	155	155	155	155

X2.13	Pearson Correlation	,256**	,367**	1	,557**	,343**	,324**	,248**	0,115	,211**	,184*
	Sig. (2-tailed)	0,001	0,000		0,000	0,000	0,000	0,002	0,155	0,008	0,022
	N	155	155	155	155	155	155	155	155	155	155
X2.14	Pearson Correlation	,309**	,321**	,557**	1	,554**	,433**	,296**	,327**	,335**	,294**
	Sig. (2-tailed)	0,000	0,000	0,000		0,000	0,000	0,000	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155	155
X2.15	Pearson Correlation	,309**	,331**	,343**	,554**	1	,674**	,340**	,344**	,240**	,265**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000		0,000	0,000	0,000	0,003	0,001
	N	155	155	155	155	155	155	155	155	155	155
X2.16	Pearson Correlation	,306**	,241**	,324**	,433**	,674**	1	,293**	,282**	,160*	,171*
	Sig. (2-tailed)	0,000	0,003	0,000	0,000	0,000		0,000	0,000	0,047	0,034
	N	155	155	155	155	155	155	155	155	155	155
X2.17	Pearson Correlation	,192*	0,047	,248**	,296**	,340**	,293**	1	,374**	,174*	,264**
	Sig. (2-tailed)	0,017	0,564	0,002	0,000	0,000	0,000		0,000	0,030	0,001
	N	155	155	155	155	155	155	155	155	155	155
X2.18	Pearson Correlation	,166*	0,084	0,115	,327**	,344**	,282**	,374**	1	,500**	,412**
	Sig. (2-tailed)	0,039	0,301	0,155	0,000	0,000	0,000	0,000		0,000	0,000
	N	155	155	155	155	155	155	155	155	155	155
X2.19	Pearson Correlation	0,136	,198*	,211**	,335**	,240**	,160*	,174*	,500**	1	,371**
	Sig. (2-tailed)	0,093	0,013	0,008	0,000	0,003	0,047	0,030	0,000		0,000
	N	155	155	155	155	155	155	155	155	155	155
X2.20	Pearson Correlation	,186*	0,153	,184*	,294**	,265**	,171*	,264**	,412**	,371**	1
	Sig. (2-tailed)	0,021	0,058	0,022	0,000	0,001	0,034	0,001	0,000	0,000	
	N	155	155	155	155	155	155	155	155	155	155
X2.21	Pearson Correlation	0,071	0,078	,205*	0,113	0,148	0,085	,337**	,174*	0,072	,365**
	Sig. (2-tailed)	0,379	0,334	0,011	0,161	0,067	0,294	0,000	0,030	0,371	0,000
	N	155	155	155	155	155	155	155	155	155	155
X2.22	Pearson Correlation	0,142	0,044	0,091	0,036	,194*	0,079	,344**	,185*	0,028	,259**
	Sig. (2-tailed)	0,078	0,589	0,262	0,657	0,016	0,331	0,000	0,021	0,730	0,001
	N	155	155	155	155	155	155	155	155	155	155
X2.23	Pearson Correlation	,169*	-	,161*	,171*	0,110	0,038	,240**	,158*	0,153	,160*
	Sig. (2-tailed)	0,036	0,676	0,045	0,033	0,171	0,635	0,003	0,049	0,057	0,046
	N	155	155	155	155	155	155	155	155	155	155
X2.24	Pearson Correlation	0,060	0,043	0,084	0,007	-	-	0,074	,173*	,193*	,185*
	Sig. (2-tailed)	0,460	0,595	0,298	0,929	0,534	0,561	0,359	0,031	0,016	0,021
	N	155	155	155	155	155	155	155	155	155	155
X2.25	Pearson Correlation	,176*	0,146	0,112	0,072	,178*	0,038	,198*	0,135	0,047	,214**
	Sig. (2-tailed)	0,029	0,070	0,167	0,373	0,027	0,636	0,013	0,093	0,565	0,008
	N	155	155	155	155	155	155	155	155	155	155
X2.26	Pearson Correlation	0,034	0,105	0,124	0,024	0,153	0,068	0,115	0,075	0,004	,225**

	Sig. (2-tailed)	0,678	0,196	0,123	0,763	0,057	0,399	0,155	0,351	0,960	0,005
	N	155	155	155	155	155	155	155	155	155	155
X2.27	Pearson Correlation	0,028	0,002	0,053	0,052	0,041	0,028	0,079	,242**	,196*	,218**
	Sig. (2-tailed)	0,733	0,977	0,512	0,517	0,616	0,728	0,331	0,002	0,015	0,006
	N	155	155	155	155	155	155	155	155	155	155
X2.28	Pearson Correlation	,171*	0,154	,275**	,167*	,168*	0,074	,162*	0,152	0,135	0,035
	Sig. (2-tailed)	0,033	0,056	0,001	0,038	0,037	0,359	0,044	0,058	0,095	0,669
	N	155	155	155	155	155	155	155	155	155	155
X2.29	Pearson Correlation	,262**	,209**	,282**	0,080	0,144	,193*	0,082	,215**	0,145	0,061
	Sig. (2-tailed)	0,001	0,009	0,000	0,323	0,074	0,016	0,308	0,007	0,073	0,450
	N	155	155	155	155	155	155	155	155	155	155
X2.30	Pearson Correlation	,229**	,193*	,199*	,371**	,359**	,321**	,245**	,263**	0,133	0,156
	Sig. (2-tailed)	0,004	0,016	0,013	0,000	0,000	0,000	0,002	0,001	0,099	0,053
	N	155	155	155	155	155	155	155	155	155	155
X2.31	Pearson Correlation	,338**	,270**	,194*	,292**	,285**	,192*	0,147	,185*	,241**	,170*
	Sig. (2-tailed)	0,000	0,001	0,016	0,000	0,000	0,017	0,068	0,021	0,003	0,035
	N	155	155	155	155	155	155	155	155	155	155
X2.32	Pearson Correlation	,293**	,275**	,329**	,305**	,461**	,209**	,227**	,163*	,196*	0,098
	Sig. (2-tailed)	0,000	0,001	0,000	0,000	0,000	0,009	0,004	0,042	0,014	0,225
	N	155	155	155	155	155	155	155	155	155	155
X2.33	Pearson Correlation	0,136	,174*	,173*	,226**	,349**	,263**	0,053	0,145	0,078	- 0,011
	Sig. (2-tailed)	0,092	0,030	0,032	0,005	0,000	0,001	0,514	0,073	0,334	0,895
	N	155	155	155	155	155	155	155	155	155	155
X2.34	Pearson Correlation	,220**	,170*	,257**	,355**	,319**	,211**	,258**	,195*	0,109	0,143
	Sig. (2-tailed)	0,006	0,035	0,001	0,000	0,000	0,009	0,001	0,015	0,175	0,076
	N	155	155	155	155	155	155	155	155	155	155
X2.35	Pearson Correlation	,172*	,222**	,292**	,299**	,167*	0,103	0,142	0,070	- 0,011	- 0,043
	Sig. (2-tailed)	0,032	0,006	0,000	0,000	0,038	0,201	0,077	0,386	0,889	0,591
	N	155	155	155	155	155	155	155	155	155	155
X2.36	Pearson Correlation	- 0,003	0,022	- 0,038	0,034	0,015	0,029	- 0,003	0,029	0,021	- 0,030
	Sig. (2-tailed)	0,975	0,782	0,641	0,676	0,850	0,721	0,967	0,717	0,796	0,713
	N	155	155	155	155	155	155	155	155	155	155
TOT_X2	Pearson Correlation	,483**	,423**	,482**	,543**	,575**	,472**	,453**	,505**	,400**	,458**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155	155

		X2.21	X2.22	X2.23	X2.24	X2.25	X2.26	X2.27	X2.28	X2.29
X2.1	Pearson Correlation	0,045	0,016	0,133	0,057	0,120	0,079	- 0,038	0,145	,183*
	Sig. (2-tailed)	0,578	0,843	0,099	0,478	0,138	0,330	0,636	0,072	0,023
	N	155	155	155	155	155	155	155	155	155

X2.2	Pearson Correlation	0,090	- 0,098	,219**	0,155	- 0,011	0,095	- 0,033	,161*	,184*
	Sig. (2-tailed)	0,268	0,223	0,006	0,054	0,888	0,241	0,685	0,046	0,022
	N	155	155	155	155	155	155	155	155	155
X2.3	Pearson Correlation	0,036	0,075	,194*	0,033	0,137	,177*	- 0,022	,283**	,197*
	Sig. (2-tailed)	0,655	0,352	0,016	0,688	0,090	0,028	0,786	0,000	0,014
	N	155	155	155	155	155	155	155	155	155
X2.4	Pearson Correlation	,179*	,194*	0,120	0,116	0,065	,176*	- 0,019	,163*	0,092
	Sig. (2-tailed)	0,026	0,016	0,138	0,152	0,424	0,029	0,819	0,043	0,257
	N	155	155	155	155	155	155	155	155	155
X2.5	Pearson Correlation	0,024	0,068	,285**	0,127	,220**	,223**	- 0,030	0,085	0,126
	Sig. (2-tailed)	0,765	0,399	0,000	0,115	0,006	0,005	0,707	0,294	0,117
	N	155	155	155	155	155	155	155	155	155
X2.6	Pearson Correlation	0,014	0,050	,192*	0,152	,282**	,284**	0,025	0,027	0,056
	Sig. (2-tailed)	0,864	0,535	0,016	0,059	0,000	0,000	0,760	0,740	0,491
	N	155	155	155	155	155	155	155	155	155
X2.7	Pearson Correlation	0,144	0,083	0,135	,161*	,165*	,197*	0,044	0,137	,177*
	Sig. (2-tailed)	0,075	0,302	0,094	0,046	0,040	0,014	0,583	0,090	0,028
	N	155	155	155	155	155	155	155	155	155
X2.8	Pearson Correlation	0,122	0,105	0,073	- 0,069	- 0,037	0,143	0,006	0,085	0,099
	Sig. (2-tailed)	0,132	0,195	0,370	0,395	0,652	0,077	0,944	0,292	0,220
	N	155	155	155	155	155	155	155	155	155
X2.9	Pearson Correlation	0,110	,159*	,233**	,280**	0,114	,194*	- 0,044	,228**	,210**
	Sig. (2-tailed)	0,173	0,049	0,004	0,000	0,158	0,016	0,586	0,004	0,009
	N	154	154	154	154	154	154	154	154	154
X2.10	Pearson Correlation	0,156	,195*	,265**	,263**	,208**	,183*	- 0,035	,290**	,286**
	Sig. (2-tailed)	0,052	0,015	0,001	0,001	0,009	0,022	0,665	0,000	0,000
	N	155	155	155	155	155	155	155	155	155
X2.11	Pearson Correlation	0,071	0,142	,169*	0,060	,176*	0,034	0,028	,171*	,262**
	Sig. (2-tailed)	0,379	0,078	0,036	0,460	0,029	0,678	0,733	0,033	0,001
	N	155	155	155	155	155	155	155	155	155
X2.12	Pearson Correlation	0,078	0,044	- 0,034	0,043	0,146	0,105	0,002	0,154	,209**
	Sig. (2-tailed)	0,334	0,589	0,676	0,595	0,070	0,196	0,977	0,056	0,009
	N	155	155	155	155	155	155	155	155	155
X2.13	Pearson Correlation	,205*	0,091	,161*	0,084	0,112	0,124	0,053	,275**	,282**
	Sig. (2-tailed)	0,011	0,262	0,045	0,298	0,167	0,123	0,512	0,001	0,000
	N	155	155	155	155	155	155	155	155	155
X2.14	Pearson Correlation	0,113	0,036	,171*	0,007	0,072	0,024	0,052	,167*	0,080
	Sig. (2-tailed)	0,161	0,657	0,033	0,929	0,373	0,763	0,517	0,038	0,323
	N	155	155	155	155	155	155	155	155	155
X2.15	Pearson Correlation	0,148	,194*	0,110	- 0,050	,178*	0,153	0,041	,168*	0,144

	Sig. (2-tailed)	0,067	0,016	0,171	0,534	0,027	0,057	0,616	0,037	0,074
	N	155	155	155	155	155	155	155	155	155
X2.16	Pearson Correlation	0,085	0,079	0,038	-0,047	0,038	0,068	0,028	0,074	,193 <sup>*</sup>
	Sig. (2-tailed)	0,294	0,331	0,635	0,561	0,636	0,399	0,728	0,359	0,016
	N	155	155	155	155	155	155	155	155	155
X2.17	Pearson Correlation	,337 <sup>**</sup>	,344 <sup>**</sup>	,240 <sup>**</sup>	0,074	,198 <sup>*</sup>	0,115	0,079	,162 <sup>*</sup>	0,082
	Sig. (2-tailed)	0,000	0,000	0,003	0,359	0,013	0,155	0,331	0,044	0,308
	N	155	155	155	155	155	155	155	155	155
X2.18	Pearson Correlation	,174 <sup>*</sup>	,185 <sup>*</sup>	,158 <sup>*</sup>	,173 <sup>*</sup>	0,135	0,075	,242 <sup>**</sup>	0,152	,215 <sup>**</sup>
	Sig. (2-tailed)	0,030	0,021	0,049	0,031	0,093	0,351	0,002	0,058	0,007
	N	155	155	155	155	155	155	155	155	155
X2.19	Pearson Correlation	0,072	0,028	0,153	,193 <sup>*</sup>	0,047	0,004	,196 <sup>*</sup>	0,135	0,145
	Sig. (2-tailed)	0,371	0,730	0,057	0,016	0,565	0,960	0,015	0,095	0,073
	N	155	155	155	155	155	155	155	155	155
X2.20	Pearson Correlation	,365 <sup>**</sup>	,259 <sup>**</sup>	,160 <sup>*</sup>	,185 <sup>*</sup>	,214 <sup>**</sup>	,225 <sup>**</sup>	,218 <sup>**</sup>	0,035	0,061
	Sig. (2-tailed)	0,000	0,001	0,046	0,021	0,008	0,005	0,006	0,669	0,450
	N	155	155	155	155	155	155	155	155	155
X2.21	Pearson Correlation	1	,659 <sup>**</sup>	,161 <sup>*</sup>	,171 <sup>*</sup>	0,091	0,040	0,145	,181 <sup>*</sup>	0,083
	Sig. (2-tailed)		0,000	0,046	0,033	0,261	0,620	0,072	0,024	0,302
	N	155	155	155	155	155	155	155	155	155
X2.22	Pearson Correlation	,659 <sup>**</sup>	1	,215 <sup>**</sup>	0,153	,220 <sup>**</sup>	0,133	0,145	0,102	0,062
	Sig. (2-tailed)	0,000		0,007	0,058	0,006	0,099	0,072	0,205	0,447
	N	155	155	155	155	155	155	155	155	155
X2.23	Pearson Correlation	,161 <sup>*</sup>	,215 <sup>**</sup>	1	,486 <sup>**</sup>	,409 <sup>**</sup>	,362 <sup>**</sup>	0,094	,440 <sup>**</sup>	,332 <sup>**</sup>
	Sig. (2-tailed)	0,046	0,007		0,000	0,000	0,000	0,247	0,000	0,000
	N	155	155	155	155	155	155	155	155	155
X2.24	Pearson Correlation	,171 <sup>*</sup>	0,153	,486 <sup>**</sup>	1	,511 <sup>**</sup>	,246 <sup>**</sup>	0,056	,322 <sup>**</sup>	,326 <sup>**</sup>
	Sig. (2-tailed)	0,033	0,058	0,000		0,000	0,002	0,486	0,000	0,000
	N	155	155	155	155	155	155	155	155	155
X2.25	Pearson Correlation	0,091	,220 <sup>**</sup>	,409 <sup>**</sup>	,511 <sup>**</sup>	1	,537 <sup>**</sup>	0,065	,364 <sup>**</sup>	,215 <sup>**</sup>
	Sig. (2-tailed)	0,261	0,006	0,000	0,000		0,000	0,421	0,000	0,007
	N	155	155	155	155	155	155	155	155	155
X2.26	Pearson Correlation	0,040	0,133	,362 <sup>**</sup>	,246 <sup>**</sup>	,537 <sup>**</sup>	1	0,063	,294 <sup>**</sup>	,223 <sup>**</sup>
	Sig. (2-tailed)	0,620	0,099	0,000	0,002	0,000		0,434	0,000	0,005
	N	155	155	155	155	155	155	155	155	155
X2.27	Pearson Correlation	0,145	0,145	0,094	0,056	0,065	0,063	1	0,095	0,041
	Sig. (2-tailed)	0,072	0,072	0,247	0,486	0,421	0,434		0,239	0,614
	N	155	155	155	155	155	155	155	155	155
X2.28	Pearson Correlation	,181 <sup>*</sup>	0,102	,440 <sup>**</sup>	,322 <sup>**</sup>	,364 <sup>**</sup>	,294 <sup>**</sup>	0,095	1	,545 <sup>**</sup>
	Sig. (2-tailed)	0,024	0,205	0,000	0,000	0,000	0,000	0,239		0,000

	N	155	155	155	155	155	155	155	155	155
X2.29	Pearson Correlation	0,083	0,062	,332**	,326**	,215**	,223**	0,041	,545**	1
	Sig. (2-tailed)	0,302	0,447	0,000	0,000	0,007	0,005	0,614	0,000	
	N	155	155	155	155	155	155	155	155	155
X2.30	Pearson Correlation	-	0,007	0,105	0,015	0,140	,206*	0,025	,216**	,247**
	Sig. (2-tailed)	0,070	0,387	0,932	0,192	0,854	0,082	0,010	0,755	0,007
	N	155	155	155	155	155	155	155	155	155
X2.31	Pearson Correlation	,181*	,189*	,197*	,191*	0,137	0,140	0,023	,269**	,345**
	Sig. (2-tailed)	0,024	0,018	0,014	0,017	0,088	0,083	0,777	0,001	0,000
	N	155	155	155	155	155	155	155	155	155
X2.32	Pearson Correlation	0,151	0,157	0,134	0,154	,159*	0,134	0,019	,279**	,323**
	Sig. (2-tailed)	0,061	0,051	0,095	0,056	0,049	0,097	0,817	0,000	0,000
	N	155	155	155	155	155	155	155	155	155
X2.33	Pearson Correlation	0,024	0,024	,161*	0,113	,166*	,161*	0,010	,270**	,188*
	Sig. (2-tailed)	0,763	0,769	0,045	0,162	0,038	0,045	0,905	0,001	0,019
	N	155	155	155	155	155	155	155	155	155
X2.34	Pearson Correlation	,161*	0,063	,198*	,160*	,189*	0,052	0,136	,250**	0,146
	Sig. (2-tailed)	0,045	0,434	0,013	0,047	0,019	0,517	0,091	0,002	0,069
	N	155	155	155	155	155	155	155	155	155
X2.35	Pearson Correlation	0,102	0,064	,198*	0,139	,171*	0,046	0,110	,269**	,300**
	Sig. (2-tailed)	0,209	0,425	0,013	0,085	0,034	0,566	0,172	0,001	0,000
	N	155	155	155	155	155	155	155	155	155
X2.36	Pearson Correlation	-	-	0,007	-	-	-	-	0,000	0,014
	Sig. (2-tailed)	0,041	0,043	0,928	0,013	0,020	0,038	0,021	0,791	0,995
	N	155	155	155	155	155	155	155	155	155
TOT_X2	Pearson Correlation	,351**	,341**	,458**	,351**	,410**	,371**	,311**	,470**	,446**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155

		X2.30	X2.31	X2.32	X2.33	X2.34	X2.35	X2.36	TOT_X2
X2.1	Pearson Correlation	,245**	,187*	0,072	0,123	,229**	0,007	-0,075	,364**
	Sig. (2-tailed)	0,002	0,020	0,374	0,126	0,004	0,932	0,351	0,000
	N	155	155	155	155	155	155	155	155
X2.2	Pearson Correlation	,202*	,203*	0,121	0,140	,246**	-	-0,070	,348**
	Sig. (2-tailed)	0,012	0,011	0,134	0,083	0,002	0,086	0,389	0,000
	N	155	155	155	155	155	155	155	155
X2.3	Pearson Correlation	,290**	,160*	,236**	0,058	0,151	0,100	0,016	,422**
	Sig. (2-tailed)	0,000	0,047	0,003	0,471	0,060	0,217	0,846	0,000
	N	155	155	155	155	155	155	155	155
X2.4	Pearson Correlation	,269**	,226**	,223**	,267**	,203*	-	0,011	,467**
							0,055		

	Sig. (2-tailed)	0,001	0,005	0,005	0,001	0,011	0,500	0,895	0,000
	N	155	155	155	155	155	155	155	155
X2.5	Pearson Correlation	,249**	,198*	,209**	0,109	0,152	0,090	-0,055	,463**
	Sig. (2-tailed)	0,002	0,013	0,009	0,176	0,058	0,266	0,499	0,000
	N	155	155	155	155	155	155	155	155
X2.6	Pearson Correlation	,228**	,235**	,161*	0,131	0,132	-	-0,070	,416**
	Sig. (2-tailed)	0,004	0,003	0,045	0,104	0,101	0,626	0,388	0,000
	N	155	155	155	155	155	155	155	155
X2.7	Pearson Correlation	,204*	,309**	,231**	0,121	0,153	0,039	0,061	,574**
	Sig. (2-tailed)	0,011	0,000	0,004	0,132	0,057	0,634	0,449	0,000
	N	155	155	155	155	155	155	155	155
X2.8	Pearson Correlation	,166*	,161*	,270**	0,128	0,118	0,043	0,027	,438**
	Sig. (2-tailed)	0,039	0,045	0,001	0,113	0,142	0,595	0,738	0,000
	N	155	155	155	155	155	155	155	155
X2.9	Pearson Correlation	,360**	,374**	,272**	,285**	,253**	0,128	0,032	,514**
	Sig. (2-tailed)	0,000	0,000	0,001	0,000	0,002	0,114	0,689	0,000
	N	154	154	154	154	154	154	154	154
X2.10	Pearson Correlation	,294**	,522**	,316**	,347**	,322**	0,117	0,059	,606**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,146	0,466	0,000
	N	155	155	155	155	155	155	155	155
X2.11	Pearson Correlation	,229**	,338**	,293**	0,136	,220**	,172*	-0,003	,483**
	Sig. (2-tailed)	0,004	0,000	0,000	0,092	0,006	0,032	0,975	0,000
	N	155	155	155	155	155	155	155	155
X2.12	Pearson Correlation	,193*	,270**	,275**	,174*	,170*	,222**	0,022	,423**
	Sig. (2-tailed)	0,016	0,001	0,001	0,030	0,035	0,006	0,782	0,000
	N	155	155	155	155	155	155	155	155
X2.13	Pearson Correlation	,199*	,194*	,329**	,173*	,257**	,292**	-0,038	,482**
	Sig. (2-tailed)	0,013	0,016	0,000	0,032	0,001	0,000	0,641	0,000
	N	155	155	155	155	155	155	155	155
X2.14	Pearson Correlation	,371**	,292**	,305**	,226**	,355**	,299**	0,034	,543**
	Sig. (2-tailed)	0,000	0,000	0,000	0,005	0,000	0,000	0,676	0,000
	N	155	155	155	155	155	155	155	155
X2.15	Pearson Correlation	,359**	,285**	,461**	,349**	,319**	,167*	0,015	,575**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,038	0,850	0,000
	N	155	155	155	155	155	155	155	155
X2.16	Pearson Correlation	,321**	,192*	,209**	,263**	,211**	0,103	0,029	,472**
	Sig. (2-tailed)	0,000	0,017	0,009	0,001	0,009	0,201	0,721	0,000
	N	155	155	155	155	155	155	155	155
X2.17	Pearson Correlation	,245**	0,147	,227**	0,053	,258**	0,142	-0,003	,453**
	Sig. (2-tailed)	0,002	0,068	0,004	0,514	0,001	0,077	0,967	0,000

	N	155	155	155	155	155	155	155	155
X2.18	Pearson Correlation	,263**	,185*	,163*	0,145	,195*	0,070	0,029	,505**
	Sig. (2-tailed)	0,001	0,021	0,042	0,073	0,015	0,386	0,717	0,000
	N	155	155	155	155	155	155	155	155
X2.19	Pearson Correlation	0,133	,241**	,196*	0,078	0,109	-0,011	0,021	,400**
	Sig. (2-tailed)	0,099	0,003	0,014	0,334	0,175	0,889	0,796	0,000
	N	155	155	155	155	155	155	155	155
X2.20	Pearson Correlation	0,156	,170*	0,098	-0,011	0,143	-0,043	-0,030	,458**
	Sig. (2-tailed)	0,053	0,035	0,225	0,895	0,076	0,591	0,713	0,000
	N	155	155	155	155	155	155	155	155
X2.21	Pearson Correlation	-0,070	,181*	0,151	0,024	,161*	0,102	-0,041	,351**
	Sig. (2-tailed)	0,387	0,024	0,061	0,763	0,045	0,209	0,609	0,000
	N	155	155	155	155	155	155	155	155
X2.22	Pearson Correlation	0,007	,189*	0,157	0,024	0,063	0,064	-0,043	,341**
	Sig. (2-tailed)	0,932	0,018	0,051	0,769	0,434	0,425	0,591	0,000
	N	155	155	155	155	155	155	155	155
X2.23	Pearson Correlation	0,105	,197*	0,134	,161*	,198*	,198*	0,007	,458**
	Sig. (2-tailed)	0,192	0,014	0,095	0,045	0,013	0,013	0,928	0,000
	N	155	155	155	155	155	155	155	155
X2.24	Pearson Correlation	0,015	,191*	0,154	0,113	,160*	0,139	-0,013	,351**
	Sig. (2-tailed)	0,854	0,017	0,056	0,162	0,047	0,085	0,873	0,000
	N	155	155	155	155	155	155	155	155
X2.25	Pearson Correlation	0,140	0,137	,159*	,166*	,189*	,171*	-0,020	,410**
	Sig. (2-tailed)	0,082	0,088	0,049	0,038	0,019	0,034	0,804	0,000
	N	155	155	155	155	155	155	155	155
X2.26	Pearson Correlation	,206*	0,140	0,134	,161*	0,052	0,046	-0,038	,371**
	Sig. (2-tailed)	0,010	0,083	0,097	0,045	0,517	0,566	0,640	0,000
	N	155	155	155	155	155	155	155	155
X2.27	Pearson Correlation	0,025	0,023	0,019	0,010	0,136	0,110	-0,021	,311**
	Sig. (2-tailed)	0,755	0,777	0,817	0,905	0,091	0,172	0,791	0,000
	N	155	155	155	155	155	155	155	155
X2.28	Pearson Correlation	,216**	,269**	,279**	,270**	,250**	,269**	0,000	,470**
	Sig. (2-tailed)	0,007	0,001	0,000	0,001	0,002	0,001	0,995	0,000
	N	155	155	155	155	155	155	155	155
X2.29	Pearson Correlation	,247**	,345**	,323**	,188*	0,146	,300**	0,014	,446**
	Sig. (2-tailed)	0,002	0,000	0,000	0,019	0,069	0,000	0,867	0,000
	N	155	155	155	155	155	155	155	155
X2.30	Pearson Correlation	1	,456**	,320**	,380**	,429**	,333**	-0,012	,495**
	Sig. (2-tailed)		0,000	0,000	0,000	0,000	0,000	0,887	0,000
	N	155	155	155	155	155	155	155	155



X2.31	Pearson Correlation	,456**	1	,398**	,266**	,386**	,335**	0,039	,545**
	Sig. (2-tailed)	0,000		0,000	0,001	0,000	0,000	0,628	0,000
	N	155	155	155	155	155	155	155	155
X2.32	Pearson Correlation	,320**	,398**	1	,322**	,299**	,225**	0,014	,512**
	Sig. (2-tailed)	0,000	0,000		0,000	0,000	0,005	0,865	0,000
	N	155	155	155	155	155	155	155	155
X2.33	Pearson Correlation	,380**	,266**	,322**	1	,404**	,217**	0,052	,416**
	Sig. (2-tailed)	0,000	0,001	0,000		0,000	0,007	0,523	0,000
	N	155	155	155	155	155	155	155	155
X2.34	Pearson Correlation	,429**	,386**	,299**	,404**	1	,520**	0,022	,509**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000		0,000	0,783	0,000
	N	155	155	155	155	155	155	155	155
X2.35	Pearson Correlation	,333**	,335**	,225**	,217**	,520**	1	0,090	,360**
	Sig. (2-tailed)	0,000	0,000	0,005	0,007	0,000		0,268	0,000
	N	155	155	155	155	155	155	155	155
X2.36	Pearson Correlation	-	0,039	0,014	0,052	0,022	0,090	1	,211**
	Sig. (2-tailed)	0,887	0,628	0,865	0,523	0,783	0,268		0,008
	N	155	155	155	155	155	155	155	155
TOT_X2	Pearson Correlation	,495**	,545**	,512**	,416**	,509**	,360**	,211**	1
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,000	0,008	
	N	155	155	155	155	155	155	155	155

**APPENDIX E**  
**VALIDITY TEST**  
**COMMITMENT**

		Correlations									
		Z.1	Z.2	Z.3	Z.4	Z.5	Z.6	Z.7	Z.8	Z.9	TOT_Z
Z.1	Pearson Correlation	1	,477**	,324**	,450**	,431**	,338**	,306**	,251**	,311**	,655**
	Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,002	,000	,000
	N	155	155	155	155	155	155	155	155	155	155
Z.2	Pearson Correlation	,477**	1	,454**	,432**	,276**	,263**	,175*	,093	,258**	,596**
	Sig. (2-tailed)	,000		,000	,000	,001	,001	,029	,251	,001	,000
	N	155	155	155	155	155	155	155	155	155	155
Z.3	Pearson Correlation	,324**	,454**	1	,392**	,325**	,366**	,198*	,091	,302**	,604**
	Sig. (2-tailed)	,000	,000		,000	,000	,000	,013	,258	,000	,000
	N	155	155	155	155	155	155	155	155	155	155
Z.4	Pearson Correlation	,450**	,432**	,392**	1	,460**	,402**	,479**	,239**	,320**	,716**
	Sig. (2-tailed)	,000	,000	,000		,000	,000	,000	,003	,000	,000
	N	155	155	155	155	155	155	155	155	155	155
Z.5	Pearson Correlation	,431**	,276**	,325**	,460**	1	,581**	,297**	,276**	,320**	,686**
	Sig. (2-tailed)	,000	,001	,000	,000		,000	,000	,001	,000	,000
	N	155	155	155	155	155	155	155	155	155	155
Z.6	Pearson Correlation	,338**	,263**	,366**	,402**	,581**	1	,500**	,328**	,384**	,728**
	Sig. (2-tailed)	,000	,001	,000	,000	,000		,000	,000	,000	,000
	N	155	155	155	155	155	155	155	155	155	155
Z.7	Pearson Correlation	,306**	,175*	,198*	,479**	,297**	,500**	1	,508**	,305**	,640**
	Sig. (2-tailed)	,000	,029	,013	,000	,000	,000		,000	,000	,000
	N	155	155	155	155	155	155	155	155	155	155
Z.8	Pearson Correlation	,251**	,093	,091	,239**	,276**	,328**	,508**	1	,421**	,542**
	Sig. (2-tailed)	,002	,251	,258	,003	,001	,000	,000		,000	,000
	N	155	155	155	155	155	155	155	155	155	155
Z.9	Pearson Correlation	,311**	,258**	,302**	,320**	,320**	,384**	,305**	,421**	1	,632**
	Sig. (2-tailed)	,000	,001	,000	,000	,000	,000	,000	,000		,000
	N	155	155	155	155	155	155	155	155	155	155
TOT_Z	Pearson Correlation	,655**	,596**	,604**	,716**	,686**	,728**	,640**	,542**	,632**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	,000	
	N	155	155	155	155	155	155	155	155	155	155
** . Correlation is significant at the 0.01 level (2-tailed).											
* . Correlation is significant at the 0.05 level (2-tailed).											

**APPENDIX F**  
**VALIDITY TEST**  
**JOB PERFORMANCE**

		Y.1	Y.2	Y.3	Y.4	Y.5	Y.6	Y.7	Y.8	Y.9
Y.1	Pearson Correlation	1	,423**	,483**	,292**	,265**	,254**	0,145	0,049	0,074
	Sig. (2-tailed)		0,000	0,000	0,000	0,001	0,001	0,072	0,545	0,359
	N	155	155	155	155	155	155	155	155	155
Y.2	Pearson Correlation	,423**	1	,526**	,197*	,205*	0,153	0,088	,189*	,197*
	Sig. (2-tailed)	0,000		0,000	0,014	0,011	0,057	0,276	0,018	0,014
	N	155	155	155	155	155	155	155	155	155
Y.3	Pearson Correlation	,483**	,526**	1	0,108	,340**	,276**	,211**	,171*	,167*
	Sig. (2-tailed)	0,000	0,000		0,183	0,000	0,001	0,008	0,033	0,038
	N	155	155	155	155	155	155	155	155	155
Y.4	Pearson Correlation	,292**	,197*	0,108	1	,517**	,320**	,323**	,170*	,329**
	Sig. (2-tailed)	0,000	0,014	0,183		0,000	0,000	0,000	0,035	0,000
	N	155	155	155	155	155	155	155	155	155
Y.5	Pearson Correlation	,265**	,205*	,340**	,517**	1	,526**	,271**	,328**	,325**
	Sig. (2-tailed)	0,001	0,011	0,000	0,000		0,000	0,001	0,000	0,000
	N	155	155	155	155	155	155	155	155	155
Y.6	Pearson Correlation	,254**	0,153	,276**	,320**	,526**	1	,358**	,245**	,291**
	Sig. (2-tailed)	0,001	0,057	0,001	0,000	0,000		0,000	0,002	0,000
	N	155	155	155	155	155	155	155	155	155
Y.7	Pearson Correlation	0,145	0,088	,211**	,323**	,271**	,358**	1	,475**	,420**
	Sig. (2-tailed)	0,072	0,276	0,008	0,000	0,001	0,000		0,000	0,000
	N	155	155	155	155	155	155	155	155	155
Y.8	Pearson Correlation	0,049	,189*	,171*	,170*	,328**	,245**	,475**	1	,433**
	Sig. (2-tailed)	0,545	0,018	0,033	0,035	0,000	0,002	0,000		0,000
	N	155	155	155	155	155	155	155	155	155
Y.9	Pearson Correlation	0,074	,197*	,167*	,329**	,325**	,291**	,420**	,433**	1
	Sig. (2-tailed)	0,359	0,014	0,038	0,000	0,000	0,000	0,000	0,000	
	N	155	155	155	155	155	155	155	155	155
Y.10	Pearson Correlation	,270**	,197*	,202*	,380**	,366**	,213**	,302**	,245**	,397**
	Sig. (2-tailed)	0,001	0,014	0,012	0,000	0,000	0,008	0,000	0,002	0,000
	N	155	155	155	155	155	155	155	155	155
Y.11	Pearson Correlation	,320**	0,117	,227**	,204*	,371**	,379**	,294**	,370**	,202*
	Sig. (2-tailed)	0,000	0,147	0,005	0,011	0,000	0,000	0,000	0,000	0,012

	N	155	155	155	155	155	155	155	155	155
Y.12	Pearson Correlation	0,130	0,122	0,087	0,132	,268**	,253**	,354**	,305**	,310**
	Sig. (2-tailed)	0,107	0,132	0,282	0,102	0,001	0,002	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155
Y.13	Pearson Correlation	,245**	,219**	0,109	,352**	,403**	,235**	,392**	,338**	,409**
	Sig. (2-tailed)	0,002	0,006	0,176	0,000	0,000	0,003	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155
Y.14	Pearson Correlation	,191*	,199*	0,147	,295**	,351**	,262**	,331**	,423**	,265**
	Sig. (2-tailed)	0,017	0,013	0,068	0,000	0,000	0,001	0,000	0,000	0,001
	N	155	155	155	155	155	155	155	155	155
Y.15	Pearson Correlation	0,078	0,044	-0,061	0,117	0,135	0,080	0,133	0,047	0,030
	Sig. (2-tailed)	0,335	0,585	0,448	0,149	0,095	0,325	0,098	0,563	0,708
	N	155	155	155	155	155	155	155	155	155
Y.16	Pearson Correlation	,263**	,281**	,278**	,377**	,296**	,293**	,367**	,287**	,273**
	Sig. (2-tailed)	0,001	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,001
	N	155	155	155	155	155	155	155	155	155
Y.17	Pearson Correlation	,169*	,274**	,362**	,295**	,283**	,363**	,380**	,331**	,463**
	Sig. (2-tailed)	0,036	0,001	0,000	0,000	0,000	0,000	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155
Y.18	Pearson Correlation	0,114	0,137	,250**	,170*	0,146	,211**	,304**	,243**	,338**
	Sig. (2-tailed)	0,158	0,089	0,002	0,034	0,071	0,008	0,000	0,002	0,000
	N	155	155	155	155	155	155	155	155	155
TOT_Y	Pearson Correlation	,461**	,437**	,448**	,530**	,616**	,553**	,594**	,528**	,551**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155

		Y.10	Y.11	Y.12	Y.13	Y.14	Y.15	Y.16	Y.17	Y.18	TOT_Y
Y.1	Pearson Correlation	,270**	,320**	0,130	,245**	,191*	0,078	,263**	,169*	0,114	,461**
	Sig. (2-tailed)	0,001	0,000	0,107	0,002	0,017	0,335	0,001	0,036	0,158	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.2	Pearson Correlation	,197*	0,117	0,122	,219**	,199*	0,044	,281**	,274**	0,137	,437**
	Sig. (2-tailed)	0,014	0,147	0,132	0,006	0,013	0,585	0,000	0,001	0,089	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.3	Pearson Correlation	,202*	,227**	0,087	0,109	0,147	-0,061	,278**	,362**	,250**	,448**
	Sig. (2-tailed)	0,012	0,005	0,282	0,176	0,068	0,448	0,000	0,000	0,002	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.4	Pearson Correlation	,380**	,204*	0,132	,352**	,295**	0,117	,377**	,295**	,170*	,530**
	Sig. (2-tailed)	0,000	0,011	0,102	0,000	0,000	0,149	0,000	0,000	0,034	0,000
	N	155	155	155	155	155	155	155	155	155	155

Y.5	Pearson Correlation	,366**	,371**	,268**	,403**	,351**	0,135	,296**	,283**	0,146	,616**
	Sig. (2-tailed)	0,000	0,000	0,001	0,000	0,000	0,095	0,000	0,000	0,071	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.6	Pearson Correlation	,213**	,379**	,253**	,235**	,262**	0,080	,293**	,363**	,211**	,553**
	Sig. (2-tailed)	0,008	0,000	0,002	0,003	0,001	0,325	0,000	0,000	0,008	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.7	Pearson Correlation	,302**	,294**	,354**	,392**	,331**	0,133	,367**	,380**	,304**	,594**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,098	0,000	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.8	Pearson Correlation	,245**	,370**	,305**	,338**	,423**	0,047	,287**	,331**	,243**	,528**
	Sig. (2-tailed)	0,002	0,000	0,000	0,000	0,000	0,563	0,000	0,000	0,002	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.9	Pearson Correlation	,397**	,202*	,310**	,409**	,265**	0,030	,273**	,463**	,338**	,551**
	Sig. (2-tailed)	0,000	0,012	0,000	0,000	0,001	0,708	0,001	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.10	Pearson Correlation	1	,283**	,346**	,471**	,302**	0,134	,408**	,373**	,282**	,592**
	Sig. (2-tailed)		0,000	0,000	0,000	0,000	0,097	0,000	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.11	Pearson Correlation	,283**	1	,438**	,198*	,288**	0,058	,256**	,230**	,218**	,525**
	Sig. (2-tailed)	0,000		0,000	0,013	0,000	0,471	0,001	0,004	0,006	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.12	Pearson Correlation	,346**	,438**	1	,475**	,341**	0,064	,275**	,329**	,240**	,525**
	Sig. (2-tailed)	0,000	0,000		0,000	0,000	0,430	0,001	0,000	0,003	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.13	Pearson Correlation	,471**	,198*	,475**	1	,508**	,165*	,512**	,488**	,260**	,649**
	Sig. (2-tailed)	0,000	0,013	0,000		0,000	0,041	0,000	0,000	0,001	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.14	Pearson Correlation	,302**	,288**	,341**	,508**	1	0,138	,439**	,456**	,291**	,602**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000		0,087	0,000	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.15	Pearson Correlation	0,134	0,058	0,064	,165*	0,138	1	0,068	-0,003	-0,073	,423**
	Sig. (2-tailed)	0,097	0,471	0,430	0,041	0,087		0,400	0,971	0,369	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.16	Pearson Correlation	,408**	,256**	,275**	,512**	,439**	0,068	1	,670**	,437**	,636**
	Sig. (2-tailed)	0,000	0,001	0,001	0,000	0,000	0,400		0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.17	Pearson Correlation	,373**	,230**	,329**	,488**	,456**	-0,003	,670**	1	,602**	,655**
	Sig. (2-tailed)	0,000	0,004	0,000	0,000	0,000	0,971	0,000		0,000	0,000
	N	155	155	155	155	155	155	155	155	155	155
Y.18	Pearson Correlation	,282**	,218**	,240**	,260**	,291**	-0,073	,437**	,602**	1	,471**

	Sig. (2-tailed)	0,000	0,006	0,003	0,001	0,000	0,369	0,000	0,000		0,000
	N	155	155	155	155	155	155	155	155	155	155
TOT_Y	Pearson Correlation	,592**	,525**	,525**	,649**	,602**	,423**	,636**	,655**	,471**	1
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
	N	155	155	155	155	155	155	155	155	155	155

**APPENDIX G**  
**RELIABILITY TEST OF ALL VARIABLES**

**Reliability test X1**

**Case Processing Summary**

		N	%
Cases	Valid	155	88,6
	Excluded <sup>a</sup>	20	11,4
	Total	175	100,0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
,850	8

**Reliability Test X2**

**Case Processing Summary**

		N	%
Cases	Valid	154	88,0
	Excluded <sup>a</sup>	21	12,0
	Total	175	100,0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
,829	37

## Reliability Test Z

### Case Processing Summary

		N	%
Cases	Valid	155	88,6
	Excluded <sup>a</sup>	20	11,4
	Total	175	100,0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's	
Alpha	N of Items
,858	10

## Reliability Test Y

### Case Processing Summary

		N	%
Cases	Valid	155	88,6
	Excluded <sup>a</sup>	20	11,4
	Total	175	100,0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's	
Alpha	N of Items
,815	19



**APPENDIX H**  
**CLASSICAL ASSUMPTION**

**1. Multicoloneirity Tets**

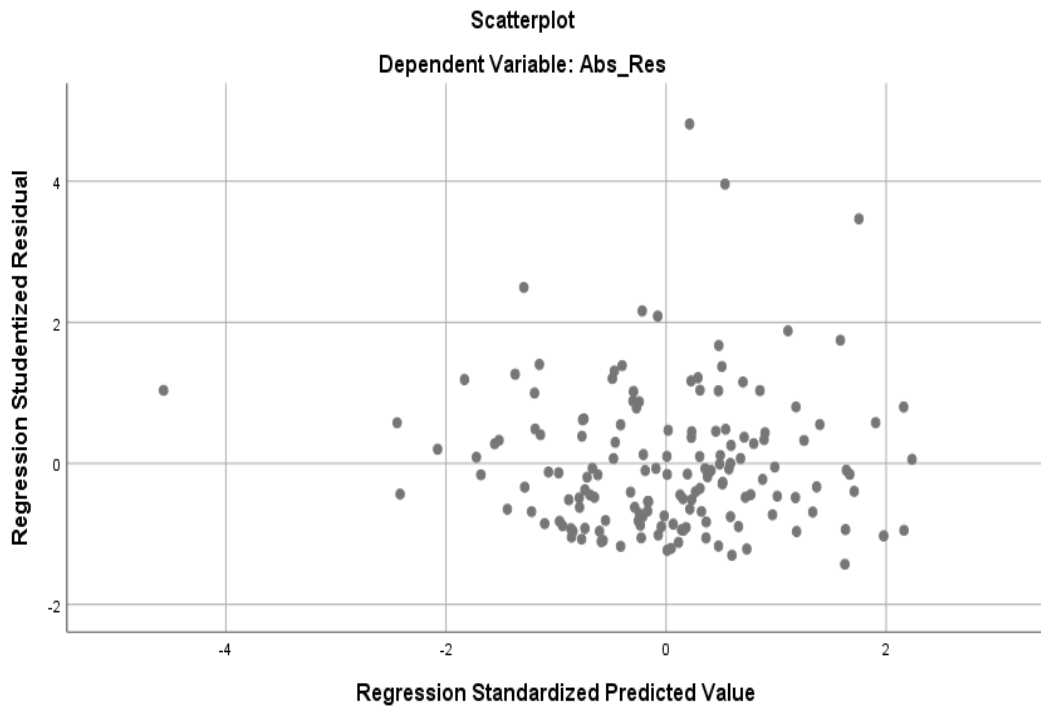
<b>Coefficients<sup>a</sup></b>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	22,068	7,138		3,092	,002		
	TOT_X1	,356	,184	,156	1,936	,055	,709	1,410
	TOT_X2	,196	,054	,307	3,599	,000	,637	1,570
	TOT_Z	,424	,139	,228	3,042	,003	,823	1,215

a. Dependent Variable: TOT\_Y

**2. Heteroscodasticity Test**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,640	4,457		1,041	,299
	TOT_X1	,112	,115	,094	,981	,328
	TOT_X2	,021	,034	,063	,624	,533
	TOT_Z	,125	,087	,128	,438	,153

a. Dependent Variable: Abs\_Res



**APPENDIX I**  
**REGRESSION ANALYSIS**

**X<sub>1</sub>,X<sub>2</sub>,-Z**

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Job Satisfaction, Fairness of Performance Appraisal <sup>b</sup>	.	Enter

a. Dependent Variable: Commitment

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,807 <sup>a</sup>	,651	,646	3,147

a. Predictors: (Constant), Job Satisfaction, Fairness of Performance Appraisal

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2785,149	2	1392,574	140,605	,000 <sup>b</sup>
	Residual	1495,533	151	9,904		
	Total	4280,682	153			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Job Satisfaction, Fairness of Performance Appraisal

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	6,778	2,075		3,266	,001
	Fairness of Performance Appraisal	,183	,052	,186	3,531	,001
	Job Satisfaction	,648	,048	,712	13,492	,000

a. Dependent Variable: Commitment

$X_1, X_2 \rightarrow Y$

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Job Satisfaction, Fairness of Performance Appraisal <sup>b</sup>	.	Enter

a. Dependent Variable: Job Performance

b. All requested variables entered.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,507 <sup>a</sup>	,257	,247	,482181558178862

a. Predictors: (Constant), Job Satisfaction, Fairness of Performance Appraisal

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,204	2	6,102	26,245	,000 <sup>b</sup>
	Residual	35,340	152	,232		
	Total	47,544	154			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Job Satisfaction, Fairness of Performance Appraisal

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1,596	,389		4,107	,000
	Fairness of Performance Appraisal	,155	,073	,176	2,124	,035
	Job Satisfaction	,499	,106	,390	4,712	,000

a. Dependent Variable: Job Performance

**Z-Y**

## Regression

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Commitment <sup>b</sup>	.	Enter

a. Dependent Variable: Job Performance

b. All requested variables entered.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,399 <sup>a</sup>	,160	,154	,511051527418715

a. Predictors: (Constant), Commitment

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,584	1	7,584	29,039	,000 <sup>b</sup>
	Residual	39,960	153	,261		
	Total	47,544	154			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Commitment

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	2,806	,295		9,527	,000
	Commitment	,371	,069	,399	5,389	,000

a. Dependent Variable: Job Performance

**APPENDIX J**  
**DESCRIPTIVE ANALYSIS**

No.	Statements	Characteristic	Total
1.	Gender	Male	79
		Female	76
		<b>Total</b>	155
2.	Age	<25 yo.	36
		26-30 yo.	49
		31-35 yo.	42
		36-40 yo.	23
		>45 yo.	5
		<b>Total</b>	155
3.	Education	SMP	1
		SMA	37
		Diploma	66
		S1	51
		S2	
		S3	
	<b>Total</b>	155	
4.	Length of Work	<2 years	40
		2-5 years	52
		6-9 years	45
		10-13 years	14
		>14 years	4
		<b>Total</b>	155

**APPENDIX K**  
**RESEARCH PERMIT**



**RUMAH SAKIT CONDONG CATUR (RSCC)**

Jl. Manggis No. 6 Gempol, Condong Catur Sleman - Yogyakarta 55283  
Telp. (0274) 887494, 4463083 Fax. (0274) 4463084 E-mail : rsc\_c\_yogya@yahoo.co.id

**SURAT KETERANGAN**

Nomor : 073/F/Dir/RSCC/X/2018

Yang bertanda tangan di bawah ini :

Nama : **dr. Kusno WR, MPH**  
Jabatan : Direktur RS. Condong Catur  
Alamat : RSCC – Jl. Manggis No. 6 Gempol, Depok, Sleman, Yogyakarta

Menerangkan bahwa nama di bawah ini :

Nama : Indah Dwi Ariani  
NIM : 14311556  
Instansi : Universitas Islam Indonesia

Telah melakukan Studi Penelitian di Rumah Sakit Condong Catur di unit Kepegawaian dan Diklat dengan judul *"The Influence of Fairness Performance Appraisal and Job Satisfaction Through Commitment on Job Performance"* dengan jangka waktu terhitung sejak tanggal 14 September 2018 s/d 08 Oktober 2018.

Demikian Surat Keterangan ini dibuat, untuk digunakan sebagaimana mestinya.

Yogyakarta, 12 Oktober 2018

**dr. Kusno WR, MPH**  
Direktur RSCC

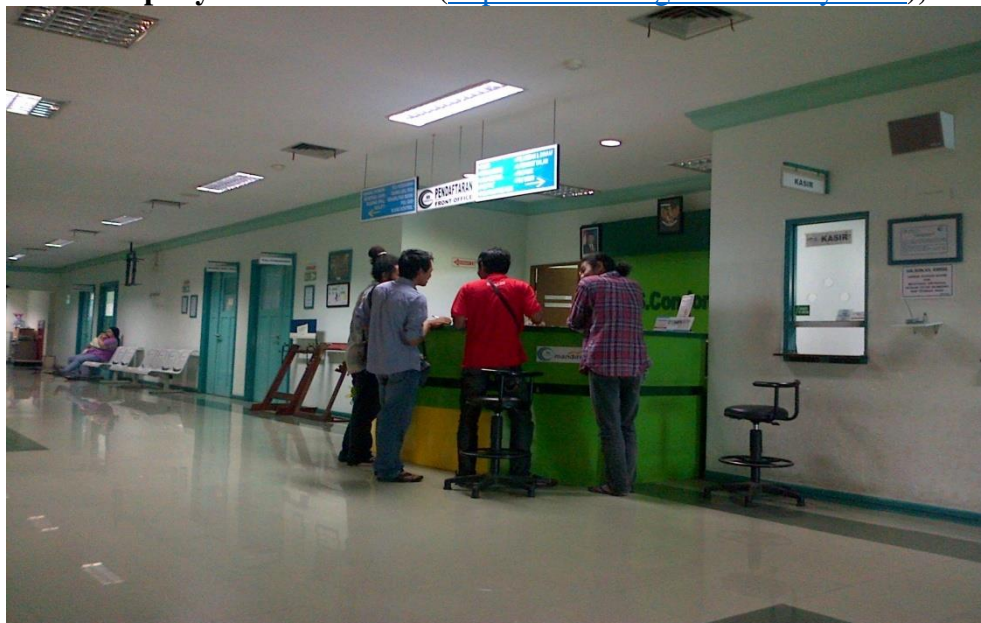


**APPENDIX L**  
**DOCUMENTATION**



**Picture 17.1: Front yard and parking area of RSCC**

Source: Company Documentation (<https://rscondongcatur.weebly.com/>), 2018



**Gambar 17.2 : Registration room of RSCC**

Source: Company Documentation (<https://rscondongcatur.weebly.com/>), 2018

**APPENDIX M**  
**BIOGRAPHY OF RESEARCHER**



Name : Indah Dwi Ariani  
Place, Dae of Births : Apitaik, October, 22nd, 1996  
Gender : Female  
Student Number : 14311556  
University : Universitas Islam Indonesia  
Faculty : Economic  
Consentration : Human Resoource Management  
Adress : Dasan Tapen Daya, (RT 001/ RW 001), Telaga Waru,  
Pringgabaya,  
Lombok Timur, Nusa Tenggara Barat  
Formal Education :  
1. 2003 - 2008 : SDN 01 Apitaik  
2. 2008 - 2011 : SMPN 03  
Pringgabaya  
3. 2011 - 2014 : SMAN 01 AIKMEL  
4. 2014 - 2018 : Universitas Islam  
Indonesia  
Email : Indahdwiariani32@gmail.com



