

# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Background of the Research**

Nursing staffs in most medical institutions or private organizations in all corners of the world are probably the most undervalued staff members despite the fact that these are the people who take care of our loved ones around the clock when they are hospitalized. Many of the nurses even take on the responsibilities of the medical supervisors or the doctors in command, and this makes them a very important part of the medical system (International Council for Nurses, 2007; Koonar, 2008). Koonar (2008) further says that in the medical profession, nursing staffs are the one who have variety of jobs to perform and need to juggle with many jobs at many places in the hospital or in medical centres and still are under paid and undervalued.

Over the past two decades, there has been a growing belief that the experience of stress at work has undesirable effects, both on the health and safety of workers and on the health and effectiveness of their organizations. This belief has been reflected not only in public and media interest, but also in increasing concern voiced by the trades unions and by scientific and professional organizations, including the International Labour Office (1986) Particular concern has been expressed for the effects of stress on health-care professionals and, in particular, on nurses. In 1987, in the first number of the international quarterly *Work and Stress*, Dewe (1987) referring to Moreton-Cooper (1984) wrote that: "If you wanted to create the optimum environment for the manufacture of stress,

many of the factors you would include would be clearly recognized by nursing staff as events which they encounter in their daily routine. These include an enclosed atmosphere, time pressures, excessive noise or undue quiet, sudden swings from intense to mundane tasks, no second chance, unpleasant sights and sounds, and standing for long hours". He concluded that nursing is, by its very nature, a "stressful" profession. In a similar vein, Hingley (1984) observed that: "Every day the nurse confronts stark suffering, grief and death as few other people do. Many nursing tasks are mundane and unrewarding. Many are, by normal standards, distasteful and disgusting. Others are often degrading; some are simply frightening".

Otherwise, concept of perceived organizational support has been used to represent and measure an organization's treatment of employees in terms of valuing and supporting their work roles. Within the context of organizational support theory, greater levels of perceived organizational support encourages employees to improve their productivity through participation in both role and extra-role behaviours (such as helping other employees) as they feel obligated to assist the firm in reaching its objectives (Eisenberger et al 2001). In particular, organizational policies, practices and treatment of staff infer the extent to which the organization cares about promoting employee welfare (Kraimer and Wayne 2004). Perceived organizational support is viewed as important to organizations in terms of success and commitment of employees as well as nursing staff that need the organization's treatment of employees in terms of valuing and supporting their work roles.

In today's dynamic, and highly competitive job environment, many organizations have long been interested in identifying variables that influence job performance (Jarramilo et al 2003). Job performance appraisal is frequently regarded as the basis for promoting, dismissing, rewarding, and auditing employees (Jaramillo et al 2005), and also as a means to satisfy individual demands of employees, enable them to achieve self-fulfilment, and integrate individual and organizational goals. Successful foundation of competitive advantage for companies is how the company manages human factors (employee) has. Companies need to look at employees as individuals who have a need for recognition and reward, not as a tool for achieving corporate objectives only. Thus, companies not only demand what should be given the employee against the company, but also think about whether the employee needs are met so as to stimulate the emergence of commitment and job satisfaction of employees in the company. For that companies should also pay attention to fostering good relations with its employees as well as any strategy made by managers, and then the strategy will not be executed properly when not accompanied by positive attitudes of employees (Crammer, 1996).

Therefore, job satisfaction is one of the most important areas of research for many researchers, and as such it is one of the most frequently studied work attitude. According to Wilson and Rosenfeld (1990), one major reason for conducting research on job satisfaction is that positive or negative attitudes effects towards work form largely many behaviours in the organizations(as cited in Koustelos, 2001). Job satisfaction is very important factor to obtain optimal working results. When someone has felt of satisfaction in the workplace, he would

attempt with all his possible of any ability to finish the job duties. Thus, productivity and employee work will increase optimally. Employees with higher job satisfaction was important as they believed that the organization would be tremendous future in the long run and care about the quality of their work; hence they were more committed to the organization, have higher retention rates and tend to have higher productivity (Ishigaki, 2004).

In fact, in Indonesia and also possibly in other countries, overall job satisfaction has not reached the maximum level. It can be said if employees are dissatisfied and uncomfortable at work, then they are not optimal in carrying out his job. Thus, employee dissatisfaction can be expressed in a number of ways (Robbins and Judge, 2008), among others; exit, which is behaviour intended to leave the organization, including finding a new position and resigned, aspiration (voice), which is actively and constructively seek improve conditions, including suggesting improvements, discussing problems with superiors, and some form of union activity, fidelity (loyalty), which is passively waiting for improved conditions but optimistic, including defending the organization when faced with external criticism and trust the organization and management to "do things correct", and neglect, which is passively allowing conditions to get worse, including the absence or delay constant, decreasing employee performance, and increased error rate. When these things are not getting serious attention from the company, it will lead to job stress for employees and if it takes place in a long time with the intensity of work stress is high enough to result in employees suffering from physical exhaustion, emotional, and mental (burnout) and will enhance the level of labour turnover.

The current research is proposed to examine the effect of job stress, and organizational support on job satisfaction and its impact on performance of nurses who work at private hospital in Padang. The researcher focuses on the context of health industry which uses nurses as object.

## **1.2 Problem Statements**

There are many studies on the relationship between job stress and job satisfaction, organizational and job satisfaction, job satisfaction and nurse's performance, and there is a possibility that job satisfaction as mediation between job stress, organizational support and performance, yet some research have different outcomes on the study. Personal understanding and perception about job satisfaction affect person's feels about whether they are satisfied with their job or not. Therefore, the research questions were designed as follows:

1. How does the job stress affect job satisfaction of nurses who work for private hospital in Padang?
2. How does the organizational support affect job satisfaction of nurses who work for private hospital in Padang?
3. To what extent does performance to be a key component in the ultimate success on job satisfaction of nurses who work for private hospital in Padang?
4. How does the nurses reactions toward job stress and its impact on overall nurse's performance for private hospital in Padang?

5. How does the nurses reactions toward organizational support and its impact on overall nurse's performance at private hospital in Padang?
6. Do job satisfaction has role in mediating the relationship between job stress and performance of nurses who work for private hospital in Padang?
7. Do job satisfaction has role in mediating the relationship organizational support and performance of nurses who work for private hospital in Padang?

### **1.3. Objectives of the Research**

With reference to the problem statements, this study seeks to achieve the following objectives:

1. To investigate the effect of job stress on job satisfaction of nurses who work for private hospital in Padang
2. To investigate the effect of organizational support on job satisfaction of nurses who work for private hospital in Padang
3. To investigate the effect of performance as a key component in the ultimate success on job satisfaction of nurses who work for private hospital in Padang
4. To investigate the nurses reactions toward job stress and its impact on overall nurses' performance at private hospital in Padang
5. To investigate the nurses reactions toward job stress and its impact on overall nurses' performance at private hospital in Padang
6. To identify the mediating role of job satisfaction in the relationship between Job stress and performance of nurses who work for private hospital in Padang.

7. To identify the mediating role of job satisfaction in the relationship between organizational support and performance of nurses who work for private hospital in Padang.

#### **1.4 Contributions of Study**

This research can give contributions for the hospital management to examine about job stress and organizational support and how its impact toward nurse's performance. It can be also measures whether performance affects their job satisfaction for nurse who works in the private hospital or not.

1. The results for the Company is expected to provide a useful contribution to the work-related stress, organizational support, and job satisfaction, so the agency can find a way related to the right as an effort to cope with work stress and organizational support, and increase employee job satisfaction (Miao. 2010).
2. The results of this study is expected to help the learning process and the application of science, especially those related to Human Resource Management related to job stress, and organizational support on job performance with job satisfaction as a mediating variable.
3. This research will add references that can be used by other researcher who Interesting to investigate the same topic in the future.

#### **1.5 Significance of the Research**

This study is expected strengthen the theories relate to defines the determinant of job stress, and organizational support on job satisfaction of nurses

who work at private hospital in Padang. The basic assumption is that nurses reactions toward job stress, and organizational support and its impact on overall nurse's performance. The effect of performance as a key component in the ultimate success on job satisfaction, the effect from different aspects on job satisfaction that may affect the ultimate success on organizational system, and also the effect of job stress, and organizational support on job satisfaction.

### **1.6 Scope of Study**

The role of human resource management has been more significant and important in order to increase job satisfaction level of employees within an organization. Job satisfaction will lead to a more dedicated person and get fairness in workplace so that nurses can motivate to work in this hospital. This research has a limited scope of analyses in terms of numbers of variables and object of the research. The variables will be tested in this research are limited into: job stress and organizational support, job satisfaction, and performance. The researcher limits the research context by focusing in nurses who work at private hospital in Padang.



## **CHAPTER II**

### **REVIEW OF LITERATURE**

#### **2.1 Job Stress**

Work-related stress today is becoming an increasingly global phenomenon, affecting all categories of workers, all workplaces and all countries. Cox (1978) offered general definition of stress as phenomenon of comparison between demand on person and their ability to cope. Other study said stress can be characterized as something that intimidates our well-being and survival (Lazarus & Folkman, 1984). Then Robbin (2003) proposed stress as dynamic condition which an individual faced with an opportunity, constraint, or demand related to what he or she desires and for which outcomes is perceived to be both uncertain and important. The sources of stress can be positive or negative, depend on someone perceives the stress (Mitani et al. 2006; Chen, 2009). However, negative stress may occur if an individual feels that he or she is unable to adapt to his or her situation. Then it can affect on physical illness, mental illness, or adaptation (Lazarus & Folkman, 1984).

Job stress is the condition in which some factors or combinations of factors interfere with the worker to disturb his or her physical, emotional, or homeostasis (Lu, 1997; Hamidi, & Eivazi, 2010). According to French (1975) cited from Chen (2009) job stress occurs when workers are presented with work demands that are not matched to their knowledge, skills or abilities, and which challenge their ability to cope. These demands may be related to time pressure or the amount of work (quantitative demands), or may refer to the difficulty of the

work (cognitive demands) or the empathy required (emotional demands), or even to the inability to show one's emotions at work. Demands may also be physical, i.e. high demands in the area of dynamic and static loads. When the worker perceives an imbalance between demands and environmental or personal resources, this can cause a number of possible reactions. These may include physiological responses (e.g. increase in heart rate, blood pressure, hyperventilation), emotional responses (e.g. feeling nervous or irritated), cognitive responses (e.g. reduced attention and perception, forgetfulness), and behavioural reactions (e.g. aggressive, impulsive behaviour, making mistakes). When people are in a state of stress, they often feel concerned, less vigilant and less efficient in performing tasks

According to the National Institute for Occupational Safety and Health (NIOSH; 2002) job stress has become a common and costly problem in the workplace. NIOSH listed several occupations as highly stressful, including labourers, secretaries, and individuals in various health-related professions. Individuals in these careers face new and uncertain challenges each day, and much of the stress that occurs is the result of their lack of control over these day-to-day situations (Fisher, 1985; Sauter, et al., 1989). However, the workplace has changed dramatically due to globalisation of the economy, use of new information and communications technology, growing diversity in the workplace, and an increased mental workload (Kompier, 2002; Landsbergis, 2003; NIOSH, 2002)

Work stress in nursing was first conducted in 1960 when Menzies (1960) cited from Jennings (2008) identified four sources of fear among nurses: patient care, decision making, taking responsibility, and change. The nurse's role has

long been observed as stress-filled based upon the physical labor, human suffering, work hours, staffing, and interpersonal relationships that are central to the work nurses do. Since the mid-1980s, however, nurses' work stress may be rising due to the increasing use of technology, continuing rises in health care costs (Jennings; 1994) and instability within the work environment (Jennings; 2007).

Then managers must be aware, and sensitive to the negative factors in workplace of the nurses, especially about job stress, that influence their health and have significant effects on job satisfaction and performance.

### **2.1.1 Potential Sources of Stress**

Robbin (2003) Found there are three categories of potential stressors: environmental, organizational, and individual. Whether they become actual stress depends on individual differences such as job experience and personality.

#### **Environmental Factors.**

Just as environmental uncertainty influences the design of an organization's structure, it also influences stress level among employee in that organization. Economic uncertainties, political uncertainties, and technological uncertainties are included to environmental factors

#### **Organizational Factors.**

Another factor affecting the stress levels of employees are organizational factors. There are several things that can be categorized as a cause of stress, namely: task demands, role demands, interpersonal demands, Organizational Structure, Organizational Leadership.

**Individual Factors.**

The typical individual works about 40 to 50 hours a week. But the experiences and problems that people encounter in those 120-plus non work hours each week can spill over the job. Our final category, then, encompasses factors in the employees personal life. Primarily, these factors are family issues, personal economic problem, and inherent personality characteristic.

**2.1.2 Consequences of Stress**

Stress show itself in number of ways. For instance, an individual who is experiencing a high level of stress may develop high blood pressure, ulcers, irritability, difficulty in making routine decisions, loss of appetite, and the like (robbin, 2003). While Negative stress (or distress) has been linked with coronary disease, nervous conditions, and degenerative diseases (McGuigan, 1999). Robbin (2003) found three general categories the consequences of stress: physiological, psychological, and behavioural symptoms.

**Physiological symptoms.**

Most of the early concern with stress was directed At physiological symptoms. This was predominantly due to the fact that the topic was researched in the health and medical sciences. This research led to the conclusion that stress could create changes in metabolism, increase heath and breathing rates, increase blood pressure, bring on headaches, and induce hearth attacks.

**Psychological symptoms.**

Stress can cause dissatisfaction. In fact, this consequence is the simplest and most obvious psychological effect of stress. But stress shows itself in other psychological states- for instance, tension, anxiety, irritability, boredom, and procrastination.

**Behavioural symptoms.**

Include changes in productivity, absence, and turn over, as well as changes in eating habits, increased smoking or consumption of alcohol, rapid speech, fidgeting, and sleep disorder.

**2.2 Organizational Support**

Organizational support theory (Eisenberger, et al 1986; Shore & Shore, 1995) assumes that to determine the organization's readiness to reward increased work effort and to meet socio-emotional needs, employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being.

Perceived organizational support refers to the extent to which the organization values employees' contributions and cares about their well-being (Eisenberger et al, 1986; Miao, & Kim 2010). Eisenberger also argued that, perceived organizational support is about the employees' perception or judgment of how much the organization values their contribution and cares about them (Eisenberger et al 2001). Perceived Organizational Support is also valued as assurance that help will be available from the organization when it is needed to carry out one's job

effectively and to deal with stressful situations(cf. George, Reed, Ballard, Colin, & Fielding, 1993).

Previous research also provides indication that perceived organizational support is associated with trust (Tan and Tan 2000), affective commitment (Shore and Wayne 1993; Casper et al 2002), turnover intentions (Wayne, Shore, and Liden 1997; Eisenberger et al 2002), service delivery standards (Fuller et al 2003), innovation (Eisenberger, Fasolo and Davis-LaMastro 1990) and job factors such as involvement, pressure and withdrawal behaviours (Rhoades and Eisenberger 2002). In addition, Watkins (1995) found a strong correlation between the effectiveness of conversations with superiors and perceived organizational support.

### **2.2.1 Antecedents of Perceived Organizational Support**

On the basis of organizational support theory (Eisenberger et al., 1986), three general forms of perceived favorable treatment received from the organization are fairness, supervisor support, and organizational rewards and job conditions would increase employee satisfaction.

#### **Fairness**

Fairness is the another way to determine the distribution of resources among employees (Greenberg, 1990). Shore and Shore (1995) suggested that repeated instances of fairness in decisions concerning resource distribution should have a strong cumulative effect on POS by indicating a concern for employees' welfare.

### **Supervisor Support**

Perceiving organizational support Employee develop general views concerning the degree to which supervisors value their contributions and care about their well-being (Kottke & Sharafinski, 1988). In the organization supervisors act as agents of the organization, having responsibility for directing and evaluating subordinates' performance, employees view their supervisor's favorable or unfavorable orientation toward them as indicative of the organization's support (Eisenberger et al., 1986; Levinson, 1965).

### **Organizational Rewards and Job Conditions**

Shore and Shore (1995) suggested that human resources practices showing recognition of employee contributions should be positively related to POS. A kind of rewards and job conditions have been studied in relation to POS—for example, recognition, pay, promotions, job security through downsizing condition , autonomy or how the employee carry out their job, role stressors, and job training as a flexible practice communicating an investment in the employee.

### **2.2.2 Consequences of Perceived Organizational Support**

#### **Organizational Commitment**

Perceived organization support however will increase affective commitment by fulfilling such socioemotional needs as affiliation and emotional support (Armeli et al., 1998; Eisenberger et al., 1986). POS creates a strong sense of belonging to the organization, involving the integration of employees' membership and role status into their social identity.

**Job-Related Affect**

POS has been hypothesized to influence employees' general affective reactions to their job, including job satisfaction and positive mood. POS increase to overall job satisfaction by meeting socioemotional needs, increasing performance-reward expectancies, and signaling the availability of help when needed. POS may contribute to employees' feelings of competence and importance, thus enhancing positive mood (Eisenberger et al., 2001; cf. George & Brief, 1992).

**Job Involvement**

Job Involvement refers to identification with and interest in the specific work one performs (Cropanzano et al., 1997; O'Driscoll & Randall, 1999). Perceived competence has been found to be related to task interest (Eisenberger et al., 1999). By enhancing employees' perceived competence, POS might increase employees' interest in their work.

**Performance**

POS however should increase the performance of standard job activities and actions favorable to the organization that go beyond assigned responsibilities. According to George and Brief (1992), such extra-role activities include helping related employees, taking actions that protect the organization from risk, offering constructive suggestions, and gaining knowledge and skills that are beneficial to the organization in order becoming well.



## **2.3 Job Satisfaction**

Job satisfaction has remained a remarkable area of discussion in the field of management, psychology and especially in organizational behaviours and human resource management, for a long period. Robbin (2003) define job satisfaction as an individual's general attitude toward his or her job. While Spector define Job satisfaction as refers to degree people like to the job (Spector, 1997). Job satisfaction refers to an employee's overall sense of well-being at work. It is an internal state based on assessing the job and job-related experiences with some degree of favour or disfavour (Locke 1976). An employee tends to react negatively towards their job which caused withdrawal of behaviour and feeling de-motivated towards their work function. Thus, job satisfaction is the positive and negative feelings and attitudes the people hold about the job (Schultz & Schultz, 1994) i.e. to the extent a person satisfies or dissatisfies in doing their work.

In organizational psychology, job satisfaction is associated with important work-related and general outcomes (e.g., higher levels of job performance, organizational commitment, discretionary activities such as organizational citizenship behaviour, and life satisfaction) as well as with lower levels of absenteeism, lateness, and turnover (Cohrs. et, al .2006). Then, Velnampy (2008), in his study on job attitude and employees performance concluded that job satisfaction contains positive influence on the performance of the employees as it enhances job involvement and the higher performance also makes people feel more satisfied and committed to the organization. The satisfaction and performance of the employee works in a cycle and are

interdependent. Job satisfaction and involvement of the employee leads him to have high levels of performance.

### **2.3.2 Theoretical Approaches to Job Satisfaction**

There are various theories that attempt to explain why employees are satisfied or dissatisfied with their jobs, and these theories are briefly explained below:

#### **Equity Theory**

Lawler (1994) defined equity theory as a motivation theory that gives information about the causes of satisfaction and dissatisfaction. Adams (1963, 1965) cited from Price M.E (2006) argued that satisfaction is determined and measured by an individual's perception of the input-outcome balance. An individual's input-outcome balance determines his/her reward and the reward determines the satisfaction. According to Lawler (1994), an employee will judge his/her input-outcome balance in a comparison with other employees' balances.

Equity theory Adams (1963; fhadillah 2010) considers the employment situation as an exchange relationship of benefits /contributions between employers and employees, where benefits include pay, recognition and promotions. Contributions include employee's education, experience, effort, and ability (Daft, 2003). The principle governing equity theory suggests that people evaluate the fairness of their input/output balance by comparing it with their perception of the input/outcome balance of another, where this other may be another person, a class

of people, an organisation, or the individual relative to the individual's experiences from an earlier point in time.

On the other hand, under conditions of perceived inequity (under-rewarded or over-rewarded relative to others) the individual experiences dissatisfaction. A state of equity is therefore said to exist whenever the ratio of one person's outcomes to inputs equals the ratio of another's outcomes to inputs, (Daft, 2003).

The equity theory therefore has three implications for human resource managers according to (Martin, 2005). His assertion is that employees will make comparisons, which are subjective. Jobs must therefore be matched properly in terms of the wage/effort bargain. Additionally, managers must be open regarding the basis on which the rewards are made to avoid wrong conclusions about equity. Equity theory illustrates the importance of performance management and reward systems in which, the outcomes are seen by individuals as relevant.

### **Fulfilment Theory**

The fulfilment approach suggests that a measuring individual satisfaction can be achieved by simply asking how much of a given facet or outcomes is being received. The researchers view satisfaction as depending on how much of given outcome or group of outcomes a person receives (Lawyer 1995). However, an individual's reaction to what they receive is not only a function of how much they receive, but is also affected by such individual difference factors as what they want and what they feel should be received. Individuals differ in what they hold to be of value in a job and this is likely to influence the degree to which an individual is satisfied.

The fulfilment theory tends to ignore individual differences in measuring individual satisfaction. Vroom (1964) stated that a view of job satisfaction which does not take into account the relative importance of needs is misleading. Thus, there is a deficiency in this approach in explaining individual satisfaction. To improve the shortcoming of fulfillment theory, the theorist developed discrepancy theory (Rivai, 2009).

### **Discrepancy Theory**

According to Rivai (2009), the discrepancy approach attempts to take into account that individuals differ in their desires. This theory suggests that satisfaction is determined by the differences between the actual outcomes a person receives and some other outcome level. In general, the theory argues that what an individual received should be compared with another outcome level, and when there is a difference when receives outcome is below the other level outcome dissatisfaction results (Lawyer 1995). According to Locke (1969) satisfaction is determined by the simple difference between what the person wants and what he perceives he receives. It can be said that the more a person's wants exceed what he/ she receives, the higher the feeling of dissatisfaction. In short, the core of the discrepancy approach emphasize in three areas: firstly, what people want; secondly, what people feel they should receive, and thirdly, what people expect to receive (Lawyer 1995).

## **Two- Factor Theory: Satisfaction and Dissatisfaction**

The two-factor theory of job satisfaction describes the causes of satisfaction and dissatisfaction as being separate and distinct. Herzberg (1959) noted that factors associated with the individual's needs for psychological growth contribute to job satisfaction. On the other hand, factors that relate to the job context, such as pay supervision, can lead to job dissatisfaction when they are disrupted (Rivai, 2009). The core concept of the two-factor theory notes that satisfaction and dissatisfaction are on independent continua. One of which explains the direction of feelings from satisfied to neutral and the other running from dissatisfied to neutral (Lawyer 1995).

Although the theory explains the determinants of job satisfaction and job dissatisfaction, it has not clearly shown why outcomes are attractive and which behaviours a person will display to obtain a desired outcome. Locke (1984) incorporated some concepts to delve into the job satisfaction construct. Igalens and Roussel (1999) refer to a discrepancy theory that proposed that the process of satisfaction could be explained by the distance between two perceptions concerning aspects of what an individual's values (Rivai, 2009).

### **2.3.3 Dimension of Job Satisfaction**

Job satisfaction is an attitude that individuals maintain about their jobs. This attitude is developed from their perceptions of their jobs (Reilly, Catman, & Caldwell, 1991). A major goal of studying job satisfaction is to better understand the complexities of these variables and their impact on job satisfaction. Such an investigation may enable managers to understand how employees form attitudes

that affect their job satisfaction (DeBats, 1982). Smith, Kendall, and Hulin (1969) supported the results of the study by Weiss, Darwin, England, and Lofquist (1967), which suggested five essential dimensions for measuring job satisfaction: the job itself, pay, promotion, opportunities, supervision, and co-workers.

### **1. Job itself**

Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful.

Peoples like the job which congruent or fit with their personality. Chosen of the job make people realize on their talent. Appropriate skill in fulfilling job demand is necessary in order to success with what they did, and lead to high satisfaction in work. Job fitness with the personality will make peoples appear confidently and convince to themself that they can do best with the job.

### **2. Pay**

The old adage "you get what you pay for" tends to be true when it comes to staff members. Salary is not a motivator for employees, but they do want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy working for you. Consult salary surveys or even your local help-wanted ads to see whether the salaries and benefits you're offering are comparable to those of other offices in your area. In addition, make sure you have clear policies related to salaries, raises and bonuses.

Robbins (1998) found, Employees want incentive system and promotion policy are conducted fairly. If incentive is seen as something fair based on job capacity and level of individual's skill, it is possible leads to satisfaction.

### **3. Promotion opportunities**

Individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes don't have to be monumental before they deserve recognition, but your praise should be sincere. If you notice employees doing something well, take the time to acknowledge their good work immediately. Publicly thank them for handling a situation particularly well. Write them a kind note of praise. Or give them a bonus, if appropriate. You may even want to establish a formal recognition program, such as "employee of the month."

Other research from Robbins (1998), Employees tend to like jobs that give variety and opportunities to use one's skills. These characteristics make the job more challenging and interesting. If the job less in challenge, it feel bored. Too many challenges will create frustration since there are many barriers come needs to handle. If in middle challenge, employee will feel enjoy ness, happiness and satisfied.

### **4. Supervision**

To decrease dissatisfaction in this area, company must begin by making wise decisions when appoint someone to the role of supervisor. Be aware that good employees do not always make good supervisors. The role of supervisor is extremely difficult. It requires leadership skills and the ability to treat all employees fairly. Company should train supervisors to use positive feedback

whenever possible and should establish a set means of employee evaluation and feedback so that no one feels singled out.

## **5. Co-workers**

Remember that part of the satisfaction of being employed is the social contact it brings, so allow employees a reasonable amount of time for socialization (e.g., over lunch, during breaks, between patients). This will help them develop a sense of camaraderie and teamwork. Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Levinson, 1997, Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander, Lichtenstein and Hellmann, 1997; Jamal, 1997).

## **2.4 Job Performance**

Job Performance refers to all behaviours involved in accomplishing a given job, including effectiveness and outcome of each behaviours (Chen. 2009). According to Allen Job performance is the overall evaluation of how well an individual fits the organization's expectations (Allen et al. 2003). Job performance involves a quantity and quality of outcomes from individual or group effort attainment Schermerhon et al (2005). Robbins (2005) described job performance as the amount of effort an individual will apply in his or her job performance relies on the demands of job, the goals and missions of the organization about which behaviour are most valued.

In today's dynamic, and highly competitive job environment, many organizations have long been interested in identifying variables that influence job



performance (Jaramillo, et al 2003). Job performance appraisal is frequently regarded as the basis for promoting, dismissing, rewarding, and auditing employees (Jaramillo, et al 2005).

#### **2.4.1 Performance as a Multi-Dimensional Concept**

Based on the frame work developed by Campbell (1990) Borman & Motowidlo (1993) proposed that job performance can be divided into task performance and contextual performance. The concept of task performance it is refers to the outcome of an individual's efforts, and outcome is directly associated with organizational expectation or given tasks (Motowidlo et al 1994). Then, Contextual performance means how willing someone is to engage voluntarily in unofficial activities, insist on accomplishing a given task, cooperate with others, complies with organizational rules and process, and also support or defends the goals of one's organization.

#### **2.4.2 Task Performance**

Task performance is multi-dimensional variable. For example, among the eight performance components proposed by Campbell (1990), there are five factors which refer to task performance: (1) job-specific task proficiency, (2) non-job-specific task proficiency, (3) written and oral communication proficiency, (4) supervision—in the case of a supervisory or leadership position—and partly (5) management/administration. Each of these factors comprises a number of subfactors which may vary between different jobs. For example, the management/administration factor comprises subdimensions such as (1) planning and organizing, (2) guiding, directing, and motivating subordinates and providing

feedback, (3) training, coaching, and developing subordinates, (4) communication effectively and keeping others informed (Borman & Brush, 1993). In recent years, researchers paid attention to specific aspects of task performance.

### **2.4.3 Contextual Performance**

Researchers have developed a number of contextual performance concepts. On a very general level, one can differentiate between two types of contextual performance: behaviors which purpose mostly at the smooth functioning of the organization as it is at the present moment, and proactive behaviors which aim at changing and improving work procedures and organizational processes. The ‘stabilizing’ contextual performance behaviors include organizational citizenship behavior with its five components altruism, conscientiousness, civic virtue, courtesy, and sportsmanship (Organ, 1988).

## **2.5 Review of Previous Studies and Hypothesis Development**

### **2.5.1 The Effects Job Stress on Job Satisfaction**

Several studies have been conducted by some researchers who examined the relationship between stress and job satisfaction. Stress is a condition of tension that affects emotions, thinking processes, and the person's condition. While job satisfaction is a pleasant emotional state in which employees view their jobs. Both are interrelated as proposed Robbins (2003), that one of the effects of psychological stress can lower employee job satisfaction. Robbins (2003) also argues stress can lead to dissatisfaction. Stress associated with work-related cause

dissatisfaction with the job and that's exactly the psychological effect of the simplest and most obvious of the stress it.

Fhadilah (2010) examined the relationship between stress and job satisfaction found that stress in workplace can negatively effect on job satisfaction. Employees who are experiencing stress will be easy to miss work, quit their jobs, and suffer from severe illnesses, such as coronary heart disease, liver disease, diabetes, cholesterol, stroke, high blood pressure, and much more.

Another study conducted by Puglia (1999) examined the relationship between perceived stress and job satisfaction in working mothers. A sample of 52 full-time working mothers revealed that there were moderate negative correlations between perceived stress scores and overall and facet-free index job satisfaction, thus revealing that working mother with high measures of perceived stress was reporting low job satisfaction.

Hamidi & Evaizi (2010) also conducted research about urban health centers in Hamadan, Iran, in that research they develop the job stress construct and job satisfaction, and they also got result about the relationship between them. The research found the job stress is negatively related to the job satisfaction in urban health center Hamadan

H1: The higher level of stress in workplace, the lower level of job satisfaction

### **2.5.2 The Effects Organizational Support on Job Satisfaction**

Aselage & Eisenberger (2003) found that employees who get benefit from the organization's support will increasingly feel a sense of praise, support, or approval from their organization. Therefore, employees must gain this sense of

support to their human resource practices. Specifically, research has indicated that individuals who perceive that their organization supports, then they are more likely to be satisfied with their job (Allen et al. 2003).

Miao (2010) examined the relationships of perceived organizational support and job satisfaction of organizational citizenship behaviour in China. Employees from two large-scale state-owned enterprises (SOE) completed measures of perceived organizational support and job satisfaction and their immediate supervisors completed measures of organizational citizenship behaviour. Data analysed using zero-order correlation and hierarchical regression analysis showed positive correlations of perceived organizational support and job satisfaction.

Riggle, Edmondson and Hansen (2009) also conducted a meta-analysis of 167 studies, examining the effects between perceived organizational support and job satisfaction. They concluded that employees, who perceive the organization to be high in the level of support provided, will be significantly less likely to leave the organization. Specifically, perceived organizational support accounted for nearly 38% of the variance of job satisfaction. Findings from the study indicated that perceived organizational support has a strong and positive effect on job satisfaction, and a strong but negative effect on intention to leave (Maertz et al. 2007). Thus the research purpose the following hypothesis

H2: The higher level of organizational support in workplace, the higher level of job satisfaction

### **2.5.3 The Effects Job Satisfaction On Job Performance**

The study of the relationship between job satisfaction and job performance is one of the most venerable research traditions in industrial-organizational psychology. The positive relationship between job satisfaction and job performance has been found in numerous studies (Gittel et al. 2008, Riggle et al 2009)

Yih & Lawrence (2011) examined the relationships between perceived job satisfaction and job performance in the hotel industry context. Research has found out that the job satisfaction positively influence job performance. Miao (2010) also investigated the generalizability of perceived job satisfaction as positive correlations of employee performance from two large-scale state-owned enterprises (SOE) in China. The findings showed positive correlations of perceived job satisfaction and job performance.

In addition, a more comprehensive review of 301 studies, Judge et al. (2001) found that when the correlations are appropriately corrected (for sampling and measurement errors), the average correlation between job satisfaction and job performance is a higher 0.3. Moreover, the relationship between job satisfaction and performance was found to be even higher for complex (e.g., professional) jobs than for less complex jobs. Thus, contrary to earlier reviews, it does appear that job satisfaction is, in fact, predictive of performance, and the relationship is even stronger for professional jobs. Thus, research proposes the following hypothesis:

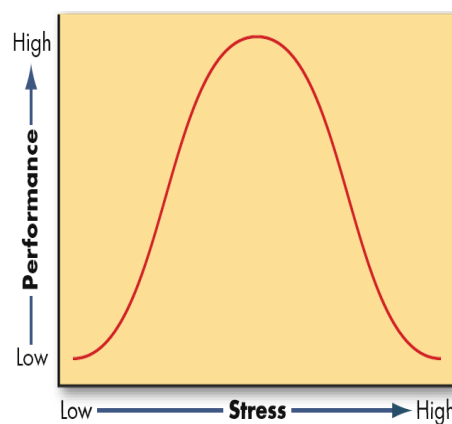
H3: the higher level Job satisfaction in workplace, the higher level job performance

#### 2.5.4 The Effects Job Stress on Job Performance

Job stress has become a serious threat to physical and psychological health of individuals, especially those serving as policemen, fire fighters, medical personnel, and rescue-team members (Mitani et al. 2006). It has been shown in previous studies that some types of stress can have desirable consequences and there are certain types that are commonly associated with positive work outcomes, for example, Lepine, & Podsakof (2005) observed that when a stressor is appraised primarily as a challenge it may lead to internal arousal and better performances outcomes.

The most widely studied pattern in the stress-performance literature is inverted-U relationship (Robbin, 2003). This is shown in figure 2.1

**Figure 2.1 Inverted-U relationships between stress, and job performance**



The logic underlying the inverted U is that to moderate levels of stress stimulate the body and increase its ability to react. Individuals then often perform their tasks better, more intensely, or more rapidly. But too much stress places unattainable demands or constraints on a person, which result in lower performance.

Although some researchers have indicated that the relationship between stress and performance is either positive linear or an inverted U-shape, most have found a negative stress-performance relationship (eg Gilboa et al 2008). Job stress is often seen as dysfunctional in effect in that it decodes both quality and quantity of job performance. Job stress also wastes the time and energy that an individual spends dealing with the stressor, limiting concentration on the task at hand and thereby affecting performance (Siu. 2003). Strengthened by Chen (2009) investigated the relationship between the relationship between job stress and job performance. There was a significant negative relationship between job stress and job performance, higher job stress led to lower job performance. This study also supported by Wu (2011) which did present study examined the relationship between Job stress and job performance among employees in the Taiwanese Finance sectors. It's found that job stress and job performance were negatively correlated with employees in the Taiwanese finance sector. Thus, research proposes the following hypothesis:

H4: the higher level job stress in workplace, the lower level job Performance

H6: Job satisfaction has a role in mediating the relationship between job stress and job performance.

### **2.5.5 The Effects Organizational Support on Job Performance**

According to social exchange accounts that emphasize the norm of mutuality, the requirement to repay organizational support with performance is considered to be a motive that drives work performance (Eisenberg et al 1986).

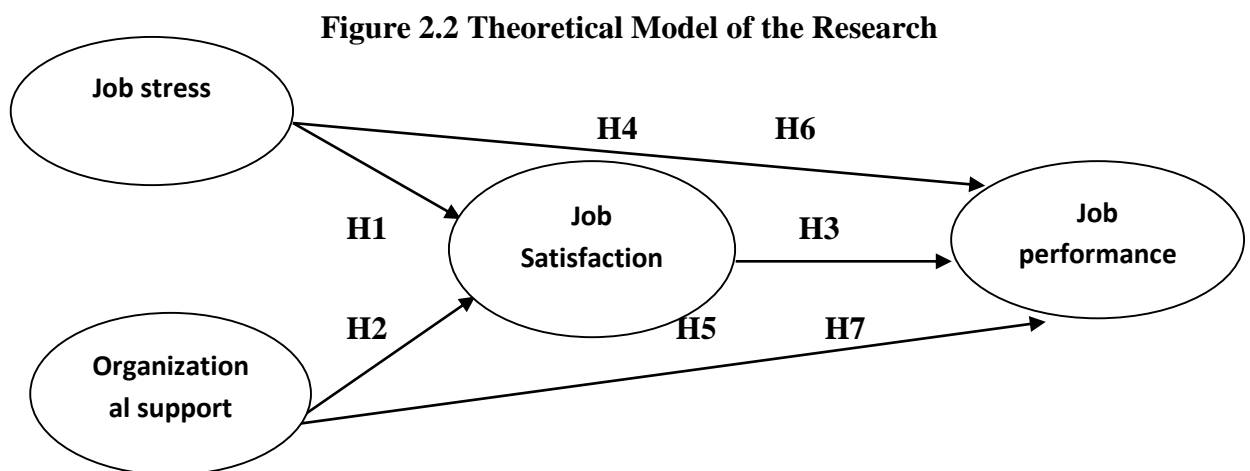
Armeli et al. (1998) found out that there is a positive relationship between perceived organizational support and work performance in study of police patrol officers of an eastern U.S. state police department. It was also found that supervisors' perceptions that the organization valued their contribution and cared about their well-being were found positively related to subordinates' perceptions of support by the supervisor, which in turn in-role performance, and extra-role performance (shanock. 2006). It was also found from 167 studies in the meta-analysis indicate that perceived organizational support has positive effect on both task and contextual performance (Riggle. 2009). Therefore, the research proposes the hypothesis:

H5: the higher level organizational support in workplace, the higher job performance.

H7: Job satisfaction has a role in mediating the relationship between organizational support and job performance.

## 2.5 Theoretical Model of the Research

On the basis of review of the literature above, the researcher portrays a theoretical model of the research as follows:





## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

The current research use quantitative research model which will determine the interaction between all variables. Quantitative research design had been selected in order to find out the appropriate answers to the research questions and to test the hypotheses. The research framework also suggested this type of design. Here, the effect of job stress, and organizational support on job satisfaction and its impact on nurse's performance will investigate in this research. This research conducted health industry in Padang, consist of 4 hospitals: RS Selaguri, RSI Aisiyah, RS Bunda Medical Center, and RSI Ibnu Sina.

#### **3.2 Location of the Research**

This research will be conducted at 4 (RS Selaguri, RSI Aisiyah, RS Bunda Medical Center, and RSI Ibnu Sina) of private hospital in Padang, West Sumatera.

#### **3.3 Population and Sample**

The population of this research is nurses who work in private hospital in Padang. The sample of research study will be drawn from nurse who works at private hospital in Padang West Sumatra. Nurse as sampling in this research is specific categories that fit to some criteria set by researcher. All nurses from 4 hospitals were: RS Selaguri, RSI Aisiyah, RS Bunda Medical Center, and RSI Ibnu Sina.

### **3.4 Data Collection**

Data collection method which used in this research is field survey to obtain primary data from respondents. Comprising questionnaire that consist of items that related with job stress, organizational support, job satisfaction, and job performance.

The study was conducted only at 4 private hospitals in Padang. The sampling frame for nurses who work at 4 private hospitals. The researcher distributed the questionnaire especially among nurses who work at 4 private hospitals in Padang, West Sumatera.

In this research, the questioners were distributed by having a partnership with hospital management. Researcher collaborates with head of each installation and chief of rooms in the hospital. The purpose of this collaboration is to maintain the effectiveness of this research. Because not all of the nurses available in one time, so head of installation empower chief of rooms to manage the respondents in filling the questionnaire. Based on researcher agreement with the head room, the questionnaire will spread and researcher will take it back about 3 days or more.

### **3.5 Variables and Measurement**

#### **3.5.1 Dependent Variable**

Dependent Variable is result variable that contain at least one causal (Sekaran, 2003). Dependent variable is the variable that influenced by the other variable (independent variable). In this research, researcher uses nurse's performance as the dependent variable.

#### **3.5.2 Independent Variable**

Independent Variable is variable that only as predicted at causal for construction or variable in this research (Sekaran, 2003). Independent variable is the variable that influences the dependent variable in either a positive or negative way. In this research, researcher uses job stress and organizational support as independent variable.

### **3.5.3 Mediating Variable**

Mediating Variable is one that surfaces between the time the independent variables start operating to influence the dependent variable and the time their impact is felt on it (Sekaran, 2003). This research uses job satisfaction as mediating variable.

### **3.5.4 Measurement Variables**

Measurements of job stress, organizational support, job satisfaction, and nurse's job performance who work at private hospital in Padang were adopted and developed on the basis of established existing variables from previous studies. Job performance will be measured by using 12 items adopted from (Jaramillo et al 2005), a standard job satisfaction questionnaire will be measured by using 11 items adopted from (Fhadillah. 2010) used to assess the level of job satisfaction among employees, perception of job stress will be measured by using 16 items adopted from (Haris; 2010 ), and perceptions of organizational support will be measured by 7-item scale that follows the recommendation of Eisenberger et al (1997). Rating scales of this research are questionnaire's questions based on Likert's Scales where they are designed to examine how strong the subjects agree or disagree with the statements on a 5-point scale (Sekaran, 2003).

The anchors are:

No	Scale	Score
1.	Strongly Agree (SA)	5
2.	Agree (A)	4
3.	Neutral (N)	3
4.	Disagree (D)	2
5.	Strongly Disagree (SD)	1

### **3.6 Operational Definition**

Operational definition is a process for identification of an object by distinguishing it from its background of empirical experience. In this research the operational definition refer on the variables measurement and items of each variable. Operation definition describes the definition of each variable in this research. There are four variables: job stress, organizational support, job satisfaction, and job performance. Each variables consist of items which directly used became research questions.

**Table 3.1****Operational Definition**

<b>Variable</b>	<b>Definition</b>	<b>Dimension</b>	<b>Indicator</b>	<b>Number of Item</b>
<b>Job satisfaction</b>	An emotional state of mind that reflects an affective reaction to the job and work situation  (Dipboye et al., 1994; Farkas & Tetrick, 1989; Lance, 1991, Russel & Price, 1988)	<b>Job itself</b>	the enthusiastic about the job  felt a sense of pride in doing job	<b>16 Items</b>  (Likert's Scale)
		<b>Pay</b>	feel paid a fair amount for the work has done.  Feel satisfaction with chances for salary increases  get a fair bonus.	
		<b>Recognition</b>	feel satisfaction with chances for promotion  People advancing rapidly their carrier  There is appreciation for those who work at the organization	
		<b>Supervision</b>	Supervisor do fairnes thing to employee  Supervisor competent enough / capable of doing his job.  Bosses show the interest to the feelings of subordinates.	
		<b>Co-workers</b>	I enjoy working with colleagues - my colleagues.  There is no quarrels and fights in the workplace.  Enjoy the work with the partners	

Job stress	something that threatens our well-being and survival (Lazarus & Folkman, 1984).	Environment al factor	<p>difficulty meeting performance standards</p> <p>have an excessive workload</p> <p>feel a little cooperation within the organization</p> <p>the supervisor did not give clear enough instructions</p>	11 Items (Likert's Scale)
		Organization al factor	<p>employee will be feel the break if was less than need</p> <p>easy to be angry about things that happen in the workplace</p> <p>often do not work well with existing equipment</p> <p>difficulty in creating a pleasant working atmosphere in the workplace</p>	
		Individual factor	<p>Family problems often interfere with job</p> <p>received imbalance salary in accordance with the workload</p> <p>very easily bored with current job right now</p>	
Organizational support	employees' perception or judgment of how much the organization values their contribution and cares about them (einsberg et all. 1986)	fairness	organization cares about employee opinion	7 Items (Likert's Scale)
		Supervisor support	<p>supervisor really care about employee well-being</p> <p>supervisor give encouragement and spirit within worked</p>	
		Organization al reward and job conditions	<p>The organization would ignore any complaint from employee</p> <p>the organization shows very little concern for employee</p> <p>organization is willing to help employee if need special help</p> <p>assistance available from organization when employee</p>	

			have a problem	
job performan ce	to all behaviors involved in accomplishing a given job, including effectiveness and outcome of each behaviours (Chen. 2009)	Task performance	<p>feel mastered the field of current task</p> <p>feel enough competencies in performing the task or command</p> <p>showing serious about work</p> <p>feel competent in carrying out duties or orders from superiors</p> <p>always complete the task responsibly</p> <p>do the work in a timely manner with satisfactory results</p> <p>able to make decisions in situations of sudden</p>	12 Items  (Likert's Scale)
		Contextual performance	<p>always obey to existing regulations</p> <p>being polite to their superiors, colleagues, and patients</p> <p>feel sincere in carrying out my duties as a nurse</p> <p>being polite to their superiors, colleagues, and patients</p> <p>the interest of patients as a priority to work</p> <p>always try to establish good cooperation with colleagues</p>	

### **3.7 Validity, Reliability, and Normality Test**

According to (Ghozali, 2001) validity test is a tool which is used to measure validation of questioner. Questioner is valid if the range is more than 0.30 question of questioner can describe something that will be measured by questioner. Validity test used SPSS program.

In order to validate a measurement instrument, it must first be subjected to test of both validity and reliability. Since most of the questions in the questionnaire were self administered, it is felt necessary to examine the validity of the measure. One of the important steps in data analysis is to confirm whether or not the variables representing responses to questions are uniquely associated to the theoretical dimension of the variables of interest (Sekaran, 2000).

According to Ghozali (2001:41) is measuring instrument to measure a questioner which represent indicator of construct variable. The most popular test of inter item consistency reliability is the Cronbach's coefficient alpha (Cronbach's alpha; Cronbach, 1946; cited from Sekaran 2003). The way to calculating of a data reliability level is using Cronbach alpha is between 0.60 – 1.00).

Normality test can be used the Kolmogorov Smirnov test, whereby if the sign value  $> 0.05$ , then it can be concluded that the data variables were tested with the normally distributed.



### 3.8 Data Analysis

This study is intended to test a model that explained the effect of justice perception on job satisfaction and its impact for nurse's motivation to answer the hypothesis, the data will be analysed using statistical package for the social sciences (SPSS) 16.0 and for structural equation model (SEM). SPSS is needed to analyse the respondent characteristic in represent the frequency and percentage of respondent data. Beside that this tools also used to determine the validity, reliability, and in this research normality measure using AMOS. The data will be analysed using structural equation model (SEM) by AMOS as software application. This software provides information about goodness-of-fit model and relationship among the hypothesis. Moreover SEM was commonly used measures of fit include:

- Chi-Square a fundamental measure of fit used in the calculation of many other fit measures. Conceptually it is a function of the sample size and the difference between the observed covariance matrix and the model covariance matrix.
- Akaike information criterion (AIC)
  - A test of relative model fit: The preferred model is the one with the lowest AIC value.
  - $AIC = 2k - 2 \ln(L)$
  - where  $k$  is the number of parameters in the statistical model, and  $L$  is the maximized value of the likelihood of the model.
- Root Mean Square Error of Approximation (RMSEA)

- Another test of model fit, good models are considered to have a RMSEA of .05 or less. Models whose RMSEA is .1 or more have a poor fit.
- Standardized Root Mean Residual (SRMR)
  - The SRMR is a popular absolute fit indicator. A good model should have an SRMR smaller than .05.
- Comparative Fit Index (CFI)
  - In examining baseline comparisons, the CFI depends in large part on the average size of the correlations in the data. If the average correlation between variables is not high, then the CFI will not be very high

**Table 3.2****Evaluation of SEM with Goodness of fit Measure**

<b>Types of Measure</b>	<b>Goodness of fit Measures</b>	<b>Recommended Level of acceptable Fit</b>
Absolute Fit Measure	Goodness of fit index (GFI)  Root mean square error of approximation (RMSEA)	Greater than .90  Under .08
Incremental Fit Measure	Adjusted goodness of fit index (AGFI)  Turker – Lewis index (TLI)  Normed fit index (NFI)  Comparative Fit Index	Greater than .90  Greater than .90  Greater than .90  Greater than .90
Parsimonious Fit Measure	Normed chi-square ( $\chi^2/df$ )      AIC	Lower limit 1.0  Upper limit 2.03/3.0 or 5.0  Smaller positive value indicate parsimony

*Source: Tabachnick and Fidell (2000); Hail et al. (1998); Byrne (2000).*

## **CHAPTER IV**

### **ANALYSIS AND RESULTS**

#### **4.1 Survey Results**

This chapter will discuss analysis of research result related with job stress, organizational support, job satisfaction and performance of nurses who work at private hospital in Padang. The result of this survey can be seen from the number of questioner have been distributed to nurses who work at some private hospitals in Padang. Data was distributed to nurse through their head of installation and chief of room for each installation in private hospital, and take it back about 2 weeks to fill in the questioners. This is the table 4.1 that show about the number of questioner.

**Table 4.1 Survey Result**

<b>Survey</b>	<b>Number of questionairs</b>
Distributed	164
Returned	150
Not Returned	14
Analysed	150

*Source: Processed from questionnaire by using SPSS*

From the table 4.1, 164 questionnaires was distributed to nurses who work at some private hospital in Padang. Others 14 questionnaires were not returned back to researcher because of some nurses were not in Padang, absenteeism and vacation, and some nurses unfilled it because they did not have

availability time while survey occurred. No questionnaire broken or error on this survey. There are 38 was distributed to nurses who work at Salaguri Hospital, all questionnaires were returned back to researcher. While there are 41 questionnaires was distributed to nurses who work at BMC, others 5 questionnaires were not returned back to researcher. There are 35 questionnaires was distributed to nurses who work at Aisiyah Hospital, all questionnaires were returned back to researcher. While there are 50 questionnaires was distributed to nurses who work at Ibnu Sina Hospital, others 9 questionnaires were not returned back to researcher. So, researcher processed 150 data from filled questionnaires. In details, this chapter will explain about the review of respondent descriptive, analysis and the effect of relationship between variables and testing, hypotheses and discussion.

## **4.2 Respondent Characteristics**

In this part, the researcher revealed the analysis and result related to the respondent characteristics. The respondents of this research are 150. Respondents are nurses from 4 private hospitals in Padang.

### **4.2.1 Respondent Based on Gender**

This research involves respondents which covered of nurses who work at 4 private hospitals in Padang, result of survey shows that respondent can be grouped based on gender. The result indicates that mostly the respondents are female with (95,3%) from the total of respondents. And the rest (4.7%) is male. To be more clearly can be seen at tables 4.2 as followed:

**Table 4.2**

**Respondent Based on Gender**

<b>Gender</b>	<b>Number</b>	<b>Percent</b>
Male	7	4,7%
Female	143	95,3%
Total	150	100%

*Source: Processed from questionnaires using SPSS*

**4.2.2 Respondent Based on Age**

**Table 4.3**

**Respondent Based on Age**

<b>Range of Age</b>	<b>Number</b>	<b>Percent</b>
<25	66	44,0%
25-39	76	50,7%
40-49	5	3,3%
>50	3	2,0%
Total	150	100%

*Source: Processed from questionnaires using SPSS*

From the table 4.3 the respondents are grouped based on age. We can see the range of age <25 years old (44.0%), in range from 25-39 (50.7%), in range 40-49 (3.3%), and in last range >50 (2.0%) from total of respondents.

#### 4.2.3 Respondent Based on Educational Background

**Table 4.4**

##### **Respondent Based on Educational Background**

<b>Educational Background</b>	<b>Number</b>	<b>Percent</b>
Diploma I	9	6,0%
Diploma II	2	1,3%
Diploma III	136	90,7%
S1	3	2,0%
Total	150	100%

*Source: Processed from questionnaires using SPSS*

As shown in table 4.4, the respondent consist of graduating from Diploma I (6.0%), majority of respondent graduating from Diploma II (1.3%), graduate from DiplomaIII (90.7%), and the last, graduate from S1 (2.0%).

#### 4.2.4 Respondent Based on Working Period at Hospital

**Table 4.5**

##### **Respondent Based on Working Period at Hospital**

<b>Range of working period</b>	<b>Number</b>	<b>Percent</b>
<5	88	58,7%
5-9,9	26	17,3%
10-14,9	22	14,7%
15-20	10	6,7%
>20	4	2,7%
Total	150	100%

*Source: Processed from questionnaires using SPSS*

From the table 4.5 the respondent is grouped based on working period at hospital. We can see the range of working period <5 years (58,7%), in range from 5-9,9 years (17.3%), in range 10-14,9 years (14.7%), and in range 15-20 years (6.7%), and in last range >20 years (2.7%).

#### 4.2.5 Respondent Based on Working Period as a Nurse

**Table 4.6**

**Respondent Based on Working Period as a Nurse**

<b>Range of Working Period</b>	<b>Number</b>	<b>Percent</b>
<5	88	58,7%
5-9,9	27	18,0%
10-14,9	21	14,0%
15-20	10	6,7%
>20	4	2,7%
Total	150	100%

*Source: Processed from questionnaires using SPSS*

From the table 4.6 the respondent are grouped based on working period as a nurse. We can see the range of working period <5 years (58,7%), in range from 5-9,9 years (18,0%) in range 10-14,9 years (14,0%), and in range 15-20 years (6.7%), and in last range >20 years (2.7%).



#### 4.2.6 Respondent Based on Marital Status

**Table 4.7**

##### **Respondent Based on Marital Status**

<b>Marital Status</b>	<b>Number</b>	<b>Percent</b>
Single	71	47,3%
Married	79	52,7%
Total	150	100%

*Source: Processed from questionnaires using SPSS*

As shown in table 4.7, majority of the respondents that is 79 (52.7%) are married, and 71 (47.3%) are single.

#### 4.2.7 Respondent Based on Income

**Table 4.8**

##### **Respondent Based on Income**

<b>Income/Month</b>	<b>Number</b>	<b>Percent</b>
<1.000.000	66	44,0%
1.000.000-3.000.000	74	49,3%
3.000.000-5.000.000	6	4,0%
5.000.000-10.000.000	1	0,7%
>10.000.000-15.000.000	1	0,7%
>15.000.000	2	1,3%
Total	150	100%

*Source: Processed from questionnaires using SPSS*

From the table 4.8 respondent are grouped based on income/month. We can see that majority of respondent have income in range 1.000.000-3.000.000 (49.3%), then, in range <1.000.000 (44.0%).

#### 4.2.8 Respondent Based on Employment Status

**Table 4.9**  
**Respondent Based on Employment Status**

<b>Employment Status</b>	<b>Number</b>	<b>Percent</b>
Permanent	68	45,3%
Temporary	82	54,7%
Total	150	100%

*Source: Processed from questionnaires using SPSS*

The table 4.9 present the respondent based on Employment status. We can see that majority of respondent is temporary (54.7%), and the others is permanent (45.3%).

#### 4.3 Descriptive of Items Respond Each Variable

Description of each item obtained from field survey is demonstrated in the following sections. The scores each item reflect the level of distributive justice overall respondents for each item. The items are measured using 5 point likert's scale. The higher the score means the more positive respond of the respondents.

**Table 4.10****Job Stress (JS)**

No.	Item	Means
1	its difficult for me in meeting performance standards	2,12
2	I have an excessive workload	2,25
3	I feel a little / lack of cooperation within the organization	2,64
4	The supervisor did not give clear enough instructions	2,36
5	I feel the break I was less than I need	2,49
6	I always find it easy to be angry about things that happen in the workplace	2,24
7	I often do not work well with existing equipment	1,99
8	I feel the difficulty in creating a pleasant working atmosphere in the workplace	2,13
9	Family problems often interfere with my work	1,95
10	I received unbalance salary in accordance with the workload	2,81
11	I am very easily bored with my current job right now	2,33

*Source: Processed from questionnaires using SPSS*

Based on the survey results, it can be seen that the respondents answer the highest respond on the item 10, and 3 it means that most respondents viewed that they get low salary for their workload and they have less cooperation within the organization in their workplace. Meanwhile, the lower score can be seen on the

item 7 and 9, the nurses viewed that family problems doesn't mean to them as a stress feeling at work, and limited equipments in order to assist their work doesn't make them stress.

**Table 4.11**

**Perceive Organizational Support (PJ)**

No.	Item	Means
1	My organization cares about my opinion	2,73
2	my boss really care about my well-being	2,99
3	my boss give encouragement and spirit within worked	3,17
4	This organization would ignore any complaint from me (r)	3,39
5	My organization shows very little concern for me (r)	3,23
6	My organization is willing to help me if I need special help	2,99
7	assistance available from my organization when I have a problem	3,04

*Source: Processed from questionnaires using SPSS*

Based on the table 4.11, it can be seen that the respondents answer the highest respond on the item 4. Nurses viewed that the organization very care about their complaint, it shows us that most Private Hospital in Padang try to be fair through their nurses.

**Table 4.12****Job Satisfaction (OJS)**

No.	Item	Means
1	My job is fun	3,83
2	Everyday I am enthusiastic about my work	3,67
3	I felt a sense of pride in doing my job	3,98
4	I am satisfied with my current job	3,82
5	I feel I paid a fair amount for the work I do.	2,99
6	I am satisfied with my chances for salary increases.	3,37
7	We get a fair bonus.	3,23
8	I am satisfied with my chances for promotion.	3,34
9	People advancing rapidly here as elsewhere.	3,32
10	There is little appreciation for those who work here. (r)	2,62
11	My boss do justice to my	3,29
12	My boss is competent enough / capable of doing his job.	3,41
13	Bosses show too little interest to the feelings of subordinates. (r)	2,74
14	I enjoy working with colleagues - my colleagues.	3,86
15	There are too many quarrels and fights in the workplace. (r)	3,21
16	I like the people who work with me	4,03

*Source: Processed from questionnaires using SPSS*

Table 4.12 represent on how nurse's satisfaction on doing their job. Based on the result, it can be seen that the respondents answer the highest respond on the item 16. It means that most respondents love to work with their partners at hospital. Meanwhile, the lowest score can be seen on the item 10 which reflects a moderate level in terms lower appreciation for nurses at this organization.

**Table 4.13**

**Performance (EP)**

No.	Item	Means
1	I mastered the field of current task	3,88
2	I feel less skilled in performing the task or command (r)	3,52
3	I am serious about work	4,16
4	I feel competent in carrying out duties or orders from superiors	3,88
5	I always complete the task responsibly	4,03
6	I do the work in a timely manner with satisfactory results	3,93
7	I am less able to make decisions in situations of sudden (r)	3,49
8	I always adhere to existing regulations	3,84
9	I'm being polite to their superiors, colleagues, and patients	4,09
10	I am sincere in carrying out my duties as a nurse	4,27
11	I put the interest of patients as a priority to work	4,07
12	I always try to establish good cooperation with colleagues	4,25

*Source: Processed from questionnaires using SPSS*

The highest score for variable nurse's performance can be seen on the table 4.13. The survey results found that the highest level is in the item 10. It can be said that most respondents feel sincere in carrying out their duties as a nurse. Sincere in doing their job will be increased their performance.

#### **4.4 Data Analysis**

This chapter will discuss analysis of data and research results related with the effect of job stress and Organizational support on job satisfaction and its impact to nurse's performance. To know the answer, researcher distributed questionnaires to 150 respondents who work at four private hospitals in Padang, which is based on number of nurses of each hospital.

##### **4.4.1 Checking of Data Entry**

###### **4.4.1.1 Testing of Validity**

Validity of measure refer to the degree to which the measurement actually measure what the research claim it measure and verifies that the conclusion draws no logical error (Garson 2002). The following four variables are measure by multiple items: job stress (11 items), organizational support (7 items), job satisfaction (12 items), and performance (9 items). The question of each variable tested by factor analysis with factor loading must be more than 0.4 based on statistic book by Hair et al. (1998) cited from Rivai (2009). A greater absolute value of factor loading will lead to the better the measures of underlying property or construct.

Based on Hair et al. (1998), factor loading greater than  $\pm 0.3$  are considered to meet the minimal level; loading value of  $\pm 0.40$  are considered more important; and if the loading are  $\pm 0.50$  or greater, they considered practically significant. From the table 4.14 all items of each variable are greater than 0.50, it means all items is significant and valid in this research. Item can be justified as valid item if range of the correlation value is more than 0.30 (Ghozali, 2001).

**Table 4.14 Validity Testing Job stress**

Variable	Item	Factor Loading	Remarks
<b>Job stress</b>	Job Stress8	0,629	<b>No deleted item</b>
	Job Stress6	0,621	
	Job Stress10	0,617	
	Job Stress3	0,603	
	Job Stress4	0,593	
	Job Stress7	0,584	
	Job Stress9	0,562	
	Job Stress11	0,537	
	Job Stress5	0,523	
	Job Stress1	0,655	
	Job Stress2	0,555	

*Source: Processed from questionnaires using SPSS*

In the table 4.14 the validity test of variable of job stress has showed that all of eleven items have factor loading greater than 0.5. It's mean that the all items of variable job stress are valid and significant.



**Table 4.15 Validity Testing Organizational Support**

<b>Variable</b>	<b>Item</b>	<b>Factor Loading</b>	<b>Remarks</b>
<b>Organizational Support</b>	Perceived Organizational Support3	0,795	<b>No deleted item</b>
	Perceived Organizational Support6	0,723	
	Perceived Organizational Support1	0,683	
	Perceived Organizational Support2	0,683	
	Perceived Organizational Support7	0,677	
	Perceived Organizational Support5	0,833	
	Perceived Organizational Support4	0,765	

*Source: Processed from questionnaires using SPSS*

In the table 4.15 the validity test of variable of organizational support has showed that all of seven items have factor loading greater than 0.5. It's mean that the all items of variable job organizational support valid and significant.

**Table 4.16 Validity Testing Job satisfaction**

<b>Variable</b>	<b>Item</b>	<b>Factor Loading</b>	<b>Remarks</b>
<b>Job satisfaction</b>	Job Satisfaction8	0,717	<b>4 item deleted</b>
	Job Satisfaction7	0,714	
	Job Satisfaction12	0,677	
	Job Satisfaction5	0,674	
	Job Satisfaction4	0,626	
	Job Satisfaction6	0,626	
	Job Satisfaction11	0,616	
	Job Satisfaction1	0,563	
	Job Satisfaction16	0,548	
	Job Satisfaction15	0,689	
	Job Satisfaction13	0,584	
	Job Satisfaction2	0,521	

*Source: Processed from questionnaires using SPSS*

In the table 4.16 the validity test of variable job satisfaction, there are four items from sixteen items which has factor loading less than 0.5, it consist of items OJS3 with factor loading 0,344; OJS9 with factor loading 0.307; OJS10 with factor loading .300; and OJS14 with factor loading .425. Its mean these four factors are not significant and not valid. But other factors are greater than 0.5. So, cannot be process with other items, because the result will not valid and not significant. So, the researcher erased these four items on validity testing.

**Table 4.17 Validity Testing Performance**

Variable	Item	Factor Loading	Remarks
Performance	Performance10	0,86	3 item deleted
	Performance11	0,782	
	Performance5	0,755	
	Performance6	0,754	
	Performance12	0,75	
	Performance9	0,741	
	Performance3	0,616	
	Performance4	0,605	
	Performance8	0,605	

*Source: Processed from questionnaires using SPSS*

Based on table 4.17 the variable of job performance, there are three items from twelve items, consists of: EP1 with factor loading 0.310; EP2 with factor loading 0.322 and EP7 with factor loading 0.32. Its mean these three factors are not significant and not valid. But other factors are greater than 0.5. So, cannot be process with other items, because the result will not valid and not significant. So, the researcher erased these items on validity testing.

#### **4.4.1.2 Testing of Reliability**

Reliability is intended to measure the extent to which a variable or set of variables is consistent in what is intended to measure (Hair et al. 1998). Reliability has differ view with validity testing, while validity relate to how an items is measure and reliability measure the evidence of consistency of the research instruments, it refer to degree to which same value will be returned if measure it again on other occasion.

The purpose of using reliability test is related with accuracy, stability and consistency. Reliability test is the instrument which able to explain the symptom of group. The way to determine the reliability level of one instrument in the research can be accepted if value of  $r$  alpha exists in range 0.60 – 1.00. we can categorize / reliable in range  $> 0.60 - 0.80$ , very good / very reliable for range 0.80-1.00 (Santoso, 2001). For determining the reliability, the reliability of each statement is processed by using computer program SPSS 16 for windows with Cronbach alpha formula.

**Table 4.18**  
**Reliability Testing**

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>Item</b>	<b>Remark</b>
Job Stress	,771	11	Acceptable
Organizational Support	,617	7	Acceptable
Job Satisfaction	,776	12	Acceptable
Performance	,885	9	Very good

*Source: Processed from questionnaires using SPSS*

Cronbach's alpha was used to compute the reliability of scale of each construct. Scale reliabilities rang from 0,6 to 0,96, indicating that they exhibit an acceptable level of reliability (  $\alpha > 0,6$  ) (Nunnally, 1978). Hair et al. (1998) suggest that usual low or limit for cronchbach's alpha is 0.7. Based on the analysis of the reliability, the result shows that the value of cronbach's alpha for each variable is greater than 0,6 and less than 0,90 which means the data is reliable to be processed.

Pallant (2005) explained that The cronbach's alpha could be  $< 0.6$  but the factor should be less than 20 items and that factor have value of "Corrected Item-Total Correlation"  $> 0.3$  for each item. From the table 4.18 the cronbach's alpha factor 1 until 4 of job stress, organizational support, job satisfaction variable and job performance variable have rang from 0,617 to 0,885 (Nunnally, 1978), it means the data is reliable to be processed,even organizational support is lower rang than other but it also reliable to be processed. So distributive job stress, organizational support, job satisfaction, and performance variable data are reliable to be processed. To be more clearly, we can see the result of reliability testing at table 4.18.

#### **4.4.1.3 Testing of Normality**

The most fundamental assumption of multivariate analysis is normality (Hair et al. 1998). A simple test can be conducted to identify the distribution score of each variable. To get the value of normality, the author used SEM AMOS. Ferdinand (2000) suggested that the data will be normal if the value of cr for skewness and kurtosis in SEM AMOS should be  $< 2.58$  . To be more clearly, we can see the table 4.19 and table 4.20 that show about the result of normality testing.

**Table 4.19 Normality Testing**

Variable	min	Max	skew	c.r.	kurtosis	c.r.
EP12	1,000	5,000	-,923	-4,616	1,468	3,669
EP11	1,000	5,000	-,857	-4,287	1,940	4,849
EP10	1,000	5,000	-1,340	-6,700	2,509	6,273
EP5	1,000	5,000	-1,028	-5,141	2,135	5,337
EP6	1,000	5,000	-,724	-3,620	1,175	2,937
EP8	1,000	5,000	-1,137	-5,684	2,496	6,240
EP9	1,000	5,000	-,647	-3,233	2,040	5,101
OJS4	2,000	5,000	-,581	-2,905	-,013	-,033
OJS5	1,000	5,000	-,123	-,615	-,685	-1,713
OJS6	1,000	5,000	-,621	-3,107	,016	,039
OJS7	1,000	5,000	-,397	-1,984	-,596	-1,490
OJS8	1,000	5,000	-,134	-,669	-,041	-,102
OJS11	1,000	5,000	-,575	-2,874	,406	1,015
OJS12	1,000	5,000	-,707	-3,534	,729	1,822
POS6	1,000	5,000	-,185	-,923	-,827	-2,069
POS3	1,000	5,000	-,438	-2,191	-,723	-1,808
POS2	1,000	5,000	-,023	-,113	-1,027	-2,568
POS1	1,000	5,000	,132	,659	-,461	-1,153
RJS3	1,000	5,000	,280	1,401	-,683	-1,708
RJS6	1,000	5,000	,648	3,239	,447	1,118
RJS7	1,000	5,000	,810	4,049	,772	1,931
RJS8	1,000	5,000	1,208	6,040	2,530	6,325
RJS10	1,000	5,000	,236	1,180	-,783	-1,957
Multivariate					111,881	20,203

The result from the table 4.19 indicates the normality of the data. There are 12 items are not normal or not acceptable. For EP12, the cr -4.616, it means the data for Job Stress item 9 is not normal. And the data for EP11, EP10, EP5, EP6, EP8, EP9, RJS6, RJS7, RJS8, OJS11, and OJS12 the value of cr for skewness and kurtosis in SEM AMOS were >2.58, it means the data for Job Performance item 12, Job Performance item 11, Job Performance item 10, Job

Performance item 6, Job Performance item 5, Job Performance item 8, Job Performance item 9, job stress item 6, job stress item 7, job stress item 8, job satisfaction item 11 and job satisfaction item 12 are not normal. so the author needed to transform the data. So the table 4.17 show the result after transform.

**Table 4.20 Normality Testing After Transform**

Variable	min	Max	Skew	c.r.	kurtosis	c.r.
EP12T	1,000	2,236	-1,528	-7,641	4,936	12,340
EP11T	1,000	2,236	-1,631	-8,155	5,941	14,851
EP10T	1,000	2,236	-1,997	-9,987	6,038	15,096
EP5T	1,000	2,236	-1,632	-8,162	4,605	11,514
EP6T	1,000	2,236	-1,365	-6,823	3,826	9,564
EP8T	1,000	2,236	-1,881	-9,403	5,441	13,603
EP9T	1,000	2,236	-1,404	-7,020	6,316	15,789
OJS4	2,000	5,000	-,581	-2,905	-,013	-,033
OJS5	1,000	5,000	-,123	-,615	-,685	-1,713
OJS6	1,000	5,000	-,621	-3,107	,016	,039
OJS7	1,000	5,000	-,397	-1,984	-,596	-1,490
OJS8	1,000	5,000	-,134	-,669	-,041	-,102
OJS11T	1,000	2,236	-1,099	-5,497	1,685	4,212
OJS12T	1,000	2,236	-1,251	-6,254	2,316	5,789
POS6	1,000	5,000	-,185	-,923	-,827	-2,069
POS3	1,000	5,000	-,438	-2,191	-,723	-1,808
POS2	1,000	5,000	-,023	-,113	-1,027	-2,568
POS1	1,000	5,000	,132	,659	-,461	-1,153
RJS3	1,000	5,000	,280	1,401	-,683	-1,708
RJS6T	1,000	2,236	,107	,536	-,009	-,021
RJS7T	1,000	2,236	,281	1,405	-,280	-,700
RJS8T	1,000	2,236	,456	2,280	1,022	2,555
RJS10	1,000	5,000	,236	1,180	-,783	-1,957
Multivariate					139,802	25,245

From the table 4.20, there are only 3 items acceptable by the normality testing after revised the data from 150. Data for RJS6, RJS7, and RJS8 the value

of cr for skewness and kurtosis in normality testing SEM AMOS after transform already been  $< 2.58$ , Job Stress 6, job Stress item 7, and job Stress item 8 are normal or acceptable. However the 9 items others are still not normal.

## **4.5 Hypotheses Testing**

### **4.5.1 Structural Equation Modelling (SEM)**

The previous section presented detail of data checking process used analysis which included checking for outliers, testing validity of data, testing reliability, checking for normality of data. This section will be continued with description of statistical tool utilised to assess the developed hypotheses. In this study, analysis procedure was undertaken by using SPSS 15.0 for windows and SEM AMOS 16.

Structural Equation Modeling (SEM) is a statistical technique for testing and estimating causal relations using a combination of statistical data and qualitative causal assumptions. Structural Equation Models (SEM) allows both confirmatory and exploratory modeling, meaning they are suited to both theory testing and theory development (Tabachnick & Fidell 2001). Confirmatory modeling usually starts out with a hypothesis that gets represented in a causal model. The concepts used in the model must then be operationalized to allow testing of the relationships between the concepts in the model. The model is tested against the obtained measurement data to determine how well the model fits the data. The causal assumptions embedded in the model often have falsifiable implications which can be tested against the data.

In the graphical analysis of SEM, there are several convention of terms. Measured variable are termed observed or manifest variable; within the context of



SEM methodology, they serve as indicators of the underlying construct that they are presumed to present. In other side, unobserved variable refer the abstract phenomenon that is unlikely to be observing directly, and is term latent variable, construct, or factor (Byrne 2001; Tabachnick & Fidell 2001). Furthermore the model is expressed graphically and it will explicate the relationship between latent variables and others. A proposed model that contains all objective of the testing is to assess the goodness of fit between the model and the sample data (Bryne 2001).

The analysis of SEM is conducted using confirmatory factor analysis (CFA), the significant function of this is to strengthen of the regression path from the factor to the observed variables. The structural model reflects estimation of a series structural equation that defines the relationship among unobserved variables. Based on Hair et al. (1998), there are three types of goodness of fit measures; absolute fit measures, incremental fit measures, and parsimonious fit measures. This research conducted absolute fit measure which identifies the overall model fit on the basis of the likelihood ratio chi-square statistic (Hair et al. 1998). The chi square with the statistical significant level above .05, implies that there are non significant differences the predicted and actual matrices and is likely to indicate the acceptable level of fit. Hair et al. (1998) argue that chi-square test become more sensitive as the number of indicator rise and “statistical non significant does not guarantee that “correct” model has been identified”.

Another measure of the absolute fit index that is deemed appropriate to confirm a model is GFI. It represents the overall GFI represents the degree to which the actual or observed covariance matrix is predicted by the estimated model. GFI deals with explained covariance, relative to total covariance. GFI

values can range from 0.0 (poor fit) to 1.0 (perfect fit). In practice, a GFI value greater than 0.9 represents a strong fit. AGFI is an extension of GFI, which is adjusted by the ratio of degrees of freedom for the proposed model to the degrees of freedom for the null model. It is suggested that an AGFI equal to or greater than 0.9 indicates a good fit, while an AGFI that is greater than 0.8 is a sign of a marginal fit. RMSEA represents the square root of the ratio of the rescaled non-centrality index (i.e., the population discrepancy function) to the model's degrees of freedom. In other words, RMSEA is the discrepancy per degrees of freedom, measured in terms of the population, and so is relatively insensitive to sample size. It is suggested that an RMSEA value of 0.05 or less indicates a close fit of the model, in relation to the degrees of freedom, and an RMSEA value of 0.08 or less indicates a reasonable error of approximation. An RMR which ranges from 0 to 1, with values less than 0.05 is considered to be a good fit. degree of fit based on the comparison of the squared residual with the data (Hair et al. 1998).

**Table 4.21 Evaluation of SEM with Goodness of fit Measure**

<b>Types of Measure</b>	<b>Goodness of Fit Measures</b>	<b>Recommended Level of acceptable Fit</b> Tabachnick and Fidell (2000); Hair et al (1998); Byrne (2000)	<b>Results of the research</b>	<b>Note for Testing Model</b>
Absolute Fit Measure	(GFI) (RMSEA)	Greater than .90 Under .08	0.774 0.099	Moderate Moderate
Incremental Fit Measure	(AGFI) (TLI) (NFI) Comparative Fit Index	Greater than .90 Greater than .90 Greater than .90 Greater than .90	0.710 0.767 0.712 0.802	Moderate Moderate Moderate Moderate
Parsimonious Fit Measure	Normed chi-square ( $\chi^2/df$ )	Lower limit 1.0 Upper limit 2.03/	2.471	Acceptable

	AIC	3.0 or 5.0 Smaller positive value indicate parsimony	653.301	
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*Source: Processed from questionnaires using SEM AMOS*

The ratio of chi- square to degree of freedom of the result is 2.4. it means the ratio of chi-square to degree of freedom is acceptable because the value smaller than 5. Moreover it also supported based on expert recommendations (Anderson & Gerbing. 1984; Byrne.1994). Another measurement of the absolute fit index can be seen at the table above.

Fit statistic indices of this research model were designated several fit indices, the statistic result can be seen in the table 5.3; GFI = 0.774; (RMSEA) = 0.099; (AGFI) = 0.710; (TLI) = 0.767; (NFI) = 0.712; (CFI) = 0.802; RMR = 0.055. These results have fulfilled the characteristic recommended level of acceptable fit of each index (see table 4.21). There are some indicators in moderating fit model, like CFI; GFI; AGFI; NFI; and RMSEA that has been revised, as Gefen et al. (2000) and Jiang et al. (2002) indicated, GFI is best when the value is larger than 0.90 and is demonstrate marginally acceptable when the value is larger than 0.80, the Adjusted GFI > 0.800 (AGFI; Joreskog & Sorbom, 1986). However, The Root Mean Residual (RMR) is 0.047, the good RMR its smaller than 0.10 (Joreskog & Sorbom. 1986) , the RMSEA value is 0.09, it fullfilled the characteristic that argued by Browne and Cudeck (1993) that value of RMSEA in range 0.08-0.1 indicate to mediocre fit (good enough fit model), and the fit model was acceptable since the CGI value is 0.802, based on (Bentler, 1990) the comparative fit index values close to 1 indicate a very good fit.

It means according to the value of each indicator, this fit model closely acceptable.

#### 4.5.2 The Relationship Among Variables

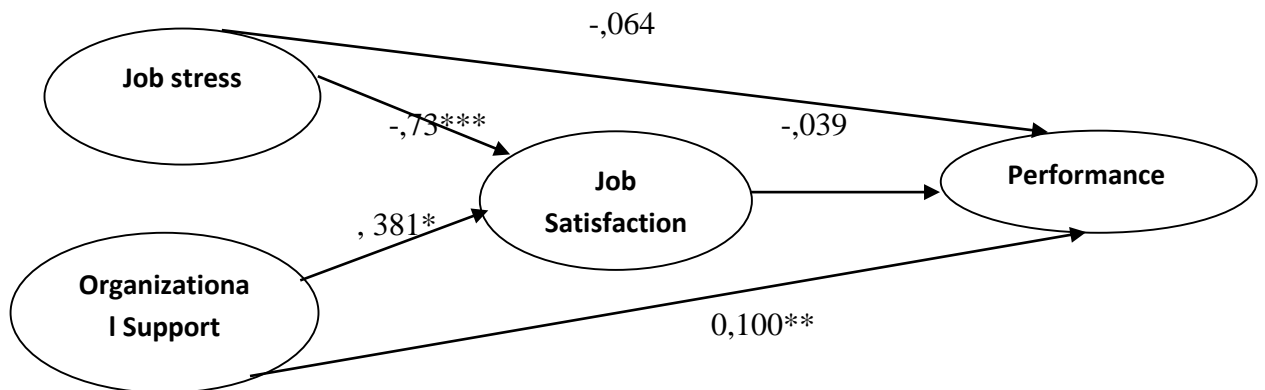
The initial theoretical model with standardized path coefficient is displayed in figure 4.22 the test statistic for parameter estimates is assessed by critical ratio (c.r.). It represents the parameter estimate divided by its standard error. Critical ratio values larger than 1.96 prove the path coefficient to be statistically significant at  $p < .05$ . The chi – square of the theoretical model was Chi-square 531,301 with 215 degree of freedom (df). It was statistically significant at  $p < 0.001$ . a non significant chi – square shows support for believing that the differences of the predicted and actual matrices are non significant and it indicates an acceptable fit (Hail et al. 1998), therefore a non significant chi – square is desirable.

**Table 4.22 Regression Weight**

H	Path	Estimate	SE	CR	P	Judgment
H1	job stress-> Job satisfaction	-,731	,191	-3,820	***	significant
H2	organizational support -> Job satisfaction	,381	,137	2,780	,005	significant
H3	job stress ->job performance	-,064	,038	-1,695	,090	Not significant
H4	organizational support ->job performance	,100	,033	3,064	,002	significant
H5	Job satisfaction ->job performance	-,039	,027	-1,474	,140	Not significant

*Source: Processed from questionnaires using SEM AMOS*

**Figure 4.1 Path Diagram for the Initial Theoretical Model**



*Note: \*significant at  $p < .05$ , \*\*significant at  $p < .01$ .*

The hypotheses were tested by using Structural Equation Model (SEM). As a direct or indirect effect of the exogenous variables can be specified by identifying paths among variables, a path analysis was conducted to test the overall causal model. As discussed in the earlier section, the model has been tested to assess the overall fit of the model. Also, individual tests of the hypothesized relationship were conducted. The critical t value (CR) used to assess the significance of the relationship between two path is 1.96 ( $p < .05$ ). A CR value above 1.96 means the relationship of the causal model is significant. The results of the hypotheses testing are shown in table 4.22

### **H1: job stress has significant impact on job satisfaction of Nurses who work at private hospital in Padang**

Hypothesis 1 investigated the negative impact relationship of job stress and job satisfaction of nurses who work at private hospital in Padang. The standard path coefficient of,  $-.731$  and the critical ratio value of,  $-3.820$  ( $p < 0.05$ ) ,noted that hypothesis 1 was supported.

**Table 4.23 Regression Weight H1**

H	Path	Estimate	SE	CR	P	Judgment
H1	job stress-> Job satisfaction	-,731	,191	-3,820	***	significant

*Source: Processed from questionnaires using SEM AMOS*

**H2: Organizational Support has significant impact on Job Satisfaction of Nurses who work at private hospital in Padang**

Hypothesis 2 examined the positive relationship of organizational support and job satisfaction of nurses who work at private hospital in Padang. Because the standard path coefficient of 0.381, the critical ratio value of 2,780 ( $> 1.96$ ), and p of 0.005 it means  $<.01$  were significant, hypothesis 2 was supported. To be more clearly, look at the table 4.24

**Table 4.24 Regression Weight H2**

H	Path	Estimate	SE	CR	P	Judgment
H2	organizational support -> Job satisfaction	,381	,137	2,780	,005	significant

*Source: Processed from questionnaires using SEM AMOS*

**H3: Job Stress has significant impact on Job performance of Nurses who work at private hospital in Padang**

Hypothesis 3 investigated the negative relationship of job stress and job performance of nurses who work at private hospital in Padang. Because the standard path coefficient of -.064, the critical ratio value of -1.695 ( $< 1.96$ ), and p with  $>.05$  were not significant, hypothesis 3 not supported. To be more clearly, look at the table 4.25

**Table 4.25 Regression Weight H3**

H	Path	Estimate	SE	CR	P	Judgment
H3	job stress -> job performance	-,064	,038	-1,695	,090	Not significant

*Source: Processed from questionnaires using SEM AMOS*

**H4: Organizational Support has significant impact on Job performance of Nurses who work at private hospital in Padang**

Hypothesis 4 examined the positive influence of organizational support and job performance of nurses who work at private hospital in Padang. Because the standard path coefficient of 0,100, the critical ratio value of 3.064 ( $> 1.96$ ), and p of 0.002 it means  $>.01$  ( $>.01$ ) were significant, hypothesis 4 was supported.

To be more clearly, look at the table 4.26

**Table 4.26 Regression Weight H4**

H	Path	Estimate	SE	CR	P	Judgment
H4	organizational support -> job performance	,100	,033	3,064	,002	significant

*Source: Processed from questionnaires using SEM AMOS*

**H5: Job satisfaction has significant impact on Job performance of Nurses who work at private hospital in Padang**

Hypothesis 5 examined the positive relationship of job satisfaction and job performance of nurses who work at private hospital in Padang. Because the standard path coefficient of 0.103, the critical ratio value of 1,219 ( $< 1.96$ ), and p

of 0.140 > 0.5 it means p were not significant, hypothesis 5 was not supported. To be more clearly, look at the table 4.27

**Table 4.27 Regression Weight H5**

H	Path	Estimate	SE	CR	P	Judgment
H5	Job satisfaction -> job performance	-,039	,027	-1,474	,140	Not significant

*Source: Processed from questionnaires using SEM AMOS*

#### 4.5.3 Indirect Effect of Hypothesis

**Table 4.28 standardized regression weight**

	Estimate
Jsaf <--- Js	-,556
Jsaf <--- orgsu	,278
Perf <--- Js	-,237
Perf <--- orgsu	,354
Perf <--- Jsaf	-,190

**Table 4.29 standardized Indirect effects**

	Orgsu	Js	jsaf	perf
Jsaf	,000	,000	,000	,000
Perf	-,053	,106	,000	,000



**H6: Job satisfaction has a role in mediating the relationship between job stress and job performance.**

From the Table 4.28 we saw that the direct effects job stress to performance is  $\beta = -0.237$ , while the indirect role of job stress to performance in the table 4.29 is  $\beta = 0.106$ . From this research we know that the direct role is still less than their indirect role. This is showed that job stress influence positively to job performance through satisfaction of the nurses.

**H7: Job satisfaction has a role in mediating the relationship between organizational support and job performance.**

From the Table 4.28 we found that the direct effects organizational support to performance is  $\beta = 0.354$ , while the indirect role of organizational support to performance in the table 4.29 is  $\beta = -0.53$ . From this we know that the direct role is higher than their indirect role. This is showed that organizational support contribution direct impact on Nurse Performance in Private Hospital in Padang.

#### **4.6 Discussion of Findings**

This section addresses the discussion of the research findings on the basis of the model. The final model of this is presented in figure 4.1 and portrays the relationships among the hypotheses which illustrate the key findings of the research. A brief overview of the contribution is presented first and is then followed with discussions of the result.

#### **4.6.1 Job Stress has Significant Impact on Job Satisfaction of Nurses Who Work at Private Hospital in Padang**

From the hypothesis 1, the job stress has direct and negative relationship with job satisfaction of nurses who work at some private hospital. As the hypothesized in table 4.2.4 that mean the research supported the previous study about the relationship between job stress and job satisfaction.

This study is supported by previous study (McMahan & Landers; 2003) which conducted research for Industrial and Technical teacher educators, in that research they develop the job stress and job satisfaction, the study found the relationship between them. The research found the job stress is negatively related to the job satisfaction among industrial and technical teachers educator. The effects of stress over time are more damaging to job satisfaction than a single major stressful event is. Fhadilah (2010) also supported that the higher employee felt stress within work the lower satisfaction will be achieved in PT Coca-Cola Amatil, Central Java. He found that excessive workload is significant to make the workers tired and depressed to work, and then the employees feel uninterested with the environment of workplace.

In this research there are some factors of job stress such as; difficulty to create pleasant condition in their workplace, lower salary for their workload, and less cooperation among them, is the more significant influence to be dissatisfied for nurses who work at private hospital in Padang. So As the hypothesis result, Job stress variable influence the job satisfaction of nurse who work at Private Hospital in Padang

#### **4.6.2: Organizational Support has significant impact on Job Satisfaction of Nurses who work at private hospital in Padang**

Organizational support is one the major determinants of the job satisfaction. Organizational support refers that employees form attitudes about the organization based on its support in rewarding quality work and meeting their socioemotional needs (Einsberg et al, 1986; Dixon, & Sagas, 2007). Outcomes of Perceiving Organizational Support will increased job satisfaction (Eisenberger, Cummings, Armeli, & Lynch, 1997).

This relationship also supported by Yih & Htaik (2011) who investigate the generalizability of perceived organizational support and job satisfaction as positive correlations of hotel employees in Taiwan. Data showed positive correlations between POS and job satisfaction. In an organizational context, organizations treat employees well via opportunities for reward, kind of treatment; employees will increasingly feel a sense of praise, support, or approval from their organization then have higher job satisfaction and may reciprocate through effort exerted towards performing well on the job or serving the organization.

The results of the hypothesis also 2 showed that organizational support have positive relationship with job satisfaction of nurses who work at some private hospital in Padang. The result indicate that employee who perceived organizational suport, then they are more satisfied with their job.

#### **4.6.3 Job Stress has significant impact on Job performance of Nurses who work at private hospital in Padang**

As hypothesized 3 investigated the negative relationship between job stress and job performance among nurses who work at some private hospital in Padang. The model demonstrated that job stress was not significant negatively influence on their performance.

The part of this model did support previous study of the impact Job stress on job performance, Shen and wang (2004) investigated police officers and detectives in Taiwan and found that job stress was positively correlated with job performance. Moreover, the relationship of job stress and job performance can be illustrated with an inverted-U shape (Sullivan & Baghdad, 1992). Stress can be divided into positive stress and negative stress, positive stress helps the individual concentrate his mind more effectively, improve physical, performance, and achieve an expected goal when faced with a change and challenge. Many people are able to do a better job under an optimal level pressure (Chen; 2009). Then based on the data frequency from the questionnaire, about 54% of nurses are temporary or not as permanent employee, it is possible for them to keep the performance even they faced underpressure condition, in order the Hospital hired them to be permanent workers.

Thus, hypotheses 3 test in previous section have been proven with previous studies, it means that in this research, job stress did not influence negatively for nurses performance who work at some private hospital in Padang. Hypothesis 6 found that job stress positively influence nurse performance mediated by job satisfaction, it could be better when the manager give the nurses more workload, then the manager should reward them with high level of satisfaction, it need to

keep their productivity. However, based on this research, nurse's performance has no impact because of job stress. Nurses will keep their performance to do their job even in stress condition.

#### **4.6.4 Organizational Support has significant impact on Job performance of Nurses who work at private hospital in Padang**

The results of the hypothesis testing showed that organizational support have positive relationship with job performance of nurses who work at some private hospital in Padang. As explained in previous section, the model of this study showed that organizational support is significantly related to job performance. This finding support previous literature who has studied the relationship between job performance and organizational support.

Armeli, Einsberger, Faloso & Patrick (1998) did research for police patrol officer in eastern United State, in that research they investigate how strength the relationship between perceived organizational support (POS) and work performance. It showed positive relationship between POS and performance. The findings are consistent, where the value of POS fullfills with high performance of the police officer. The findings showed that the organization plays an important social role in employees' lives. Satisfying socioemotional needs by communicating of respect, caring, and approval has the potential of significantly increasing employee performance. Employers who deliver high POS to employees can influence the nature of complementation by providing performance objectives that allow employees with strong socioemotional needs a clear way to repay organization.

Based on the result and supported by previous study, it was proved that the hypothesis 4 and strengthen in hypothesis 7, the organizational support from the hospital managers such as: cares both nurses well-being and their opinion, provide help for special need, and give spirit within job are influence the performance of nurses who work in private Hospital in Padang directly and positively where they tend to work better.

#### **4.6.5 Job satisfaction has significant impact on Job performance of Nurses who work at private hospital in Padang**

The test of hypothesis 5 found that job satisfaction have direct and positive relationship with performance of nurses who work at some private hospital in Padang. The model demonstrated that job satisfaction was not significant influence on how an nurses perception which will lead to higher performance.

In an investigation of the relationship between job satisfaction and job performance in the hotel industry, Yih & Htaik (2011) found that job satisfaction were significantly correlated employee performance. The results reveal that job satisfaction had a positive effect on job performance, which suggests that have high job satisfaction tend to perform well on their job. When employees perceive the supportive and accommodating, role clarity and freedom of expression, they will be more satisfied in their jobs and will exert more effort, which leads to higher job performance.

In hipotesis 5 the research was found that job satisfaction is not significant influence the performance of the nurses who work in privat hospital in Padang. However, from data frequency found 90,7% the nurse only graduated

from Diploma 3 it means they were not trained to be a professional, Robbin (2003) found nonprofessional workers typically have other interests outside work that can compensate for needs not met on the job. While professional workers identically love with job challenges, like to tackle the problem and find the solution.

## **CHAPTER V**

### **CONCLUSION, LIMITATIONS, RECOMMENDATIONS AND IMPLICATIONS**

#### **5.1 Conclusion of the Research**

The primary purpose of this study was to develop and test the model of the variables which contribute to job stress and organizational support on job satisfaction and nurse's performance who work at private hospital in Padang. These variables are: job stress, organizational support, job satisfaction, and job performance. Based on the review of the literature, research developed a number of hypotheses which were represented in the research model.

A theoretical model was generated which was then tested using structural equation modeling (SEM). The research processes are reported in the research methodology and includes the research paradigm, design, justification of the research approach and the measurement variables. An examination of theoretical model of the research using AMOS software indicated that the model needed to be modified. Consequently, a minor modification was conducted to improve the good of fit criteria of the model.

The result of structural equation model analysis demonstrated that job stress have significant negatively influence on job satisfaction of nurses who work at some private hospital in Padang, while organizational support also contribute for nurses to lead higher job satisfaction, and for job performance also determined positively by organizational support. Otherwise there are also several hypotheses which are rejected like job stress was not significant negatively influence in



nurse's performance. However, in this research the researcher found that job satisfaction was not supported for nurse's performance.

Finally, this study provides a significant implication for nurses to increase personal understanding and perceptions about job satisfaction that affect person's feels whether nurses feel satisfied with their job.

## **5.2 Implication, Limitation, and Recommendation**

### **5.2.1 Implication of the research**

The research provides several implications for improvement of understanding of the relationship among job stress, organizational support, job satisfaction, and performance of nurses who work at some hospitals in Padang, especially in the context of 4 private hospitals in Padang.

Based on the research show that nurses feel stress in their work if the salary is not suitable with their workload it was found in the result of research question and also in frequency data respondents about salary were 44% from 150 respondent get the salary Rp less than 1.000.000, however 49% was get above Rp 1.000.000., thus, that condition it will lead them easily to be frustrated within their work so that nurses were dissatisfied in their work, beside that the unexisting equipment at work, and difficulty to cooperate among them were also make them feel stress to the job. Supported by Lazarus & Folkman, (1984) stress may occur if an individual feels that he or she is unable to adapt to his or her situation. However this stress condition were not influence their performance negatively. Many people are able to do a better job under an optimal level pressure (Chen; 2009). Nurses can keep their performance well event in the pressure condition,

furthermore about 54% of the nurses were temporary employment, and in order to be hired as permanent worker they should show the performance well. The mediating variable (job satisfaction) influences the relationship between job stress and nurse performance. The more positive relationship job stress and performance controlled by job satisfaction.

While organizational support also affect job satisfaction of nurses. Based on this research, the support from supervisor through nurses well-being, give spirit, appreciation from manager and offering of help were significant influence their satisfaction through organization at some private hospitals in Padang. Researcher also found that the nurse reactions toward organizational support were impact positively on overall nurse's performance. It was shows us that both organizational fairness and supervisor support is needed to create higher performance especially for the relative performance. Supported by George and Brief (1992), such extra-role activities include helping related employees, taking actions that protect the organization from risk, offering constructive suggestions, and gaining knowledge and skills that are beneficial to the organization in order becoming well. The result shows that the mediating variable (job satisfaction) can not mediate the relationship between organizational support and job performance. The result does not support the hypothesis, in this case job satisfaction can not predict the turnover intention of nurses in Private Hospital in Padang.

It was found that job satisfaction is not significant influence the performance of the nurses who work in private hospital in Padang. Based on the research, from data that found mostly the nurse only graduated from Diploma 3 its means they were not a trained to be a proffesional, nonproffesional workers

typically have low interest for the job. While professionals workers identically love with job challenges, like to tackle the problem and find the solution.

### **5.2.2 Limitation of the Research**

There are some limitations of this research:

1. The sample of these research only nurses from 4 private hospital in Padang not all of the nurse in private Hospital can be investigated, due to the limitation of time and many other problem. In the next research hope using more samples so it will contribute accurate result.
2. Responses to the questionnaires may be influenced by the individual's mood and by the environmental conditions in the setting at the time the questionnaires are completed.
3. The data collection conducted in the end of the year, some of Hospital were busy with their own activities such as, mass circumcision in some regencies in West Sumatra, and also did accreditation. Thus, it was difficult to the researcher in gathering the data.

### **5.2.3 Recommendation of the Research**

Based on the research result, all management in private Hospital in Padang have to consider about employee feeling of stress that make them will disatisfied within their job, specially about their salary, because money is basic need that

must be fulfilled in order to make people satisfied within their job (Maslow; 1954).

Based on research result, it was cannot be a predictor of job satisfaction positively influence the nurses performance. So management of the hospital could conduct research to retest the previous research. Because job satisfaction and job performance is really important to measure employee's outcome.

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**APPENDIX 1**  
**QUESTIONNAIRE RESEARCH**

**The Effect Job Stress and Organizational support on Job Satisfaction and Its  
Impact on Nurses Performance**



Padang, November 2011

Researcher  
Rendi Jenesa

**MANAGEMENT DEPARTMENT**  
**ECONOMIC FACULTY**  
**ANDALAS UNIVERSITY**  
**2011**

**Dear Respondents,**

At this moment we are conducting research on job stress and organizational support in the workplace and how its impact on performance and job satisfaction of nurses who work at some private hospitals in Padang. This study only for scientific purposes, for the development of science in the field of human resources management. We are looking forward to your participation to the smooth running of this research. For your participation, we thank you. Hopefully this research was useful for us all.

Padang, April 2011

Researcher

Rendi Jenesa

Management of International Program

Economic Faculty

Andalas University

**A. Profile of Respondents**

Instructions:

Choose the best answer by checking: [✓]

Gender

☐ Female

☐ Male

Age

☐ <25

☐ 40-49

☐ 25-39

☐ >50

Educational Background

☐ Diploma I

☐ Diploma III

☐ S2

☐ Diploma II

☐ S1

Working Period at Hospital (Year)

☐ <5

☐ 10-14,9

☐ >20

☐ 5-9,9

☐ 15-20

Working Period as a Nurse (Year)

<input type="checkbox"/> <5	<input type="checkbox"/> 10-14,9	
<input type="checkbox"/> 5-9,9	<input type="checkbox"/> 15-20	<input type="checkbox"/> >20

**Marital Status**

<input type="checkbox"/> Single	<input type="checkbox"/> Married
---------------------------------	----------------------------------

**Income/ Month**

<input type="checkbox"/> <1.000.000	<input type="checkbox"/> 1.000.000-3.000.000
<input type="checkbox"/> 3.000.000-5.000.000	<input type="checkbox"/> 5.000.000-10.000.000
<input type="checkbox"/> >10.000.000-15.000.000	<input type="checkbox"/> >15.000.000

**Employment Status**

<input type="checkbox"/> Permanent	<input type="checkbox"/> Contract
------------------------------------	-----------------------------------

**Instructions:**

Choose the best answer by checking: [√]

<b>No</b>	<b>Job Stress</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Netral</b>	<b>Agree</b>	<b>Strongly agre</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	its difficult for me in meeting performance standards					
<b>2</b>	I have an excessive workload					
<b>3</b>	I feel a little / lack of cooperation within the organization					
<b>4</b>	The supervisor did not give clear enough instructions					
<b>5</b>	I feel the break I was less than I need					
<b>6</b>	I always find it easy to be angry about things that happen in the workplace					
<b>7</b>	I often do not work well with existing equipment					
<b>8</b>	I feel the difficulty in creating a pleasant working atmosphere in the workplace					
<b>9</b>	Family problems often interfere with my work					
<b>10</b>	I received unbalance salary in accordance with the workload					
<b>11</b>	I am very easily bored with my current job right now					



<b>No</b>	<b>POS</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Netral</b>	<b>Agree</b>	<b>Strongly agree</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	My organization cares about my opinion					
<b>2</b>	my boss really care about my well-being					
<b>3</b>	my boss give encouragement and spirit within worked					
<b>4</b>	This organization would ignore any complaint from me (r)					
<b>5</b>	My organization shows very little concern for me (r)					
<b>6</b>	My organization is willing to help me if I need special help					
<b>7</b>	assistance available from my organization when I have a problem					

<b>No</b>	<b>OJS</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Netral</b>	<b>Agree</b>	<b>Strongly agree</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	My job is fun					
<b>2</b>	Everyday I am enthusiastic about my work					
<b>3</b>	I felt a sense of pride in doing my job					

<b>4</b>	I am satisfied with my current job					
<b>5</b>	I feel I paid a fair amount for the work I do.					
<b>6</b>	I am satisfied with my chances for salary increases.					
<b>7</b>	We get a fair bonus.					
<b>8</b>	I am satisfied with my chances for promotion.					
<b>9</b>	People advancing rapidly here as elsewhere.					
<b>10</b>	There is little appreciation for those who work here. (r)					
<b>11</b>	My boss do justice to my					
<b>12</b>	My boss is competent enough / capable of doing his job.					
<b>13</b>	Bosses show too little interest to the feelings of subordinates. (r)					
<b>14</b>	I enjoy working with colleagues - my colleagues.					
<b>15</b>	There are too many quarrels and fights in the workplace. (r)					
<b>16</b>	I like the people who work with me					

<b>No</b>	<b>EP</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Netral</b>	<b>Agree</b>	<b>Strongly agree</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	I mastered the field of current task					

<b>2</b>	I feel less skilled in performing the task or command (r)					
<b>3</b>	I am serious about work					
<b>4</b>	I feel competent in carrying out duties or orders from superiors					
<b>5</b>	I always complete the task responsibly					
<b>6</b>	I do the work in a timely manner with satisfactory results					
<b>7</b>	I am less able to make decisions in situations of sudden (r)					
<b>8</b>	I always adhere to existing regulations					
<b>9</b>	I'm being polite to their superiors, colleagues, and patients					
<b>10</b>	I am sincere in carrying out my duties as a nurse					
<b>11</b>	I put the interest of patients as a priority to work					
<b>12</b>	I always try to establish good cooperation with colleagues					

## **KUISIONER PENELITIAN**

### **Pengaruh Stres Kerja dan Dukungan Organisasi Terhadap Kepuasan Kerja dan Dampaknya Terhadap Kinerja Perawat**



Padang, Desember 2011

Peneliti

Rendi Jenesa

**MANAGEMENT DEPARTMENT**

**ECONOMIC FACULTY**

**ANDALAS UNIVERSITY**

**2011**

**KUISIONER PENELITIAN**

**Responden yang terhormat,**

Pada saat ini kami sedang mengadakan penelitian pengaruh stres kerja dan dukungan organisasi terhadap kepuasan kerja dan dampaknya terhadap kinerja perawat. Penelitian ini hanya untuk keperluan ilmiah, untuk pengembangan ilmu pengetahuan di bidang manajemen sumber daya manusia.

Kami sangat mengharapkan partisipasi anda untuk kelancaran penelitian ini. Atas partisipasi anda, kami ucapkan terima kasih. Semoga penelitian ini bermanfaat bagi kita semua.

Padang, Desember 2011

Peneliti

Rendi Jenesa

Management of International Program

Economic Faculty

Andalas University

## B. Profil Responden

### Instruksi :

Pilihlah jawaban yang paling tepat dengan memberi tanda: [√]

Jenis Kelamin

☐ Perempuan

☐ Laki-Laki

Umur

☐ <25

☐ 40-49

☐ 25-39

☐ >50

Pendidikan Terakhir

☐ Diploma I

☐ Diploma III

☐ S2

☐ Diploma II

☐ S1

Masa Kerja di Rumah Sakit ini (tahun)

☐ <5

☐ 10-14,9

☐ >20

☐ 5-9,9

☐ 15-20

Masa Kerja Sebagai Perawat (tahun)

<input type="checkbox"/> <5	<input type="checkbox"/> 10-14,9	
<input type="checkbox"/> 5-9,9	<input type="checkbox"/> 15-20	<input type="checkbox"/> >20

Status Perkawinan

<input type="checkbox"/> Belum Menikah	<input type="checkbox"/> Menikah
--	----------------------------------

Pendapatan / Bulan

<input type="checkbox"/> <1.000.000	<input type="checkbox"/> 1.000.000-3.000.000
<input type="checkbox"/> 3.000.000-5.000.000	<input type="checkbox"/> 5.000.000-10.000.000
<input type="checkbox"/> >10.000.000-15.000.000	<input type="checkbox"/> >15.000.000

Status Pekerjaan

<input type="checkbox"/> Permanen	<input type="checkbox"/> Kontrak
-----------------------------------	----------------------------------

#### A. Cara Pengisian Kuisioner

Berikan tanda silang (X) pada satu dari pilihan jawaban yang tersedia

##### Keterangan :

Sangat Tidak Setuju (STS) : 1

Tidak Setuju (TS) : 2

Netral (N) : 3

Setuju (S) : 4

Sangat Setuju (SS) : 5

No	JS	Sangat Tidak Setuju (STS)	Tidak Setuju (TS)	Netral (N)	Setuju (S)	Sangat Setuju (SS)
		1	2	3	4	5
1	Saya kesulitan dalam memenuhi standar kinerja					
2	Saya mempunyai beban kerja yang berlebihan					
3	Saya merasa sedikit / kurang adanya kerjasama dalam organisasi					
4	Atasan saya tidak memberikan instruksi yang cukup jelas.					
5	Saya merasa waktu istirahat saya kurang daripada yang saya butuhkan.					
6	Saya selalu merasa mudah menjadi marah terhadap hal-hal yang terjadi di tempat kerja.					
7	saya sering tidak bekerja dengan baik dengan peralatan yang ada.					
8	Saya merasa kesulitan dalam menciptakan suasana kerja yang menyenangkan di tempat kerja.					
9	Permasalahan keluarga sering mengganggu pekerjaan saya					
10	Gaji yang saya terima tidak sesuai dengan beban pekerjaan					
11	Saya sangat mudah jenuh dengan pekerjaan saya saat sekarang ini					



No	POS	Sangat Tidak Setuju (STS)	Tidak Setuju (TS)	Netral (N)	Setuju (S)	Sangat Setuju (SS)
		1	2	3	4	5
1	organisasi saya peduli tentang pendapat saya.					
2	atasan saya benar-benar peduli tentang kesejahteraan saya					
3	atasan saya memberikan dorongan dan semangat dalam bekerja.					
4	organisasi ini akan mengabaikan keluhan apapun dari saya					
5	organisasi saya menunjukkan kepedulian yang sangat sedikit bagi saya					
6	organisasi saya bersedia untuk membantu saya jika saya membutuhkan bantuan khusus					
7	bantuan tersedia dari organisasi saya ketika saya memiliki masalah					

No	OJS	Sangat Tidak Setuju (STS)	Tidak Setuju (TS)	Netral (N)	Setuju (S)	Sangat Setuju (SS)
		1	2	3	4	5
1	Pekerjaan saya menyenangkan					
2	Sepanjang hari saya antusias dengan pekerjaan saya					
3	Saya merasakan rasa bangga					

	dalam melakukan pekerjaan saya					
<b>4</b>	Saya merasa puas dengan pekerjaan saya sekarang					
<b>5</b>	Saya merasa saya dibayar dengan jumlah yang adil untuk pekerjaan yang saya lakukan.					
<b>6</b>	Saya merasa puas dengan peluang saya untuk kenaikan gaji.					
<b>7</b>	Kami mendapatkan bonus yang adil.					
<b>8</b>	Saya puas dengan kesempatan saya untuk promosi.					
<b>9</b>	Orang maju dengan cepat disini seperti di tempat lain.					
<b>10</b>	Hanya ada sedikit penghargaan bagi mereka yang bekerja di sini.					
<b>11</b>	Atasan saya berlaku adil terhadap saya					
<b>12</b>	atasan saya cukup kompeten/cakap dalam melakukan pekerjaannya.					
<b>13</b>	Atasan menunjukkan minat yang terlalu sedikit terhadap perasaan bawahan.					
<b>14</b>	Saya menikmati bekerja dengan rekan - rekan kerja saya.					
<b>15</b>	Ada terlalu banyak pertengkaran dan perkelahian di tempat kerja.					
<b>16</b>	Saya suka dengan orang yang bekerja bersama saya					

No	EP	Sangat Tidak Setuju (STS)	Tidak Setuju (TS)	Netral (N)	Setuju (S)	Sangat Setuju (SS)
		1	2	3	4	5
1	Saya menguasai bidang tugas saat ini					
2	Saya merasa kurang terampil dalam melaksanakan tugas atau perintah					
3	Saya bersungguh-sungguh dalam mengerjakan tugas					
4	Saya merasa cakap dalam melaksanakan tugas atau perintah atasan					
5	Saya selalu menyelesaikan tugas penuh tanggung jawab					
6	Saya mengerjakan tugas dengan tepat waktu dengan hasil yang memuaskan					
7	Saya kurang mampu mengambil keputusan dalam situasi mendadak					
8	Saya selalu patuh terhadap peraturan yang ada					
9	Saya bersikap santun terhadap atasan, rekan kerja, maupun pasien					
10	Saya ikhlas dalam melaksanakan tugas saya sebagai perawat					
11	Saya mengutamakan kepentingan					

	pasien sebagai prioritas bekerja					
<b>12</b>	Saya selalu mencoba menjalin kerjasama yang baik dengan rekan kerja					

## APPENDIX 2

### Data Frequencies

tables 4.2

#### **Jenis Kelamin**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Perempuan	143	95,3	95,3	95,3
laki-laki	7	4,7	4,7	100,0
Total	150	100,0	100,0	

tables 4.3

#### **umur**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <25	66	44,0	44,0	44,0
25-39	76	50,7	50,7	94,7
40-49	5	3,3	3,3	98,0
>50	3	2,0	2,0	100,0
Total	150	100,0	100,0	

tables 4.4

#### **pendidikan terakhir**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid diploma I	9	6,0	6,0	6,0
diploma II	2	1,3	1,3	7,3
diploma III	136	90,7	90,7	98,0
S1	3	2,0	2,0	100,0
Total	150	100,0	100,0	

tables 4.5      **Masa Kerja di Rumah Sakit ini (tahun)**

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid <5	88	58,7	58,7	58,7
5-9,9	26	17,3	17,3	76,0
10-14,9	22	14,7	14,7	90,7
15-20	10	6,7	6,7	97,3
>20	4	2,7	2,7	100,0
Total	150	100,0	100,0	

tables 4.6      **Masa kerja sebagai perawat**

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid <5	88	58,7	58,7	58,7
5-9,9	27	18,0	18,0	76,7
10-14,9	21	14,0	14,0	90,7
15-20	10	6,7	6,7	97,3
>20	4	2,7	2,7	100,0
Total	150	100,0	100,0	

tables 4.7      **Status Perkawinan**

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid Belum Nikah	71	47,3	47,3	47,3
Menikah	79	52,7	52,7	100,0
Total	150	100,0	100,0	

tables 4.8

**Pendapatan/ Bulan**

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid <1.000.000	66	44,0	44,0	44,0
1.000.000-3.000.000	74	49,3	49,3	93,3
3.000.000-5.000.000	6	4,0	4,0	97,3
5.000.000-10.000.000	1	,7	,7	98,0
>10.000.000-15.000.000	1	,7	,7	98,7
>15.000.000	2	1,3	1,3	100,0
Total	150	100,0	100,0	

tables 4.9

**Status Pekerjaan**

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid Pekerjaan	68	45,3	45,3	45,3
Kontrak	82	54,7	54,7	100,0
Total	150	100,0	100,0	

**Descriptive Of Items Respond Each Variable****Job stress Table 4.10****Descriptive Statistics**

	N	Minimu m	Maximu m	Mean	Std. Deviation
Job stress1	150	1	5	2,12	,819
Job stress2	150	1	5	2,25	,851
Job stress3	150	1	5	2,64	1,089
Job stress4	150	1	5	2,36	,900
Job stress5	150	1	5	2,49	,910
Job stress6	150	1	5	2,24	,817
Job stress7	150	1	5	1,99	,827
Job stress8	150	1	5	2,13	,797
Job stress9	150	1	5	1,95	,834
Job stress10	150	1	5	2,81	1,149
Job stress11	150	1	5	2,33	,833
Valid N (listwise)	150				

**Perceive organizational support Table 4.11**

	N	Minimum	Maximum	Mean	Std. Deviation
Perceived Organizational Support1	150	1	5	2,73	,917
Perceived Organizational Support2	150	1	5	2,99	1,039
Perceived Organizational Support3	150	1	5	3,17	1,058
Perceived Organizational Support4	150	1	5	3,39	,882
Perceived Organizational Support5	150	1	5	3,23	1,050
Perceived Organizational Support6	150	1	5	2,99	1,007
Perceived Organizational Support7	150	1	5	3,04	,968
Valid N (listwise)	150				



**Job satisfaction Table 4.12**

	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction1	150	1	5	3,83	,755
Job Satisfaction2	150	1	5	3,67	,766
Job Satisfaction3	150	2	5	3,98	,755
Job Satisfaction4	150	2	5	3,82	,828
Job Satisfaction5	150	1	5	2,99	1,059
Job Satisfaction6	150	1	5	3,37	,999
Job Satisfaction7	150	1	5	3,23	1,112
Job Satisfaction8	150	1	5	3,34	,911
Job Satisfaction9	150	1	33	3,32	2,627
Job Satisfaction10	150	1	5	2,62	,895
Job Satisfaction11	150	1	5	3,29	,830
Job Satisfaction12	150	1	5	3,41	,803
Job Satisfaction13	150	1	5	2,74	,908
Job Satisfaction14	150	1	5	3,86	,724
Job Satisfaction15	150	1	5	3,21	1,084
Job Satisfaction16	150	2	5	4,03	,723
Valid N (listwise)	150				

**Performance Table 4.13**

	N	Minimum	Maximum	Mean	Std. Deviation
Performance1	150	1	5	3,88	,777
Performance2	150	1	5	3,52	1,060
Performance3	150	1	5	4,16	,760
Performance4	150	1	5	3,88	,810
Performance5	150	1	5	4,03	,746
Performance6	150	1	5	3,93	,803
Performance7	150	2	5	3,49	,792
Performance8	150	1	5	3,84	,812
Performance9	150	1	5	4,09	,665
Performance10	150	1	5	4,27	,816
Performance11	150	1	5	4,07	,761
Performance12	150	1	5	4,25	,741
Valid N (listwise)	150				

**Factor Analysis 4.14**

**1. JOB STRESS**

**Communalities**

	Initial	Extraction
Job stress1	1,000	,549
Job stress2	1,000	,639
Job stress3	1,000	,514
Job stress4	1,000	,513
Job stress5	1,000	,492
Job stress6	1,000	,680
Job stress7	1,000	,589
Job stress8	1,000	,545
Job stress9	1,000	,518
Job stress10	1,000	,578
Job stress11	1,000	,557

Extraction Method: Principal Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,397	30,883	30,883	3,397	30,883	30,883
2	1,659	15,081	45,964	1,659	15,081	45,964
3	1,119	10,171	56,135	1,119	10,171	56,135
4	,997	9,064	65,199			
5	,821	7,467	72,666			
6	,673	6,121	78,787			
7	,620	5,640	84,426			
8	,574	5,214	89,641			
9	,434	3,942	93,582			
10	,377	3,424	97,006			
11	,329	2,994	100,000			

Extraction Method: Principal Component Analysis

### Component Matrix(a)

	Component		
	1	2	3
Job stress8	,629	-,360	,143
Job stress6	,621	-,271	,471
Job stress10	,617	-,083	-,437
Job stress3	,603	,370	-,114
Job stress4	,593	,397	,061
Job stress7	,584	-,344	,360
Job stress9	,562	-,449	-,016
Job stress11	,537	-,237	-,461
Job stress5	,523	,201	-,422
Job stress1	,339	,655	,064
Job stress2	,432	,555	,380

Extraction Method: Principal Component Analysis.

a 3 components extracted.

## 2. ORGANIZATIONAL SUPPORT

### Communalities

	Initial	Extraction
Perceived Organizational Support1	1,000	,476
Perceived Organizational Support2	1,000	,638
Perceived Organizational Support3	1,000	,648
Perceived Organizational Support4	1,000	,624
Perceived Organizational Support5	1,000	,713
Perceived Organizational Support6	1,000	,558
Perceived Organizational Support7	1,000	,463

Extraction Method: Principal Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,602	37,175	37,175	2,602	37,175	37,175
2	1,517	21,673	58,848	1,517	21,673	58,848
3	,941	13,447	72,295			
4	,677	9,673	81,968			
5	,608	8,680	90,647			
6	,413	5,899	96,547			
7	,242	3,453	100,000			

Extraction Method: Principal Component Analysis.

**Component Matrix(a)**

	Component	
	1	2
Perceived Organizational Support3	,795	,127
Perceived Organizational Support6	,723	-,187
Perceived Organizational Support1	,683	,093
Perceived Organizational Support2	,683	,415
Perceived Organizational Support7	,677	-,073
Perceived Organizational Support5	-,136	,833
Perceived Organizational Support4	-,195	,765

Extraction Method: Principal Component Analysis.

### 3 JOB SATISFACTION

#### Communalities

	Initial	Extraction
Job Satisfaction1	1,000	,678
Job Satisfaction2	1,000	,750
Job Satisfaction3	1,000	,696
Job Satisfaction4	1,000	,632
Job Satisfaction5	1,000	,686
Job Satisfaction6	1,000	,668
Job Satisfaction7	1,000	,673
Job Satisfaction8	1,000	,720
Job Satisfaction9	1,000	,215
Job Satisfaction10	1,000	,517
Job Satisfaction11	1,000	,755
Job Satisfaction12	1,000	,680
Job Satisfaction13	1,000	,706
Job Satisfaction14	1,000	,677
Job Satisfaction15	1,000	,755
Job Satisfaction16	1,000	,632

Extraction Method: Principal Component Analysis.

**Component Matrix(a)**

	Component				
	1	2	3	4	5
Job Satisfaction8	,717	-,081	-,370	,028	,250
Job Satisfaction7	,714	-,258	-,188	-,161	,189
Job Satisfaction12	,677	-,173	,145	-,248	-,330
Job Satisfaction5	,674	-,368	-,202	,093	-,216
Job Satisfaction4	,626	,310	,069	,308	,211
Job Satisfaction6	,626	-,299	-,360	,216	,107
Job Satisfaction11	,616	-,271	,133	-,469	-,253
Job Satisfaction9	,371	-,059	-,089	,140	,215
Job Satisfaction3	,344	,713	,133	,211	-,078
Job Satisfaction1	,415	,563	,314	,035	-,300
Job Satisfaction16	,405	,548	,025	-,409	,019
Job Satisfaction14	,425	,495	,074	-,398	,296
Job Satisfaction10	,300	-,432	,429	,075	,225
Job Satisfaction15	,094	-,114	,689	,043	,506
Job Satisfaction13	,187	-,521	,584	,083	-,227
Job Satisfaction2	,521	,221	,093	,604	-,236

Extraction Method: Principal Component Analysis.  
a. 5 components extracted.

#### 4. PERFORMANCE

##### Communalities

	Initial	Extraction
Performance1	1,000	,609
Performance2	1,000	,783
Performance3	1,000	,627
Performance4	1,000	,681
Performance5	1,000	,839
Performance6	1,000	,760
Performance7	1,000	,866
Performance8	1,000	,637
Performance9	1,000	,769
Performance10	1,000	,769
Performance11	1,000	,736
Performance12	1,000	,781

Extraction Method: Principal Component Analysis.

##### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,099	42,495	42,495	5,099	42,495	42,495
2	1,607	13,391	55,886	1,607	13,391	55,886
3	1,118	9,319	65,205	1,118	9,319	65,205
4	1,032	8,600	73,805	1,032	8,600	73,805
5	,682	5,681	79,486			
6	,577	4,806	84,292			
7	,487	4,062	88,354			
8	,411	3,422	91,776			
9	,331	2,761	94,537			
10	,295	2,462	97,000			
11	,223	1,862	98,862			
12	,137	1,138	100,000			

Extraction Method: Principal Component Analysis.



### Component Matrix(a)

	Component			
	1	2	3	4
Performance10	,860	,171	-,021	,002
Performance11	,782	,309	-,154	,072
Performance5	,755	-,477	,202	-,012
Performance6	,754	-,424	,102	,041
Performance12	,750	,429	-,110	-,150
Performance9	,741	,409	-,228	,022
Performance3	,616	-,428	,252	-,028
Performance4	,605	-,449	,021	,336
Performance8	,605	,063	-,010	-,518
Performance2	,322	,383	,694	-,226
Performance1	,517	-,031	-,534	,237
Performance7	,130	,432	,386	,717

Extraction Method: Principal Component Analysis.

a 4 components extracted.

### Reliability 4.15

#### RELIABILITY

/VARIABLES=RJS1 RJS2 RJS3 RJS4 RJS5 RJS6 RJS7 RJS8 RJS9 RJS10

RJS11

/SCALE('ALL VARIABLES') ALL/MODEL=ALPHA.

### Case Processing Summary

		N	%
Cases	Valid	150	100,0
	Exclude		
	d(a)	0	,0
	Total	150	100,0

a Listwise deletion based on all variables in the procedure.

**Scale: Job Stress**

#### RELIABILITY

/VARIABLES=RJS1 RJS2 RJS3 RJS4 RJS5 RJS6 RJS7 RJS8 RJS9 RJS10

RJS11

/SCALE('ALL VARIABLES') ALL/MODEL=ALPHA.

### Reliability Statistics

Cronbach's Alpha	N of Items
,771	11

### **Scale: Organizational Support**

#### **RELIABILITY**

/VARIABLES=POS1 POS2 POS3 POS4 POS5 POS6 POS7

/SCALE('Organizational Support') ALL/MODEL=ALPHA.

#### **Reliability Statistics**

Cronbach's Alpha	N of Items
,617	7

### **Scale: job satisfaction**

#### **RELIABILITY**

/VARIABLES=OJS2 OJS4 OJS5 OJS6 OJS7 OJS8 OJS1 OJS11 OJS12 OJS13

OJS15 OJS16

/SCALE('job satisfaction') ALL/MODEL=ALPHA.

#### **Reliability Statistics**

Cronbach's Alpha	N of Items
,776	12

#### **RELIABILITY**

/VARIABLES=EP10 EP11 EP5 EP6 EP12 EP9 EP3 EP4 EP8

/SCALE('performance') ALL/MODEL=ALPHA.

### **Scale: performance**

#### **Reliability Statistics**

Cronbach's Alpha	N of Items
,885	9

## **APPENDIX 3**

### **Analysis Summary**

### **Date and Time**

Date: 10 Januari 2012

Time: 9:42:58

### **Title**

revisi amos: 10 Januari 2012 09:42

### **Notes for Group (Group number 1)**

The model is recursive.

Sample size = 150

### **Notes for Model (Default model)**

#### **Computation of degrees of freedom (Default model)**

Number of distinct sample moments: 276

Number of distinct parameters to be estimated: 61

Degrees of freedom (276 - 61): 215

### **Result (Default model)**

Minimum was achieved

Chi-square = 531,301

Degrees of freedom = 215

Probability level = ,000

### **4.16 Assessment of normality (Group number 1)**

Variable	min	max	skew	c.r.	kurtosis	c.r.
EP12	1,000	5,000	-,923	-4,616	1,468	3,669
EP11	1,000	5,000	-,857	-4,287	1,940	4,849
EP10	1,000	5,000	-1,340	-6,700	2,509	6,273
EP5	1,000	5,000	-1,028	-5,141	2,135	5,337
EP6	1,000	5,000	-,724	-3,620	1,175	2,937

Variable	min	max	skew	c.r.	kurtosis	c.r.
EP8	1,000	5,000	-1,137	-5,684	2,496	6,240
EP9	1,000	5,000	-,647	-3,233	2,040	5,101
OJS4	2,000	5,000	-,581	-2,905	-,013	-,033
OJS5	1,000	5,000	-,123	-,615	-,685	-1,713
OJS6	1,000	5,000	-,621	-3,107	,016	,039
OJS7	1,000	5,000	-,397	-1,984	-,596	-1,490
OJS8	1,000	5,000	-,134	-,669	-,041	-,102
OJS11	1,000	5,000	-,575	-2,874	,406	1,015
OJS12	1,000	5,000	-,707	-3,534	,729	1,822
POS6	1,000	5,000	-,185	-,923	-,827	-2,069
POS3	1,000	5,000	-,438	-2,191	-,723	-1,808
POS2	1,000	5,000	-,023	-,113	-1,027	-2,568
POS1	1,000	5,000	,132	,659	-,461	-1,153
RJS3	1,000	5,000	,280	1,401	-,683	-1,708
RJS6	1,000	5,000	,648	3,239	,447	1,118
RJS7	1,000	5,000	,810	4,049	,772	1,931
RJS8	1,000	5,000	1,208	6,040	2,530	6,325
RJS10	1,000	5,000	,236	1,180	-,783	-1,957
Multivariate					111,881	20,203

#### 4.17 Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
EP12T	1,000	2,236	-1,528	-7,641	4,936	12,340
EP11T	1,000	2,236	-1,631	-8,155	5,941	14,851
EP10T	1,000	2,236	-1,997	-9,987	6,038	15,096
EP5T	1,000	2,236	-1,632	-8,162	4,605	11,514
EP6T	1,000	2,236	-1,365	-6,823	3,826	9,564
EP8T	1,000	2,236	-1,881	-9,403	5,441	13,603
EP9T	1,000	2,236	-1,404	-7,020	6,316	15,789
OJS4	2,000	5,000	-,581	-2,905	-,013	-,033
OJS5	1,000	5,000	-,123	-,615	-,685	-1,713
OJS6	1,000	5,000	-,621	-3,107	,016	,039
OJS7	1,000	5,000	-,397	-1,984	-,596	-1,490
OJS8	1,000	5,000	-,134	-,669	-,041	-,102
OJS11T	1,000	2,236	-1,099	-5,497	1,685	4,212
OJS12T	1,000	2,236	-1,251	-6,254	2,316	5,789

Variable	min	max	skew	c.r.	kurtosis	c.r.
POS6	1,000	5,000	-,185	-,923	-,827	-2,069
POS3	1,000	5,000	-,438	-2,191	-,723	-1,808
POS2	1,000	5,000	-,023	-,113	-1,027	-2,568
POS1	1,000	5,000	,132	,659	-,461	-1,153
RJS3	1,000	5,000	,280	1,401	-,683	-1,708
RJS6T	1,000	2,236	,107	,536	-,009	-,021
RJS7T	1,000	2,236	,281	1,405	-,280	-,700
RJS8T	1,000	2,236	,456	2,280	1,022	2,555
RJS10	1,000	5,000	,236	1,180	-,783	-1,957
Multivariate					139,802	25,245

#### 4.18 Model Fit Summary

##### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	61	531,301	215	,000	2,471
Saturated model	276	,000	0		
Independence model	23	1847,525	253	,000	7,302

##### RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	,055	,774	,710	,603
Saturated model	,000	1,000		
Independence model	,144	,397	,342	,364

##### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	,712	,662	,806	,767	,802
Saturated model	1,000		1,000		1,000
Independence model	,000	,000	,000	,000	,000

##### Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	,850	,605	,681

Model	PRATIO	PNFI	PCFI
Saturated model	,000	,000	,000
Independence model	1,000	,000	,000

#### **NCP**

Model	NCP	LO 90	HI 90
Default model	316,301	252,384	387,907
Saturated model	,000	,000	,000
Independence model	1594,525	1461,724	1734,761

#### **FMIN**

Model	FMIN	F0	LO 90	HI 90
Default model	3,566	2,123	1,694	2,603
Saturated model	,000	,000	,000	,000
Independence model	12,399	10,702	9,810	11,643

#### **RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	,099	,089	,110	,000
Independence model	,206	,197	,215	,000

#### **AIC**

Model	AIC	BCC	BIC	CAIC
Default model	653,301	676,725	836,950	897,950
Saturated model	552,000	657,984	1382,935	1658,935
Independence model	1893,525	1902,357	1962,769	1985,769

#### **ECVI**

Model	ECVI	LO 90	HI 90	MECVI
Default model	4,385	3,956	4,865	4,542
Saturated model	3,705	3,705	3,705	4,416
Independence model	12,708	11,817	13,649	12,767

#### **HOELTER**

Model	HOELTER .05	HOELTER .01
Default model	71	75
Independence model	24	25

## APPENDIX 4

### 4.19 Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Jsaf	<---	js	-,731	,191	-3,820	***	par_17
Jsaf	<---	orgsu	,381	,137	2,780	,005	par_18
Perf	<---	js	-,064	,038	-1,695	,090	par_19
Perf	<---	orgsu	,100	,033	3,064	,002	par_20
Perf	<---	jsaf	-,039	,027	-1,474	,140	par_22
RJS10	<---	js	1,185	,288	4,109	***	par_1
RJS8T	<---	js	,357	,077	4,618	***	par_2
RJS7T	<---	js	,295	,072	4,089	***	par_3
RJS6T	<---	js	,336	,075	4,472	***	par_4
RJS3	<---	js	1,000				
POS1	<---	orgsu	1,000				
POS2	<---	orgsu	1,539	,267	5,762	***	par_5
POS3	<---	orgsu	1,853	,318	5,825	***	par_6
POS6	<---	orgsu	,917	,215	4,255	***	par_7
OJS12T	<---	jsaf	,202	,033	6,119	***	par_8
OJS11T	<---	jsaf	,214	,035	6,092	***	par_9
OJS8	<---	jsaf	,999	,132	7,593	***	par_10
OJS7	<---	jsaf	1,321	,162	8,148	***	par_11
OJS6	<---	jsaf	1,000				
OJS5	<---	jsaf	1,143	,151	7,564	***	par_12
OJS4	<---	jsaf	,537	,112	4,791	***	par_13
EP9T	<---	perf	1,000				
EP8T	<---	perf	,928	,137	6,757	***	par_14

			Estimate	S.E.	C.R.	P	Label
EP6T	<---	perf	,951	,141	6,727	***	par_15
EP5T	<---	perf	,903	,134	6,747	***	par_16
EP10T	<---	perf	1,420	,123	11,569	***	par_23
EP11T	<---	perf	1,190	,114	10,457	***	par_24
EP12T	<---	perf	1,030	,093	11,088	***	par_25

**Standardized Regression Weights: (Group number 1 - Default model)**

			Estimate
Jsaf	<---	js	-,556
Jsaf	<---	orgsu	,278
Perf	<---	js	-,237
Perf	<---	orgsu	,354
Perf	<---	jsaf	-,190
RJS10	<---	js	,525
RJS8T	<---	js	,690
RJS7T	<---	js	,520
RJS6T	<---	js	,628
RJS3	<---	js	,468
POS1	<---	orgsu	,532
POS2	<---	orgsu	,723
POS3	<---	orgsu	,855
POS6	<---	orgsu	,445
OJS12T	<---	jsaf	,571
OJS11T	<---	jsaf	,577
OJS8	<---	jsaf	,734
OJS7	<---	Jsaf	,795
OJS6	<---	Jsaf	,670
OJS5	<---	Jsaf	,723
OJS4	<---	Jsaf	,434
EP9T	<---	Perf	,796
EP8T	<---	Perf	,551
EP6T	<---	Perf	,601
EP5T	<---	Perf	,619
EP10T	<---	Perf	,889
EP11T	<---	Perf	,805



	Estimate
EP12T <--- Perf	,738

**Standardized Indirect Effects (Group number 1 - Default model)**

	Orgsu	js	jsaf	perf
Jsaf	,000	,000	,000	,000
Perf	-,053	,106	,000	,000
EP12T	,222	-,096	-,141	,000
EP11T	,242	-,105	-,153	,000
EP10T	,267	-,116	-,169	,000
EP5T	,186	-,081	-,118	,000
EP6T	,181	-,079	-,114	,000
EP8T	,166	-,072	-,105	,000
EP9T	,240	-,104	-,152	,000
OJS4	,121	-,241	,000	,000
OJS5	,201	-,402	,000	,000
OJS6	,186	-,372	,000	,000
OJS7	,221	-,442	,000	,000
OJS8	,204	-,408	,000	,000
OJS11T	,160	-,321	,000	,000
OJS12T	,159	-,317	,000	,000
POS6	,000	,000	,000	,000
POS3	,000	,000	,000	,000
POS2	,000	,000	,000	,000
POS1	,000	,000	,000	,000
RJS3	,000	,000	,000	,000
RJS6T	,000	,000	,000	,000
RJS7T	,000	,000	,000	,000
RJS8T	,000	,000	,000	,000
RJS10	,000	,000	,000	,000

**Regression Weights: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
EP <--- rjs	-,263	,165	-1,593	,111	par_16

			Estimate	S.E.	C.R.	P	Label
RJS3	<---	rjs	1,000				
RJS4	<---	rjs	,879	,251	3,506	***	par_1
RJS6	<---	rjs	,919	,245	3,747	***	par_2
RJS7	<---	rjs	,604	,200	3,021	,003	par_3
RJS8	<---	rjs	1,081	,267	4,050	***	par_4
RJS9	<---	rjs	,536	,182	2,941	,003	par_5
RJS10	<---	rjs	,982	,283	3,463	***	par_6
RJS11	<---	rjs	,683	,199	3,434	***	par_7
EP10	<---	EP	1,000				
EP9	<---	EP	,587	,095	6,160	***	par_8
EP8	<---	EP	,655	,142	4,621	***	par_9
EP6	<---	EP	1,083	,110	9,812	***	par_10
EP5	<---	EP	,972	,101	9,616	***	par_11
EP4	<---	EP	,795	,125	6,361	***	par_12
EP3	<---	EP	,795	,100	7,989	***	par_13
EP11	<---	EP	,743	,110	6,737	***	par_14
EP12	<---	EP	,582	,109	5,368	***	par_15

**Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
EP	<---	rjs	-,121	,339	-,358	,721	par_16
RJS3	<---	rjs	1,000				
RJS4	<---	rjs	,609	,482	1,265	,206	par_1
RJS6	<---	rjs	1,467	,743	1,975	,048	par_2
RJS7	<---	rjs	1,947	,955	2,040	,041	par_3
RJS8	<---	rjs	1,555	,769	2,022	,043	par_4
RJS9	<---	rjs	2,454	1,182	2,077	,038	par_5
RJS10	<---	rjs	2,098	1,093	1,919	,055	par_6
RJS11	<---	rjs	1,429	,763	1,874	,061	par_7
EP10	<---	EP	1,000				
EP9	<---	EP	,789	,085	9,261	***	par_8

			Estimate	S.E.	C.R.	P	Label
EP8	<---	EP	,595	,094	6,300	***	par_9
EP6	<---	EP	,375	,122	3,070	,002	par_10
EP5	<---	EP	,409	,115	3,545	***	par_11
EP4	<---	EP	,409	,123	3,317	***	par_12
EP3	<---	EP	,277	,139	1,996	,046	par_13
EP11	<---	EP	,878	,086	10,250	***	par_14
EP12	<---	EP	,893	,092	9,654	***	par_15

**Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
EP	<---	rjs	-6,565	24,074	-,273	,785	par_16
RJS3	<---	rjs	1,000				
RJS4	<---	rjs	6,387	23,479	,272	,786	par_1
RJS6	<---	rjs	12,900	47,044	,274	,784	par_2
RJS7	<---	rjs	14,684	53,532	,274	,784	par_3
RJS8	<---	rjs	12,141	44,263	,274	,784	par_4
RJS9	<---	rjs	16,571	60,399	,274	,784	par_5
RJS10	<---	rjs	13,187	48,216	,273	,784	par_6
RJS11	<---	rjs	14,032	51,184	,274	,784	par_7
EP10	<---	EP	1,000				
EP9	<---	EP	,687	,096	7,128	***	par_8
EP8	<---	EP	,598	,093	6,458	***	par_9
EP6	<---	EP	,638	,104	6,128	***	par_10
EP5	<---	EP	,638	,104	6,126	***	par_11
EP4	<---	EP	,618	,121	5,102	***	par_12
EP3	<---	EP	,567	,130	4,357	***	par_13
EP11	<---	EP	,776	,094	8,208	***	par_14
EP12	<---	EP	,779	,104	7,493	***	par_15