CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

According to the result of the analysis, the conclusion of this research is as follows :

1. The level of job satisfaction of the employees in Telkom Witel Yogyakarta is high.

2. The employees of Telkom Witel Yogyakarta perceive the effectiveness of job rotation is high.

3. The perception of employees toward workplace learning in Telkom Witel Yogyakarta is high.

4. Job rotation has a significant positive affects on job satisfaction, which means hypothesis 1 is accepted.

5. Workplace learning is significantly moderating the relationship between job rotation and job satisfaction, which means hypothesis 2 is accepted.

5.2 Managerial Implication

Most of the company believe that employees are an asset. The satisfaction of the employees is a concern of the management. The higher the level of satisfaction, the lower the probability of the high turnover because turnover might cause some loss to the company. Company tries to design the job to be as strategic as possible that it can give a positive impact to the

company so does to the employees. One of those strategic job design is job rotation. Job rotation enables employees to move from one job to another job in some period of time. Through the job changing, employees will do the dynamics in different workplace. In these different workplaces, it is hoped that employees can learn different new knowledge, skills, and experiences. The opportunity for self-development by the learning in the different workplace from one job to another job through the job rotation is hoped to increase the job satisfaction in the company.

In the case of Telkom Witel Yogyakarta, the employees feel the effectiveness of job rotation and perceive workplace learning as a good opportunity to develop themselves. The ability and opportunity to learn in the workplace does become a favourite of employees to gain additional insight into themselves. It is a privilege to have the employees who love to learn, especially in the workplace. The employees in Telkom Witel Yogyakarta do perceive the workplace learning high regardless of which unit they are rotated to in the company.

5.3 Limitation

The limitation of this research is the researcher has limited information about the respondents who have done the job rotation. The respondents were asked whether they have done the job rotation or not, and some of them have not done the rotation of job, so some data about job rotation of this research is just their perception and understanding about job rotation seeing their co-workers come and go during the job rotation process.

Another limitation is the low number of r-squared in the analysis result in which the independent, and moderating variables explain only around one-fifth of the dependent variable.

5.4 Suggestion

Following the analysis result and the conclusion, the researcher has some suggestion as follows :

1. For Telkom Witel Yogyakarta

Job satisfaction of the employees is high according to the result of this research. It is undoubtedly as the company is the winner of the best company to work in Asia for three times in a row from 2017 to 2019. Among all the 20 items of satisfaction, the lowest average score is the satisfaction towards the chance to tell people what to do, although it is still categorized high. It might be caused by the organization or leadership style, so the researcher has no suggestion regarding this condition, but to be noticed.

The researcher suggests the company to keep going on with the job rotation and keep improving it because as in this research, the job rotation affects the job satisfaction. It might be good if the improvement of job rotation can increase the job satisfaction. The lowest average score of all the item about job rotation is the interest to do the job rotation in the near future, some of the employees might be still in favor with their current workplace. The researcher suggests that the organization could possibly have some deliberation before doing another job rotation in the

near future. Another suggestion is if the company can give some way for the employees to have some more learning as the employees of the company perceive the workplace learning high, and in accordance with the enthusiasm of the employees to learn explained.

2. For the Future Researcher

Job satisfaction is a broad variable. In this research, the job rotation does affect the job satisfaction significantly, but only in a small amount of the job satisfaction can be explained by job rotation. Though after the addition of workplace learning as the moderating variable, it can only explain around one-fifth of job satisfaction. So, it might be a good thing to do if the future researcher can take into account some other variable that might affect the job satisfaction or some other need of employees to moderate the relationship between job rotation and job satisfaction or the future researcher might be interested in doing a more comprehensive model with the addition of the outcomes of job satisfaction. The researcher also thinks that it will be good if it is possible for the future researcher to find the information about the employees who have done the job rotation and focus on them who have done the job rotation.

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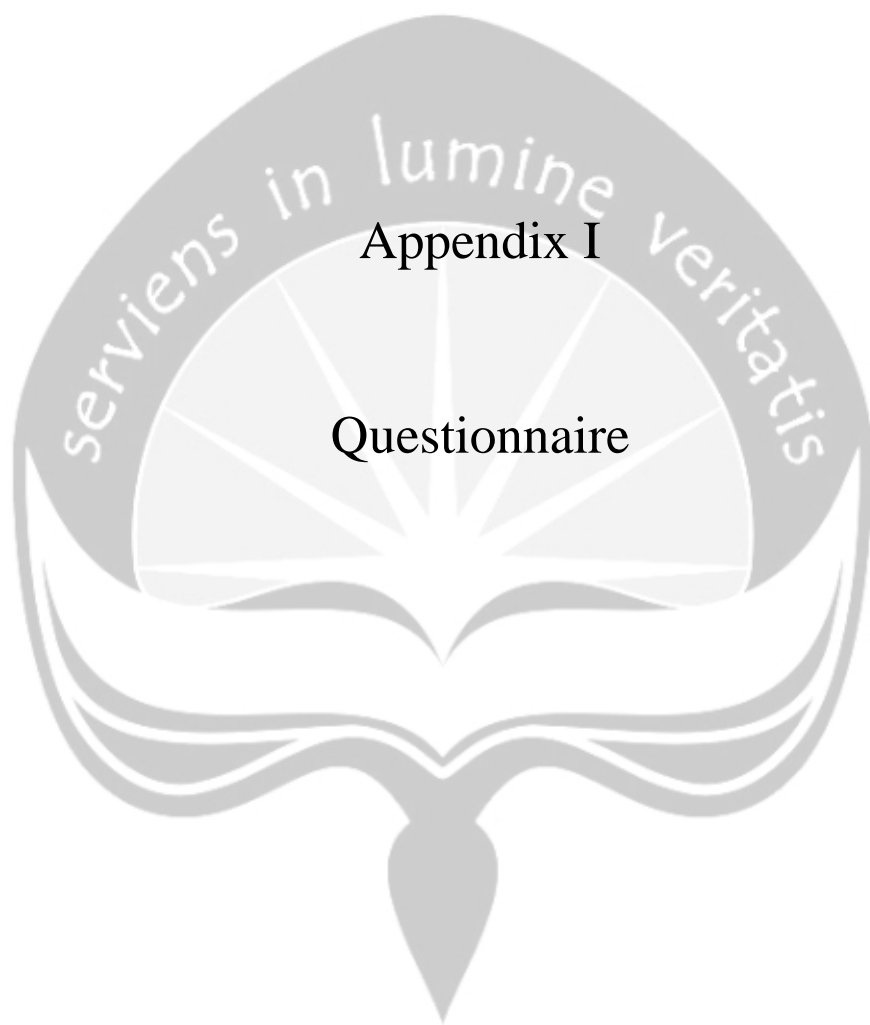
Appendix I

Questionnaire

| Nomor | : Tel. 367/PS 000/R4W-4H520000/2019 |

Yogyakarta, 30 September 2019

Kepada	Yth.
	Dekan Fakultas Bisnis dan Ekonomika
	Universitas Atma Jaya Yogyakarta
	Jalan Babarsari No. 43
	di
	Yogyakarta
Dari	: MGR HR AND CDC YOGYAKARTA
Lampiran	: -
Perihal	: **Persetujuan Ijin Penelitian Mhsw UAJ Sdr. Lidya Jania**

Merunjuk surat Saudara No: 072/DEK/10/Div.SDM/IX/2019 perihal Permohonan Ijin Penelitian pada PT.Telekomunikasi Indonesia Tbk.Witel Yogyakarta. Dengan ini kami beritahukan bahwa kami tidak keberatan atas permohonan saudara tentang Permohonan ijin dimaksud di PT. TELKOM Witel Yogyakarta, bagi mahasiswa atas nama :

NAMA   : LIDYA JANIA

NIM   : 21757

Fakultas   : EKONOMI

Jurusan   : Manajemen

INSTITUSI : Universita Atma Jaya

Judul   : " PENGARUH ROTASI PEKERJAAN TERHADAP KEPUASAAN KERJA KARYAWAN DENGAN WORKPLACE LEARNING SEBAGAI VARIABEL MODERASI "

Adapun waktu pelaksanaan tanggal 16 September 2019 s/d 04 September 2019 di Unit HR AND CDC Witel DI Yogyakarta dibawah bimbingan ASMAN HR . DEVELOPMENT Sdr. CIPTADI WIDODO. Kepada mahasiswa/i tersebut diwajibkan untuk mengikuti dan melaksanakan tata tertib yang berlaku sebagai berikut :

1. Jam kerja penelitian mahasiswa disesuaikan dengan jam kerja pegawai yaitu Senin s/d Jum'at jam 08.00 s/d 17.00.
2. Berpakaian sopan dan rapih dilingkungan kantor
3. Wajib menggunakan Produk Telkom (Indihome/ Telkomsel)
4. Tidak menyebarluaskan hasil penelitiah/ laporan kerja pada pihak lain.
5. Menandatangani surat pernyataan di atas materai Rp. 6.000,-(enam ribu rupiah) & pasfoto 3x4
6. Menyerahkan satu set laporan hasil penelitian .

Demikian kami sampaikan, atas kerjasamanya diucapkan terima kasih.

Hormat kami,

Bambang Rahmadi
MGR HR AND CDC YOGYAKARTA
Tembusan:
Sdr. MGR HR AND CDC YOGYAKARTA

Kepada Yth.

Bapak/Ibu Karyawan PT. Telekomunikasi Indonesia,Tbk.
Regional IV Jateng – DIY

Di tempat

Dengan hormat,

Saya Lidya Jania, mahasiswi Program Studi Manajemen Fakultas Bisnis dan Ekonomika Universitas Atma Jaya Yogyakarta yang sedang melaksanakan penelitian mengenai "Pengaruh Rotasi Pekerjaan terhadap Kepuasan Kerja dengan *Workplace Learning* sebagai Variabel Moderasi." Untuk itu saya meminta kesediaan serta waktu Bapak/Ibu untuk mengisi kuesioner ini sesuai dengan keadaan Bapak/Ibu. Dalam kuesioner yang dibagi menjadi empat bagian ini, Bapak/Ibu diminta untuk menjawab beberapa pertanyaan secara jujur dan jelas agar jawaban yang diberikan Bapak/Ibu dapat bermanfaat untuk penelitian ini. Bantuan Bapak/Ibu dalam pengisian kuesioner ini akan sangat berguna bagi penelitian yang dapat dipertanggungjawabkan kepada Universitas Atma Jaya Yogyakarta dan PT.Telekomunikasi Indonesia,Tbk.

Demikian surat permohonan ini, atas ketersediaan Bapak/Ibu untuk berpartisipasi dalam pengisian kuesioner ini, saya ucapkan terima kasih.

Hormat saya,

Lidya Jania

I. *Data Pribadi* / **Personal Information**

Dalam bagian ini, anda diberi pertanyaan-pertanyaan yang berkaitan dengan data pribadi anda guna menjelaskan karakteristik responden penelitian ini. Anda dapat mengisi jawaban sesuai dengan data anda masing-masing. In this section, you are given the questions about your personal informatin to understart the respondents' characteristic of this research. You can fill in the answer according to your own information.

1. *Nama*/Name : _____

2. *Jenis Kelamin*/ Gender
   ☐ *Pria*/ Male   ☐ *Wanita*/ Female

3. *Usia*/Age
   ☐ *Di Bawah 20 Tahun*   ☐ *36-40 Tahun*
   Less than 20 Years Old   36-40 Years Old
   ☐ *20-25 Tahun*   ☐ *41-45 Tahun*
   20-25 Years Old   41-45 Years Old
   ☐ *26-30 Tahun*   ☐ *46-50 Tahun*
   26-30 Years Old   46-50 Years Old
   ☐ *31-35 Tahun*   ☐ *Di Atas 50 Tahun*
   31-35 Years Old   More than 50 Years Old

4. *Pendidikan Terakhir*/ Latest Education
   ☐ *SD* / Elementary   ☐ *D3/D4* / Associate Degree
   ☐ *SMP*/ Junior High School   ☐ *S1*/ Bachelor Degree
   ☐ *SMA* / Senior High School   ☐ *S2*/ Master Degree

5. *Lama Bekerja*/Work Duration
   ☐ *Kurang dari 2 Tahun*   ☐ *11-15 Tahun*
   Less than 2 years   11-15 years
   ☐ *2-5 Tahun*   ☐ *16-20 Tahun*
   2-5 years   16-20 years
   ☐ *6-10 Tahun*   ☐ *Lebih dari 20 Tahun*
   6-10 years   More than 20 years

6. *Apakah anda pernah menjalani rotasi pekerjaan sebelumnya?* / Have you ever been rotated before?
   ☐ *Ya*/ Yes   ☐ *No*/ Tidak

II. *Kepuasan Kerja/* Job Satisfaction

Pada bagian ini, anda akan diberi beberapa pernyataan mengenai kepuasan bekerja. Tidak ada jawaban yang benar ataupun salah pada setiap pernyataan, melainkan persepsi pribadi. Tingkat kesetujuan anda akan pernyataan yang diberikan diukur dengan menggunakan angka sebagai berikut : In this section, you are given some statement about the job satisfaction. There is no right or wrong answer for each statement, just the personal perception. Your level of agreement is measured by the numbers as follows :

1 = *Sangat Tidak Setuju (STS)* / Strongly Disagree
2 = *Tidak Setuju (TS)* / Disagree
3 = *Netral (N)* / Neutral
4 = *Setuju (S)* / Agree
5 = *Sangat Setuju (SS)* / Strongly Agree

Silahkan memberi tanda silang (X) atau lingkar (O) pada salah satu angka pada setiap pernyataan. Please give an X or O for a number in each statement.

No.	*Pernyataan*/Statement	STS	TS	N	S	SS
1.	*Saya puas dengan kesibukan dari kegiatan kerja yang dilakukan sehari-hari.* I am satisfied with the ability to keep busy all the time	1	2	3	4	5
2.	*Saya puas dengan kesempatan untuk mandiri dalam menyelesaikan pekerjaan.* I am satisfied with the chance to work alone on the job	1	2	3	4	5
3.	*Saya puas dengan kesempatan untuk melakukan kegiatan yang berbeda dari waktu ke waktu* I am satisfied with the chance to do different things from time to time	1	2	3	4	5
4.	*Saya puas dengan kesempatan untuk menjadi "seseorang" di dalam perusahaan ini* I am satisfied with the chance to be "somebody" in the community	1	2	3	4	5
5.	*Saya puas dengan cara atasan menangani para karyawan* I am satisfied with the way my boss handles his/her workers	1	2	3	4	5
6.	*Saya puas dengan kompetensi atasan dalam mengambil keputusan* I am satisfied the competence of my supervisor in making decisions	1	2	3	4	5

No.	Pernyataan/Statement	STS	TS	N	S	SS
7.	*Saya puas dengan kemampuan untuk melakukan hal-hal yang tidak bertentangan dengan hati Nurani* I am satisfied with the ability to do things that don't go against my conscience	1	2	3	4	5
8.	*Saya puas dengan pekerjaan yang memberikan kepastian kerja* I am satisfied with the way my job provides for steady employment	1	2	3	4	5
9.	*Saya puas dengan kesempatan melakukan sesuatu untuk orang lain* I am satisfied with the chance to do things for the other people	1	2	3	4	5
10.	*Saya puas dengan kesempatan menggunakan wewenang yang dimiliki untuk mengarahkan orang lain (rekan kerja)* I am satisfied with the chance to tell people what to do	1	2	3	4	5
11.	*Saya puas dengan kesempatan untuk menggunakan kemampuan yang dimiliki untuk menyelesaikan pekerjaan* I am satisfied with the chance to do something that makes use of my abilities	1	2	3	4	5
12.	*Saya puas dengan kebijakan (peraturan) perusahaan yang diterapkan* I am satisfied with the way company policies are put into practice	1	2	3	4	5
13.	*Saya puas dengan keseimbangan antara gaji yang diterima dengan jumlah pekerjaan yang dilakukan* I am satisfied with the pay and the amount of work i do	1	2	3	4	5
14.	*Saya puas dengan kesempatan untuk memajukan keahlian dan ketrampilan kerja* I am satisfied with the chance for advancement on this job	1	2	3	4	5
15.	*Saya puas dengan kebebasan untuk menggunakan penilaian diri sendiri* I am satisfied with the freedom to use my own judgement	1	2	3	4	5
16.	*Saya puas dengan kesempatan untuk dapat berkreasi pada pekerjaan yang saya lakukan* I am satisfied with the chance to try my own methods of doing the job	1	2	3	4	5
17.	*Saya puas dengan kondisi lingkungan kerja saya* I am satisfied with the working conditions	1	2	3	4	5
18.	*Saya puas dengan hubungan interaksi dengan sesame rekan kerja* I am satisfied with the way my co-workers get along with each other	1	2	3	4	5

No.	Pernyataan/Statement	STS	TS	N	S	SS
19.	*Saya puas dengan pujian yang diperoleh atas pekerjaan yang diselesaikan* I am satisfied with the praise i get for doing a good job	1	2	3	4	5
20.	*Saya puas dengan pencapaian terhadap prestasi yang didapatkan dari pekerjaan* I am satisfied with the feeling of accomplishment i get from the job	1	2	3	4	5

III. *Rotasi Pekerjaan* / **Job Rotation**

Pada bagian ini, anda akan diberi beberapa pernyataan mengenai rotasi pekerjaan yang diukur dalam empat dimensi, yaitu : minat, pengetahuan administratif, pengetahuan teknis, dan pengetahuan bisnis. Tidak ada jawaban yang benar ataupun salah pada setiap pernyataan, melainkan persepsi pribadi. Tingkat kesetujuan anda akan pernyataan yang diberikan diukur dengan menggunakan angka sebagai berikut : In this section, you are given some statements about job rotation that is measured in four dimensions, which are interest, administrative knowledge, technical knowledge, and business knowledge. There is no right or wrong answer, just your personal perception. Your agreement level will be measured using the numbers as follows :

1 = *Sangat Tidak Setuju (STS)*/ Strongly Disagree
2 = *Tidak Setuju (TS)*/ Disagree
3 = *Netral (N)*/ Neutral
4 = *Setuju (S)* / Agree
5 = *Sangat Setuju (SS)*/ Strongly Agree

Silahkan memberi tanda silang (X) atau lingkar (O) pada salah satu angka pada setiap pernyataan. Please give an X or O for a number in each statement.

No.	*Pernyataan*/Statement	STS	TS	N	S	SS
Minat/ **Interest**						
1.	*Secara umum, saya menyenangi rotasi pekerjaan untuk pelatihan dan pengembangan* I am generally in favour of job rotation for training and development	1	2	3	4	5
2.	*Dalam waktu dekat, saya berminat untuk menjalani rotasi pekerjaan* I would be interested in job rotation in the near future	1	2	3	4	5
3.	*Saya akan tertarik mengikuti rotasi pekerjaan di masa mendatang, apabila hal tersebut berhubungan dengan rencana suksesi di pengelolaan sumber daya manusia* I would be interestd in job rotation some time in the future if it did practice succession planning in human resource management	1	2	3	4	5
4.	*Saya akan tertarik mengikuti rotasi pekerjaan di masa mendatang, apabila hal tersebut berhubungan dengan pelatihan lintas fungsi* I would be intrested in job rotation some time in the future if it did involve cross-training	1	2	3	4	5

Pengetahuan Administratif/ Administrative Knowledge						
No.	Pernyataan/Statement	STS	TS	N	S	SS
1.	*Rotasi pekerjaan meningkatkan cara merencanakan dan mengatur ketrampilan karyawan* Job Rotation Improve planning and organising skills	1	2	3	4	5
2.	*Rotasi pekerjaan meningkatkan keterampilan interpersonal* Job Rotation Improve interpersonal skills	1	2	3	4	5
3.	*Rotasi pekerjaan meningkatkan keterampilan kepemimpinan* Job Rotation Improve leadership skills	1	2	3	4	5
4.	*Rotasi pekerjaan meningkatkan pengembangan diri* Job Rotation Increase self-improvement	1	2	3	4	5
5.	*Rotasi pekerjaan meningkatkan keterampilan kognitif* Job Rotation Improve cognitive skills	1	2	3	4	5
Pengetahuan Teknis/Technical Knowledge						
1.	*Rotasi pekerjaan meningkatkan pemahaman tentang kebijakan, prosedur dan praktek-praktek organisasional* Job Rotation Enhance knowledge of organisation policies, procedures and practices	1	2	3	4	5
2.	*Rotasi pekerjaan meningkatkan pemahaman tentang hal-hal yang berkaitan dengan produktivitas* Job Rotation Improve production knowledge	1	2	3	4	5
3.	*Rotasi pekerjaan meningkatkan pengetahuan tentang jaringan dan kontak bisnis* Job Rotation Improve knowledge of business contact and network	1	2	3	4	5
4.	*Rotasi pekerjaan meningkatkan jaringan komunikasi* Job Rotation Improve communication network	1	2	3	4	5
Pengetahuan Bisnis/Business Knowledge						
1.	*Rotasi pekerjaan meningkatkan pengetahuan mengenai isu umum/isu terkini* Job Rotation Improve knowledge of general/current issues	1	2	3	4	5
2.	*Rotasi pekerjaan meningkatkan pengetahuan tentang peran departemen* Job Rotation Improve knowledge of department's role	1	2	3	4	5
3.	*Rotasi pekerjaan meningkatkan pengetahuan mengenai lingkungan eksternal bisnis* Job Rotation Improve knowledge of external environment of business	1	2	3	4	5
4.	*Rotasi pekerjaan membantu saya untuk mengerti tujuan organisasi* Job rotation helps me to understand organizational goals	1	2	3	4	5

IV. Workplace Learning

Pada bagian ini, anda akan diberi beberapa pernyataan mengenai workplace learning *yang diukur dalam tiga dimensi, yaitu : motif belajar, belajar saat bekerja, dan kegiatan daya layak kerja. Tidak ada jawaban yang benar ataupun salah pada setiap pernyataan, melainkan persepsi pribadi. Tingkat kesetujuan anda akan pernyataan yang diberikan diukur dengan menggunakan angka sebagai berikut :* In this section, you are given some statements about workplace learning that is measured in three dimensions, which are learning motives, learning on the job, and employability activities. There is no right or wrong answers, it is just the personal perception. Your agreement level will be measured by the numbers as follows :

1 = *Sangat Tidak Setuju (STS)*/ Strongly Disagree
2 = *Tidak Setuju (TS)*/ Disagree
3 = *Netral (N)*/ Neutral
4 = *Setuju (S)*/ Agree
5 = *Sangat Setuju (SS)*/ Strongly Agree

Silahkan memberi tanda silang (X) atau lingkar (O) pada salah satu angka pada setiap pernyataan. Please give an X or O for a number in each statement.

No.	*Pernyataan*/Statement	STS	TS	N	S	SS
Motif Belajar						
1.	*Saya belajar karena ingin meningkatkan keahlian* I learn because I want develop my expertise	1	2	3	4	5
2.	*Saya belajar karena ingin menghindari pelanggaran disiplin* I learn because I want to avoid possible disciplinary consequences	1	2	3	4	5
3.	*Saya belajar karena ingin meningkatkan performa dalam tim/departemen* I learn because I want to improve my performance within the team/department	1	2	3	4	5
4.	*Saya belajar karena ingin mendapatkan lebih banyak apresiasi dari atasan/departemen* I learn because I want more appreciation from my manager or department	1	2	3	4	5
5.	*Saya belajar karena belajar merupakan bagian dari peran saya* I learn because it is part of my role	1	2	3	4	5

No.	*Pernyataan*/Statement	STS	TS	N	S	SS
6.	*Saya belajar karena ingin meningkatkan status saya di departemen* I learn because I want to heighten my status within my department	1	2	3	4	5
7.	*Saya belajar karena ingin tetap mengikuti perkembangan di bidang keahlian saya* I learn because I want to keep up with development in my area of expertise	1	2	3	4	5
8.	*Saya belajar karena ingin mendapatkan lebih banyak apresiasi dan penghargaan dari rekan kerja* I learn because I want more appreciation and respect from my colleagues	1	2	3	4	5
9.	*Saya belajar karena ingin memenuhi tanggung jawab agar meningkatkan kesempatan karir saya* I learn because I want to take more responsibility for improving my career chances	1	2	3	4	5
10.	*Saya belajar karena ingin berkontribusi pada profesionalisme pekerjaan saya* I learn because I want to contribute to the professionalism of my occupation	1	2	3	4	5
11.	*Saya belajar karena ingin meningkatkan karir saya* I learn because I want to further my career	1	2	3	4	5
12.	*Saya belajar karena itu penting menurut rekan saya* I learn because my colleagues tell me that it is important	1	2	3	4	5
13.	*Saya belajar karena ingin tetap berfungsi baik di organisasi ini* I learn because I want to continue to function well in the organization	1	2	3	4	5
14.	*Saya belajar karena ingin mempertahankan semangat tim departemen saya* I learn because I want to maintain the team spirit in my department	1	2	3	4	5
15.	*Saya belajar karena belajar adalah kewajiban dari departemen saya* I learn because it is a requirement in our department	1	2	3	4	5
16.	*Saya belajar karena ingin meningkatkan tanggung jawab saya* I learn because I want to widen my responsibilities	1	2	3	4	5
17.	*Saya belajar karena ingin meningkatkan kesempatan mendapatkan promosi* I learn because I want to increase my chances for promotion	1	2	3	4	5
18.	*Saya belajar karena ingin mengembangkan diri saya* I learn because I want to stretch myself	1	2	3	4	5

No.	*Pernyataan*/Statement	STS	TS	N	S	SS
19.	*Saya belajar karena mengikuti rekan kerja saya* I learn because all my colleagues are studying, so I am also learning	1	2	3	4	5
20.	*Saya belajar karena ingin merasa lebih terjamin di pekerjaan saya* I learn because I want to feel more secure in my work	1	2	3	4	5
21.	*Saya belajar karena ingin meningkatkan kesempatan saya mendapatkan kenaikan gaji* I learn because I want to improve my chances of a raise in salary	1	2	3	4	5
22.	*Saya belajar karena ingin mendapatkan kepuasan kerja yang lebih tinggi* I learn because I want to get more satisfaction from my work	1	2	3	4	5
Belajar Saat Bekerja						
1.	*Apakah organisasi anda memberikan kesempatan untuk mengikuti pelatihan atau kursus?* Does your organization give you opportunities to follow training schemes and/or courses?	1	2	3	4	5
2.	*Apakah pekerjaan anda memberikan kesempatan untuk pengembangan diri?* Does your job offer you opportunities for personal growth and development?	1	2	3	4	5
3.	*Apakah pekerjaan anda memberikan kesempatan untuk dipromosikan?* Does your job give you the opportunity to be promoted?	1	2	3	4	5
4.	*Apakah pekerjaan anda memberikan kesempatan untuk berpikir dan bertindak secara independen?* Does your work offer you the possibility of independent thought and action?	1	2	3	4	5
5.	*Apakah pekerjaan anda memberi kesempatan anda untuk berkembang secara finansial?* Does your job offer you the possibility to progress financially?	1	2	3	4	5
6.	*Apakah pekerjaan anda sekarang meningkatkan kesempatan anda di pasar tenaga kerja?* Does your current job improve your chances and opportunities on the job market?	1	2	3	4	5
7.	*Apakah anda mempelajari hal baru di pekerjaan anda?* Do you learn new things in your work?	1	2	3	4	5
8.	*Apakah anda merasa dapat mencapai sesuatu melalui pekerjaan anda?* Does your work give you the feeling that you can achieve something?	1	2	3	4	5

Kegiatan Daya Layak Kerja						
No.	*Pernyataan*/Statement	STS	TS	N	S	SS
1.	*Saya mencoba untuk mengembangkan pengetahuan dan pengalaman saya secara aktif* I am actively trying to develop my knowledge and work experiences	1	2	3	4	5
2.	*Saya melakukan banyak hal untuk berhasil dalam karir saya* I do a lot to manage my career	1	2	3	4	5
3.	*Saya pasti akan mendapatkan informasi tentang peluang pekerjaan internal* I make sure to be informed about internal job vacancies	1	2	3	4	5
4.	*Saya pernah mengikuti aktivitas pengembangan diri yang tidak berkaitan langsung dengan pekerjaan saya* In the past, I have engaged in development activities that were not directly necessary for my job	1	2	3	4	5
5.	*Saya ingin secara aktif meningkatkan kemampuan kerja saya* I am actively trying to increase my employability	1	2	3	4	5
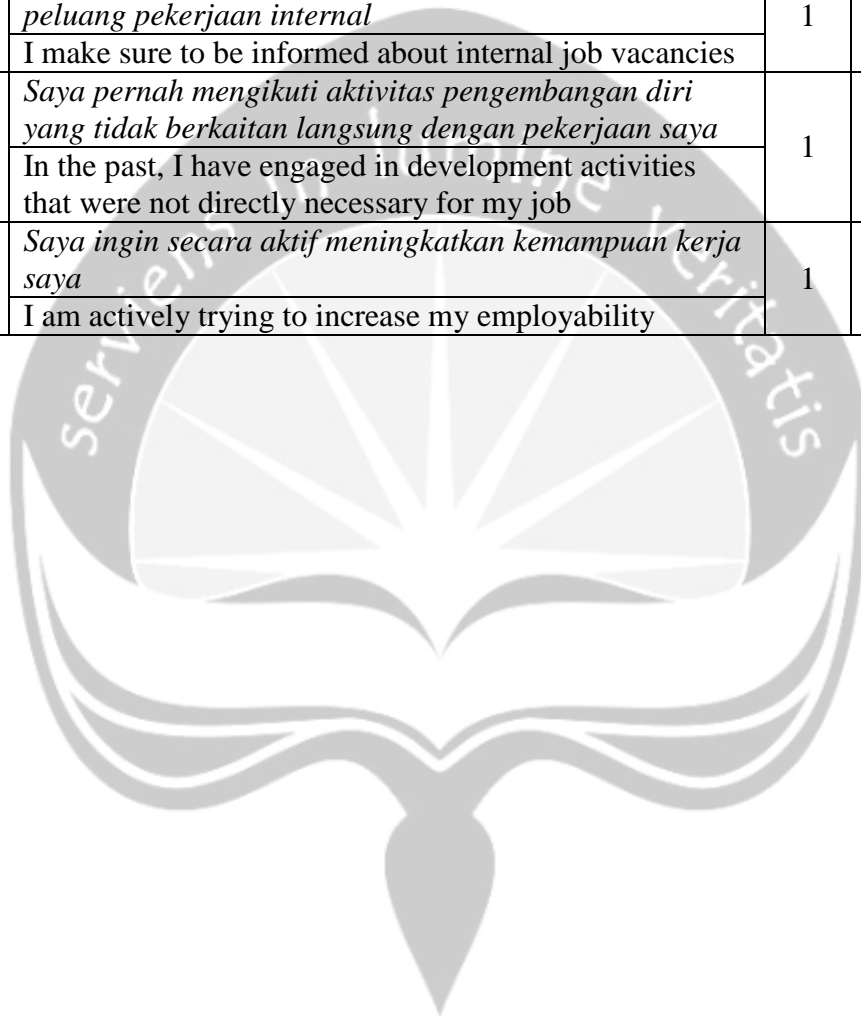
Appendix II

Respondents Data

Frequencies

Statistics

		Gender	Age	Education	Duration	Department	Rotation
N	Valid	74	74	74	74	74	74
	Missing	0	0	0	0	0	0

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	32	43.2	43.2	43.2
	Female	42	56.8	56.8	100.0
	Total	74	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Than 20 YO	0	0.0	0.0	0.0
	20-25 YO	20	27.0	27.0	27.0
	26-30 YO	12	16.2	16.2	43.2
	31-35 YO	13	17.6	17.6	60.8
	36-40 YO	9	12.2	12.2	73.0
	41-45 YO	3	4.1	4.1	77.0
	46-50 YO	5	6.8	6.8	83.8
	More Than 50 YO	12	16.2	16.2	100.0
	Total	74	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	0	0.0	0.0	0.0
	SMP	0	0.0	0.0	0.0
	SMA	16	21.6	21.6	21.6
	D3/D4	18	24.3	24.3	45.9
	S1	38	51.4	51.4	97.3
	S2	2	2.7	2.7	100.0
	Total	74	100.0	100.0	

Duration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Than 2 Years	19	25.7	25.7	25.7
	2-5 Years	20	27.0	27.0	52.7
	6-10 Years	13	17.6	17.6	70.3
	11-15 Years	3	4.1	4.1	74.3
	16-20 Years	5	6.8	6.8	81.1
	More Than 20 Years	14	18.9	18.9	100.0
	Total	74	100.0	100.0	
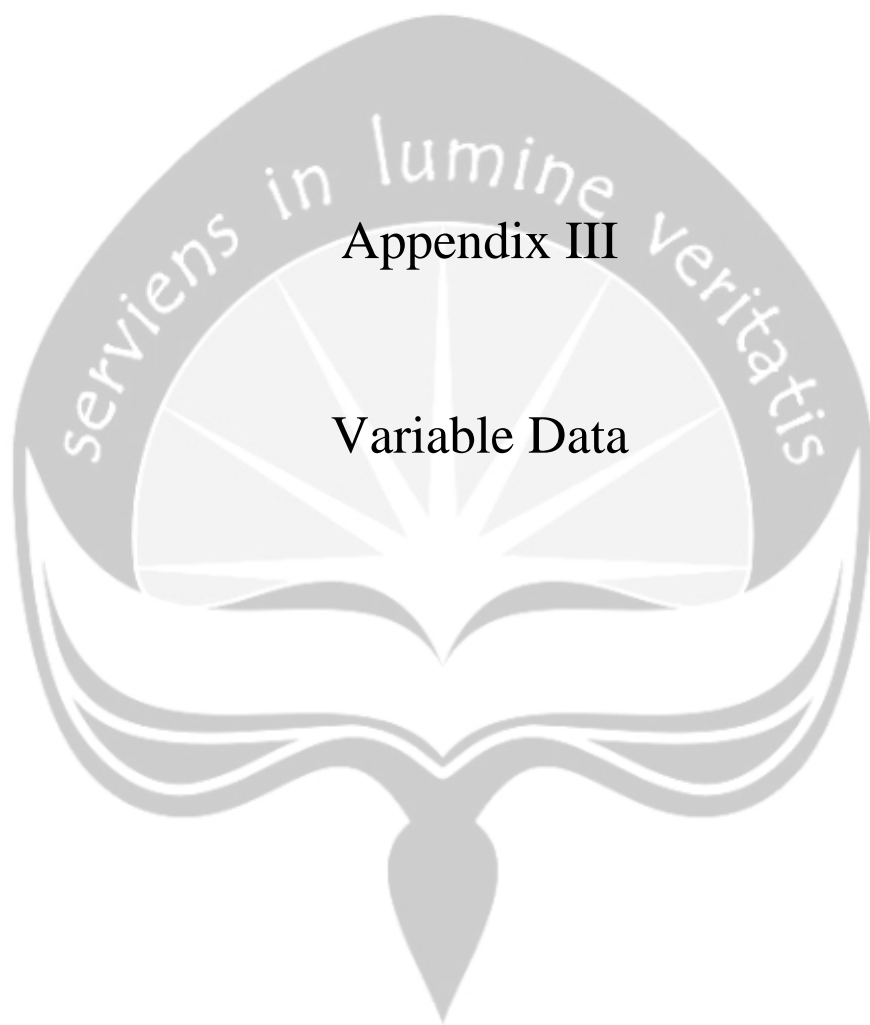
Appendix III

Variable Data

Job Satisfaction

No	JS1	JS2	JS3	JS4	JS5	JS6	JS7	JS8	JS9	JS10	JS11	JS12	JS13	JS14	JS15	JS16	JS17	JS18	JS19	JS20
1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4
3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	4	5	4	4	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
7	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
8	4	4	4	4	3	3	3	3	4	4	4	3	2	4	4	4	4	4	3	4
9	4	4	4	3	3	3	4	4	4	3	4	3	4	4	3	4	3	4	3	3
10	4	5	5	4	5	5	5	5	5	3	4	4	4	4	4	4	5	5	5	4
11	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
12	2	2	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	3	3
13	2	3	3	4	3	4	3	4	4	4	4	4	4	3	4	3	2	3	3	3
14	4	5	4	4	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4
15	4	4	5	4	4	4	5	4	4	4	5	3	4	4	4	4	5	5	4	4
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25	4	4	4	4	5	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4

No	JS1	JS2	JS3	JS4	JS5	JS6	JS7	JS8	JS9	JS10	JS11	JS12	JS13	JS14	JS15	JS16	JS17	JS18	JS19	JS20
26	4	4	3	4	4	4	4	4	4	3	4	4	4	4	3	3	4	4	3	4
27	4	4	4	4	4	4	4	4	4	4	4	3	3	3	4	4	4	4	4	3
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35	4	4	5	4	4	4	5	4	4	4	5	3	4	4	4	4	5	5	4	4
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51	4	4	4	4	3	3	3	3	4	4	4	3	2	4	4	4	4	4	3	4

No	JS1	JS2	JS3	JS4	JS5	JS6	JS7	JS8	JS9	JS10	JS11	JS12	JS13	JS14	JS15	JS16	JS17	JS18	JS19	JS20
52	3	4	3	5	5	4	4	4	4	3	3	3	3	4	4	4	3	4	4	4
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73	4	4	4	4	3	3	4	4	4	5	5	4	3	4	4	4	4	4	4	4
74	4	4	5	4	4	4	5	4	4	4	5	3	4	4	4	4	5	5	4	4

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JS1	74	2	5	3.97	.619
JS2	74	2	5	4.03	.640
JS3	74	1	5	3.92	.717
JS4	74	3	5	3.97	.467
JS5	74	2	5	3.70	.772
JS6	74	3	5	3.73	.604
JS7	74	1	5	3.95	.842
JS8	74	2	5	4.03	.702
JS9	74	2	5	4.12	.596
JS10	74	1	5	3.64	.769
JS11	74	2	5	4.14	.532
JS12	74	2	5	3.80	.596
JS13	74	2	5	3.77	.732
JS14	74	2	5	4.00	.549
JS15	74	2	5	3.86	.626
JS16	74	2	5	4.00	.573
JS17	74	2	5	3.91	.686
JS18	74	2	5	4.03	.640
JS19	74	1	5	3.66	.781
JS20	74	2	5	3.88	.596
Valid N (listwise)	74				

Job Rotation

No	I1	I2	I3	I4	AK1	AK2	AK3	AK4	AK5	TK1	TK2	TK3	TK4	BK1	BK2	BK3	BK4
1	4	4	4	3	4	4	4	4	4	4	3	4	4	5	5	4	4
2	4	3	3	3	4	4	3	4	4	4	4	4	4	3	4	3	4
3	5	4	5	5	4	4	4	4	5	5	5	5	4	4	5	5	5
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
7	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5
8	4	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4
9	3	3	3	3	4	3	4	3	4	3	3	3	4	3	3	3	4
10	3	3	3	3	3	3	4	4	4	3	4	4	4	3	3	3	3
11	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
12	3	3	2	2	2	2	3	2	2	2	2	2	2	2	2	2	2
13	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
14	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
15	4	2	5	3	4	4	3	5	4	4	4	4	4	4	4	4	4
16	4	3	4	3	3	3	3	4	3	4	4	4	4	5	3	3	3
17	3	3	3	3	4	3	4	3	4	3	3	3	4	3	3	3	4
18	4	4	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5
19	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
20	5	4	5	5	4	4	4	4	5	5	5	5	4	4	5	5	5
21	3	3	5	5	3	3	4	4	4	4	4	5	5	5	5	5	5
22	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
23	4	3	3	3	4	4	4	3	3	3	3	3	3	3	3	3	3
24	3	2	3	3	3	3	4	4	4	3	4	4	4	4	4	4	4

No	I1	I2	I3	I4	AK1	AK2	AK3	AK4	AK5	TK1	TK2	TK3	TK4	BK1	BK2	BK3	BK4
25	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4
26	3	2	2	2	3	3	3	3	3	3	3	3	3	4	4	4	4
27	4	4	3	3	3	4	4	4	4	4	4	3	3	2	4	3	3
28	3	3	3	3	4	4	4	3	3	3	4	3	4	4	3	4	3
29	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
30	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4
31	2	2	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4
32	4	4	4	4	4	4	5	5	5	5	5	4	5	5	5	5	5
33	2	2	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5
34	3	2	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4
35	4	2	5	3	4	4	3	5	4	4	4	4	4	4	4	4	4
36	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
37	2	2	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4
38	5	3	5	4	5	5	5	5	5	5	5	5	5	4	4	5	5
39	3	3	4	3	3	4	4	4	4	3	3	3	4	4	4	4	4
40	4	4	4	4	4	4	4	4	4	4	5	4	4	3	4	4	4
41	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
42	4	4	4	4	4	4	5	5	5	5	5	4	5	5	5	5	5
43	4	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
44	5	5	5	5	5	5	5	5	5	4	4	4	4	5	5	5	5
45	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
46	5	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5
47	2	2	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3
48	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3
49	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4

No	I1	I2	I3	I4	AK1	AK2	AK3	AK4	AK5	TK1	TK2	TK3	TK4	BK1	BK2	BK3	BK4
50	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
51	4	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4
52	3	3	3	3	2	3	3	4	3	3	3	3	4	3	3	3	3
53	4	3	4	3	3	4	3	4	4	4	4	4	4	3	3	4	4
54	3	3	3	3	4	3	3	3	3	3	3	3	3	4	4	4	4
55	5	5	4	4	4	4	4	4	4	4	4	4	4	5	5	3	4
56	4	4	3	4	4	3	4	4	4	3	4	4	4	4	4	3	2
57	4	4	4	4	4	4	5	5	5	5	5	4	5	5	5	5	5
58	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
59	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
60	3	4	4	4	5	4	5	5	4	4	4	5	5	5	5	5	5
61	4	3	4	3	3	4	3	4	4	4	4	4	4	3	3	4	4
62	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4
63	3	3	4	3	3	4	4	4	4	3	3	3	4	4	4	4	4
64	5	3	5	4	5	5	5	5	5	5	5	5	5	4	4	5	5
65	4	4	4	4	4	4	5	5	5	5	5	4	5	5	5	5	5
66	4	3	4	3	3	3	3	4	3	4	4	4	4	5	3	3	3
67	4	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4
68	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3
69	3	3	4	3	3	4	4	4	4	3	3	3	4	4	4	4	4
70	4	4	3	3	3	4	4	4	4	4	4	3	3	2	4	3	3
71	3	3	3	3	4	3	3	3	3	3	3	3	3	4	4	4	4
72	4	4	4	4	4	4	4	4	4	4	5	4	4	3	4	4	4
73	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
74	4	2	5	3	4	4	3	5	4	4	4	4	4	4	4	4	4

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I1	74	2	5	3.74	.777
I2	74	2	5	3.31	.793
I3	74	2	5	3.77	.803
I4	74	2	5	3.54	.706
AK1	74	2	5	3.76	.699
AK2	74	2	5	3.84	.642
AK3	74	3	5	3.92	.678
AK4	74	2	5	4.01	.692
AK5	74	2	5	3.97	.682
TK1	74	2	5	3.86	.746
TK2	74	2	5	3.93	.746
TK3	74	2	5	3.85	.715
TK4	74	2	5	3.97	.682
BK1	74	2	5	3.91	.814
BK2	74	2	5	3.96	.748
BK3	74	2	5	3.93	.764
BK4	74	2	5	3.96	.766
Valid N (listwise)	74				

Workplace Learning

No	LM1	LM2	LM3	LM4	LM5	LM6	LM7	LM8	LM9	LM10	LM11	LM12	LM13	LM14	LM15	LM16	LM17	LM18	LM19	LM20	LM21	LM22	LJ1	LJ2	LJ3	LJ4	LJ5	LJ6	LJ7	LJ8	EA1	EA2	EA3	EA5	EA6
1	5	1	5	1	4	4	5	1	3	4	4	1	2	4	3	3	1	5	2	3	4	4	4	4	4	4	3	3	3	3	4	4	3	4	4
2	4	3	4	3	4	3	4	3	4	4	3	3	4	4	4	4	3	5	3	4	3	4	4	4	4	3	3	3	4	4	4	4	3	2	4
3	5	2	4	3	4	3	4	4	5	5	5	4	4	4	4	5	3	4	3	4	4	5	4	4	4	4	4	4	4	4	4	4	4	3	4
4	4	4	4	4	4	4	4	3	5	4	4	4	4	4	4	4	4	3	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	3	5	3	5	3	3	5	3	3	5	5	5	5	3	5	3	3	3	5	5	5	5	3	3	5	3	5	3	3	3	3	5
6	4	4	4	3	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	4	4	4	4	4	4	4	4	4	4	4
7	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5
8	5	4	5	3	4	5	5	3	4	4	5	4	4	4	4	4	4	3	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
9	4	4	3	3	4	3	3	3	4	4	4	3	4	4	4	4	3	4	3	4	3	4	3	3	4	3	3	4	3	3	4	3	3	3	4
10	4	4	4	3	5	3	4	4	4	4	5	1	4	4	3	4	4	5	1	4	4	4	3	3	3	4	4	4	4	5	5	4	4	3	5
11	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	3	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4
12	2	3	2	3	2	3	2	3	3	2	3	3	2	3	2	2	3	2	3	3	3	2	2	2	3	2	2	2	2	2	2	3	2	2	2
13	5	2	4	3	4	3	4	4	5	5	5	4	4	4	4	5	3	4	3	4	4	5	4	4	4	4	4	4	4	4	4	4	4	3	4
14	4	4	4	4	4	4	4	3	5	4	4	4	4	4	4	4	4	3	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
15	4	4	4	2	3	3	4	2	4	4	4	2	5	5	4	3	3	5	2	2	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4
16	4	4	4	4	4	4	3	3	3	4	3	3	4	4	4	3	4	3	4	4	3	3	3	3	3	4	4	4	3	3	4	3	3	3	4
17	4	4	3	3	4	3	3	3	4	4	4	3	4	4	4	4	3	4	3	4	3	4	3	3	3	4	3	3	4	3	3	4	3	3	4
18	5	2	5	2	5	2	5	2	5	5	5	2	4	5	5	5	3	5	2	4	5	4	3	4	2	4	4	3	4	4	4	4	4	4	5
19	4	4	4	3	4	3	4	3	4	4	4	3	4	4	4	4	3	4	3	4	3	4	4	4	3	4	4	4	4	4	4	4	3	3	4
20	5	2	4	2	5	4	5	4	4	5	5	5	5	5	5	4	5	5	5	5	5	5	4	4	5	5	5	5	4	4	5	5	5	5	4
21	5	5	5	5	5	5	5	5	5	5	5	3	5	5	3	5	5	5	3	3	3	5	3	3	3	3	5	3	5	5	4	3	5	3	5
22	4	4	3	4	5	4	5	3	5	5	5	3	4	3	3	4	4	4	2	3	5	5	4	4	3	5	4	4	4	4	4	4	4	5	5
23	5	4	5	4	4	4	5	4	4	5	4	4	5	5	5	5	4	4	4	5	4	5	4	4	4	5	5	4	5	5	5	5	3	3	5
24	5	5	5	3	4	4	4	4	4	4	4	4	3	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
25	5	5	4	4	4	4	4	4	3	4	4	4	2	3	4	4	4	3	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4
26	4	4	4	3	3	3	4	3	4	4	3	2	3	4	3	4	3	4	2	4	3	4	4	4	4	4	4	4	4	4	4	4	3	3	4

No	LM1	LM2	LM3	LM4	LM5	LM6	LM7	LM8	LM9	LM10	LM11	LM12	LM13	LM14	LM15	LM16	LM17	LM18	LM19	LM20	LM21	LM22	LJ1	LJ2	LJ3	LJ4	LJ5	LJ6	LJ7	LJ8	EA1	EA2	EA3	EA5	EA6
27	3	3	3	2	2	3	1	2	3	4	4	4	1	2	3	4	4	2	4	2	3	3	4	4	4	3	3	4	4	4	1	2	3	4	4
28	3	4	4	3	4	3	4	4	3	3	3	3	4	4	4	4	3	3	3	3	4	4	3	3	4	4	3	3	4	3	3	4	4	4	3
29	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
30	4	4	4	4	4	3	4	3	4	3	3	3	4	4	4	4	4	4	3	4	3	4	4	4	4	3	4	4	4	4	3	3	3	3	4
31	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
32	5	4	5	3	5	4	4	3	5	5	5	3	5	5	3	5	4	5	3	4	3	3	5	5	5	3	4	5	5	5	4	4	4	5	5
33	5	2	5	2	5	5	5	3	5	5	5	3	5	5	4	4	3	5	3	4	4	4	5	5	4	4	3	3	2	5	5	4	4	4	5
34	4	3	3	3	3	3	4	3	4	4	4	3	4	3	3	4	4	4	3	4	4	4	3	2	3	3	3	3	3	3	3	3	2	2	4
35	4	4	4	2	3	3	4	2	4	4	4	2	5	5	4	4	3	5	2	2	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4
36	4	2	4	4	4	4	4	4	4	4	4	3	4	4	3	4	4	4	3	4	3	4	4	4	4	4	4	4	4	4	4	4	4	2	4
37	5	4	4	4	4	4	4	4	3	3	4	4	4	4	4	4	4	4	5	5	5	5	3	4	4	4	5	5	5	5	5	5	4	1	1
38	5	4	5	4	5	5	5	3	5	5	5	3	5	5	2	5	3	5	1	2	5	5	4	3	2	3	3	3	4	5	5	5	3	2	5
39	5	5	5	5	5	5	5	4	5	5	4	5	5	5	5	5	4	2	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	3	5
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41	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
42	5	4	5	3	5	4	4	3	5	5	5	3	5	5	3	5	4	5	3	3	3	5	5	5	5	3	4	5	5	5	4	4	4	5	5
43	5	4	4	3	4	4	3	4	4	4	4	2	4	4	4	3	4	2	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
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46	5	4	4	4	4	4	5	3	4	4	4	3	4	4	3	5	4	5	3	4	4	4	4	4	4	4	3	4	4	5	5	4	4	4	4
47	5	2	5	2	4	4	4	4	3	5	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	3	3	4	4	4	4	3	4
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50	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
51	5	4	5	3	4	5	5	3	4	4	5	4	4	4	4	4	4	4	3	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4
52	4	3	2	2	3	2	3	3	4	4	4	3	3	4	4	3	4	3	3	2	3	3	3	3	3	3	3	4	3	4	3	3	3	3	3
53	4	4	4	4	4	4	4	4	3	4	4	4	3	4	4	4	4	4	3	4	3	3	4	3	4	4	4	4	4	4	4	4	4	4	4
54	2	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	4	4	4	4	4	4	4	4	4	3	3	3	3	4

No	LM1	LM2	LM3	LM4	LM5	LM6	LM7	LM8	LM9	LM10	LM11	LM12	LM13	LM14	LM15	LM16	LM17	LM18	LM19	LM20	LM21	LM22	LJ1	LJ2	LJ3	LJ4	LJ5	LJ6	LJ7	LJ8	EA1	EA2	EA3	EA5	EA6
55	5	5	5	5	4	4	4	4	4	4	4	4	4	3	3	3	4	4	4	4	4	4	4	5	4	4	5	5	5	5	4	4	4	4	4
56	4	4	3	4	4	3	2	2	5	5	5	4	4	5	4	2	3	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	3	3
57	5	4	5	3	5	4	4	3	5	5	5	3	5	5	3	5	4	5	3	3	3	5	5	5	3	4	5	5	5	5	4	4	4	5	5
58	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
59	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
60	5	3	4	2	3	3	5	2	3	5	5	5	3	3	4	4	4	5	2	2	3	3	4	5	3	3	3	3	4	5	4	5	3	4	5
61	4	4	4	4	4	4	4	3	4	4	4	3	4	4	4	3	4	3	3	4	3	4	4	4	4	3	4	4	4	4	4	4	4	4	4
62	5	5	4	4	4	4	3	3	4	4	4	2	3	4	4	4	3	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4
63	5	5	5	5	5	5	5	4	5	5	5	4	5	5	5	5	4	2	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	3	5
64	5	4	5	4	5	5	5	3	5	5	5	3	5	5	2	5	3	5	1	2	5	5	4	3	2	3	3	3	4	5	5	5	3	2	5
65	5	4	5	3	5	4	4	3	5	5	5	3	5	5	3	5	4	5	3	3	3	5	5	5	5	3	4	5	5	5	4	4	4	5	5
66	4	4	4	4	4	4	3	3	3	4	3	3	4	4	4	4	3	4	3	4	4	3	3	3	3	3	3	4	4	3	3	3	3	3	4
67	5	4	5	3	4	5	5	3	4	4	5	4	4	4	4	4	4	4	3	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4
68	4	3	3	3	4	3	4	3	3	4	3	3	4	3	3	3	3	3	3	3	3	3	3	4	4	4	3	3	3	4	4	4	4	4	4
69	5	5	5	5	5	5	5	4	5	5	5	4	5	5	5	5	4	2	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	3	5
70	3	3	3	2	2	3	1	2	3	4	4	4	1	2	3	4	4	2	4	2	3	3	4	4	4	4	3	3	4	4	1	2	3	4	4
71	2	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	4	4	4	4	4	4	4	4	4	3	3	3	3	4
72	5	4	3	4	4	5	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	5	3	4	4	4	5	4	4	5	5
73	5	2	5	2	5	4	5	2	5	5	4	1	5	5	4	5	2	5	1	4	4	5	4	4	4	4	4	4	4	4	5	5	4	4	5
74	4	4	4	2	3	3	4	2	4	4	4	2	5	5	4	4	3	5	2	2	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
LM1	74	2	5	4.36	.786
LM2	74	1	5	3.73	.911
LM3	74	2	5	4.07	.800
LM4	74	1	5	3.32	.893
LM5	74	2	5	4.03	.758
LM6	74	2	5	3.76	.773
LM7	74	1	5	4.05	.858
LM8	74	1	5	3.19	.734
LM9	74	3	5	4.05	.700
LM10	74	2	5	4.24	.615
LM11	74	3	5	4.14	.709
LM12	74	1	5	3.27	.865
LM13	74	1	5	4.05	.842
LM14	74	2	5	4.12	.721
LM15	74	2	5	3.77	.713
LM16	74	2	5	4.14	.669
LM17	74	1	5	3.57	.723
LM18	74	2	5	4.15	.753
LM19	74	1	5	3.07	.912
LM20	74	2	5	3.59	.757
LM21	74	3	5	3.76	.718
LM22	74	2	5	4.05	.680
LJ1	74	2	5	3.91	.577
LJ2	74	2	5	3.96	.629
LJ3	74	2	5	3.80	.702
LJ4	74	2	5	3.81	.589
LJ5	74	2	5	3.74	.642
LJ6	74	2	5	3.68	.685
LJ7	74	2	5	4.03	.596
LJ8	74	2	5	3.97	.619

	N	Minimum	Maximum	Mean	Std. Deviation
EA1	74	1	5	3.97	.776
EA2	74	2	5	3.89	.674
EA3	74	2	5	3.70	.567
EA5	74	1	5	3.58	.844
EA6	74	1	5	4.16	.722
Valid N (listwise)	74				
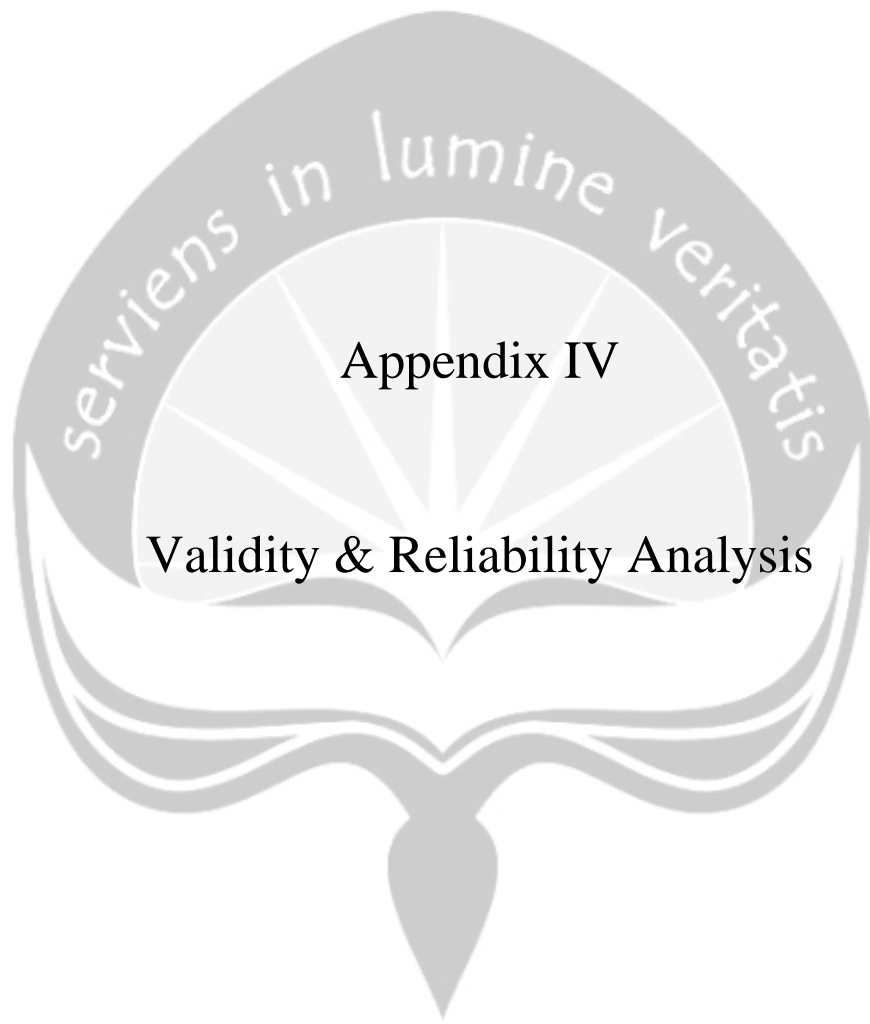
Appendix IV

Validity & Reliability Analysis

Validity Test

Job Satisfaction

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JS1	40	3	5	4.00	.555
JS2	40	1	5	4.30	.823
JS3	40	2	5	4.30	.758
JS4	40	2	5	4.23	.800
JS5	40	2	5	3.97	.891
JS6	40	2	5	3.85	.736
JS7	40	1	5	4.23	.862
JS8	40	3	5	4.50	.555
JS9	40	2	5	4.30	.791
JS10	40	2	5	4.17	.712
JS11	40	3	5	4.50	.555
JS12	40	2	5	3.65	.864
JS13	40	2	5	3.65	.864
JS14	40	2	5	4.38	.705
JS15	40	3	5	4.18	.712
JS16	40	1	5	4.15	.921
JS17	40	2	5	3.97	.832
JS18	40	2	5	4.23	.832
JS19	40	2	5	4.10	.778
JS20	40	2	5	4.13	.686
Valid N (listwise)	40				

Correlations

		JS1	JS2	JS3	JS4	JS5	JS6	JS7	JS8	JS9	JS10	JS11	JS12	JS13	JS14	JS15	JS16	JS17	JS18	JS19	JS20	JS
JS1	Pearson Correlation	1	.449**	.244	.231	.207	.251	.268	.250	.175	.195	.167	-.054	-.054	.197	.000	.301	.389*	.445**	.357*	.337*	.442**
	Sig. (2-tailed)		.004	.129	.151	.199	.118	.094	.120	.279	.229	.304	.743	.743	.224	1.000	.059	.013	.004	.024	.034	.004
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS2	Pearson Correlation	.449**	1	.387*	.206	.290	.330*	.517**	.112	.213	.171	.281	.332*	.115	.376*	.171	.345*	.386*	.573**	.473**	.386*	.619**
	Sig. (2-tailed)	.004		.014	.201	.069	.037	.001	.490	.187	.292	.079	.036	.478	.017	.292	.029	.014	.000	.002	.014	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS3	Pearson Correlation	.244	.387*	1	.647**	.201	.313*	.130	.366*	.402*	.280	.549**	.086	-.031	.600**	.328*	.558**	.297	.175	.470**	.518**	.631**
	Sig. (2-tailed)	.129	.014		.000	.213	.049	.426	.020	.010	.080	.000	.597	.848	.000	.039	.000	.063	.280	.002	.001	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS4	Pearson Correlation	.231	.206	.647**	1	.440**	.494**	.111	.318*	.539**	.289	.491**	.191	.117	.619**	.424**	.510**	.317*	.269	.375*	.554**	.692**
	Sig. (2-tailed)	.151	.201	.000		.005	.001	.497	.046	.000	.070	.001	.238	.473	.000	.006	.001	.046	.094	.017	.000	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS5	Pearson Correlation	.207	.290	.201	.440**	1	.464**	.108	-.078	.266	.209	.285	.655**	.555**	.464**	.330*	.098	.207	.388*	.522**	.508**	.630**
	Sig. (2-tailed)	.199	.069	.213	.005		.003	.509	.633	.098	.195	.074	.000	.000	.003	.037	.546	.201	.013	.001	.001	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS6	Pearson Correlation	.251	.330*	.313*	.494**	.464**	1	.419**	.251	.388*	.296	.440**	.319*	.238	.457**	.296	.299	.371*	.392*	.430**	.597**	.689**
	Sig. (2-tailed)	.118	.037	.049	.001	.003		.007	.118	.013	.063	.005	.045	.139	.003	.063	.061	.018	.012	.006	.000	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40

JS7	Pearson Correlation	.268	.517**	.130	.111	.108	.419**	1	-.027	.199	-.024	.080	.143	.143	.111	-.149	.279	.258	.393*	.195	.298	.402*
	Sig. (2-tailed)	.094	.001	.426	.497	.509	.007		.870	.218	.883	.622	.379	.379	.496	.358	.081	.107	.012	.228	.062	.010
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS8	Pearson Correlation	.250	.112	.366*	.318*	-.078	.251	-.027	1	.234	.292	.417**	-.214	-.214	.361*	.162	.452**	.083	.306	.059	.168	.330*
	Sig. (2-tailed)	.120	.490	.020	.046	.633	.118	.870		.147	.067	.007	.185	.185	.022	.317	.003	.609	.055	.716	.299	.037
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS9	Pearson Correlation	.175	.213	.402*	.539**	.266	.388*	.199	.234	1	.542**	.584**	.008	-.030	.575**	.086	.605**	.401*	.324*	.450**	.543**	.637**
	Sig. (2-tailed)	.279	.187	.010	.000	.098	.013	.218	.147		.000	.000	.963	.854	.000	.596	.000	.010	.042	.004	.000	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS10	Pearson Correlation	.195	.171	.280	.289	.209	.296	-.024	.292	.542**	1	.552**	.019	.019	.326*	.090	.311	.267	.235	.292	.479**	.480**
	Sig. (2-tailed)	.229	.292	.080	.070	.195	.063	.883	.067	.000		.000	.909	.909	.040	.582	.051	.095	.145	.068	.002	.002
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS11	Pearson Correlation	.167	.281	.549**	.491**	.285	.440**	.080	.417**	.584**	.552**	1	.268	.268	.689**	.422**	.401*	.250	.250	.416**	.505**	.689**
	Sig. (2-tailed)	.304	.079	.000	.001	.074	.005	.622	.007	.000	.000		.095	.095	.000	.007	.010	.120	.120	.008	.001	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS12	Pearson Correlation	-.054	.332*	.086	.191	.655**	.319*	.143	-.214	.008	.019	.268	1	.828**	.347*	.352*	-.061	-.084	.148	.206	.205	.430**
	Sig. (2-tailed)	.743	.036	.597	.238	.000	.045	.379	.185	.963	.909	.095		.000	.028	.026	.707	.607	.362	.202	.204	.006
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS13	Pearson Correlation	-.054	.115	-.031	.117	.555**	.238	.143	-.214	-.030	.019	.268	.828**	1	.263	.269	-.126	-.191	.005	.168	.205	.327*
	Sig. (2-tailed)	.743	.478	.848	.473	.000	.139	.379	.185	.854	.909	.095	.000		.101	.093	.440	.238	.974	.300	.204	.040
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40

JS14	Pearson Correlation	.197	.376*	.600**	.619**	.464**	.457**	.111	.361*	.575**	.326*	.689**	.347*	.263	1	.581**	.582**	.323*	.377*	.538**	.484**	.787**
	Sig. (2-tailed)	.224	.017	.000	.000	.003	.003	.496	.022	.000	.040	.000	.028	.101		.000	.000	.042	.016	.000	.002	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS15	Pearson Correlation	.000	.171	.328*	.424**	.330*	.296	-.149	.162	.086	.090	.422**	.352*	.269	.581**	1	.193	.267	.235	.477**	.321*	.496**
	Sig. (2-tailed)	1.000	.292	.039	.006	.037	.063	.358	.317	.596	.582	.007	.026	.093	.000		.232	.095	.145	.002	.043	.001
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS16	Pearson Correlation	.301	.345*	.558**	.510**	.098	.299	.279	.452**	.605**	.311	.401*	-.061	-.126	.582**	.193	1	.340*	.323*	.444**	.537**	.627**
	Sig. (2-tailed)	.059	.029	.000	.001	.546	.061	.081	.003	.000	.051	.010	.707	.440	.000	.232		.032	.042	.004	.000	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS17	Pearson Correlation	.389*	.386*	.297	.317*	.207	.371*	.258	.083	.401*	.267	.250	-.084	-.191	.323*	.267	.340*	1	.713**	.519**	.500**	.568**
	Sig. (2-tailed)	.013	.014	.063	.046	.201	.018	.107	.609	.010	.095	.120	.607	.238	.042	.095	.032		.000	.001	.001	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS18	Pearson Correlation	.445**	.573**	.175	.269	.388*	.392*	.393*	.306	.324*	.235	.250	.148	.005	.377*	.235	.323*	.713**	1	.480**	.444**	.645**
	Sig. (2-tailed)	.004	.000	.280	.094	.013	.012	.012	.055	.042	.145	.120	.362	.974	.016	.145	.042	.000		.002	.004	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS19	Pearson Correlation	.357*	.473**	.470**	.375*	.522**	.430**	.195	.059	.450**	.292	.416**	.206	.168	.538**	.477**	.444**	.519**	.480**	1	.792**	.745**
	Sig. (2-tailed)	.024	.002	.002	.017	.001	.006	.228	.716	.004	.068	.008	.202	.300	.000	.002	.004	.001	.002		.000	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
JS20	Pearson Correlation	.337*	.386*	.518**	.554**	.508**	.597**	.298	.168	.543**	.479**	.505**	.205	.205	.484**	.321*	.537**	.500**	.444**	.792**	1	.803**
	Sig. (2-tailed)	.034	.014	.001	.000	.001	.000	.062	.299	.000	.002	.001	.204	.204	.002	.043	.000	.001	.004	.000		.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40

JS	Pearson Correlation	.442**	.619**	.631**	.692**	.630**	.689**	.402*	.330*	.637**	.480**	.689**	.430**	.327*	.787**	.496**	.627**	.568**	.645**	.745**	.803**	1
	Sig. (2-tailed)	.004	.000	.000	.000	.000	.000	.010	.037	.000	.002	.000	.006	.040	.000	.001	.000	.000	.000	.000	.000	
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Job Rotation

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I1	40	1	5	3.88	.939
I2	40	1	5	3.15	1.252
I3	40	3	5	4.25	.670
I4	40	3	5	4.25	.707
AK1	40	3	5	4.27	.506
AK2	40	2	5	4.30	.687
AK3	40	3	5	4.30	.608
AK4	40	1	5	4.45	.783
AK5	40	2	5	4.32	.656
TK1	40	2	5	4.35	.736
TK2	40	2	5	4.27	.679
TK3	40	3	5	4.48	.554
TK4	40	4	5	4.67	.474
BK1	40	1	5	4.13	.992
BK2	40	2	5	4.53	.679
BK3	40	1	5	3.97	1.025
BK4	40	1	5	4.35	.921
Valid N (listwise)	40				

Correlations

		I1	I2	I3	I4	Interest
I1	Pearson Correlation	1	.453**	.092	.357*	.759**
	Sig. (2-tailed)		.003	.573	.024	.000
	N	40	40	40	40	40
I2	Pearson Correlation	.453**	1	.199	.101	.785**
	Sig. (2-tailed)	.003		.219	.534	.000
	N	40	40	40	40	40
I3	Pearson Correlation	.092	.199	1	.189	.475**
	Sig. (2-tailed)	.573	.219		.242	.002
	N	40	40	40	40	40
I4	Pearson Correlation	.357*	.101	.189	1	.541**
	Sig. (2-tailed)	.024	.534	.242		.000
	N	40	40	40	40	40
Interest	Pearson Correlation	.759**	.785**	.475**	.541**	1
	Sig. (2-tailed)	.000	.000	.002	.000	
	N	40	40	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		AK1	AK2	AK3	AK4	AK5	AK
AK1	Pearson Correlation	1	.568**	.392*	.651**	.497**	.802**
	Sig. (2-tailed)		.000	.012	.000	.001	.000
	N	40	40	40	40	40	40
AK2	Pearson Correlation	.568**	1	.455**	.696**	.347*	.824**
	Sig. (2-tailed)	.000		.003	.000	.028	.000
	N	40	40	40	40	40	40
AK3	Pearson Correlation	.392*	.455**	1	.194	.457**	.639**
	Sig. (2-tailed)	.012	.003		.230	.003	.000
	N	40	40	40	40	40	40

					1	.407**	.804**
AK4	Pearson Correlation	.651**	.696**	.194	1	.407**	.804**
	Sig. (2-tailed)	.000	.000	.230		.009	.000
	N	40	40	40	40	40	40
AK5	Pearson Correlation	.497**	.347*	.457**	.407**	1	.709**
	Sig. (2-tailed)	.001	.028	.003	.009		.000
	N	40	40	40	40	40	40
AK	Pearson Correlation	.802**	.824**	.639**	.804**	.709**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	40	40	40	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		TK1	TK2	TK3	TK4	TK
TK1	Pearson Correlation	1	.675**	.462**	.334*	.823**
	Sig. (2-tailed)		.000	.003	.035	.000
	N	40	40	40	40	40
TK2	Pearson Correlation	.675**	1	.530**	.444**	.859**
	Sig. (2-tailed)	.000		.000	.004	.000
	N	40	40	40	40	40
TK3	Pearson Correlation	.462**	.530**	1	.602**	.788**
	Sig. (2-tailed)	.003	.000		.000	.000
	N	40	40	40	40	40
TK4	Pearson Correlation	.334*	.444**	.602**	1	.694**
	Sig. (2-tailed)	.035	.004	.000		.000
	N	40	40	40	40	40
TK	Pearson Correlation	.823**	.859**	.788**	.694**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		BK1	BK2	BK3	BK4	BK
BK1	Pearson Correlation	1	.585**	.558**	.624**	.831**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	40	40	40	40	40
BK2	Pearson Correlation	.585**	1	.498**	.601**	.762**
	Sig. (2-tailed)	.000		.001	.000	.000
	N	40	40	40	40	40
BK3	Pearson Correlation	.558**	.498**	1	.770**	.861**
	Sig. (2-tailed)	.000	.001		.000	.000
	N	40	40	40	40	40
BK4	Pearson Correlation	.624**	.601**	.770**	1	.897**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	40	40	40	40	40
BK	Pearson Correlation	.831**	.762**	.861**	.897**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

Workplace Learning

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
LM1	40	3	5	4.67	.526
LM2	40	1	5	3.80	1.091
LM3	40	3	5	4.50	.599
LM4	40	1	5	3.88	.966
LM5	40	2	5	4.13	.791
LM6	40	3	5	4.00	.784
LM7	40	2	5	4.27	.847
LM8	40	1	5	3.85	.949
LM9	40	3	5	4.50	.679
LM10	40	3	5	4.52	.679
LM11	40	3	5	4.63	.540
LM12	40	1	5	3.28	1.320
LM13	40	1	5	4.23	.768
LM14	40	1	5	4.02	.974
LM15	40	1	5	3.80	1.091
LM16	40	3	5	4.57	.594
LM17	40	3	5	4.33	.694
LM18	40	3	5	4.73	.506
LM19	40	1	5	2.93	1.347
LM20	40	1	5	4.20	.791
LM21	40	2	5	4.35	.770
LM22	40	2	5	4.43	.712
LJ1	40	2	5	3.78	1.050
LJ2	40	3	5	4.32	.694
LJ3	40	3	5	4.13	.757
LJ4	40	1	5	4.12	.911
LJ5	40	1	5	3.95	.846
LJ6	40	2	5	4.17	.747
LJ7	40	3	5	4.58	.594
LJ8	40	3	5	4.40	.672
EA1	40	3	5	4.43	.594

EA2	40	2	5	4.30	.648
EA3	40	1	5	4.00	.847
EA4	40	1	5	3.08	1.403
EA5	40	1	5	3.85	1.001
EA6	40	3	5	4.57	.549
Valid N (listwise)	40				

Correlations

		LM1	LM2	LM3	LM4	LM5	LM6	LM7	LM8	LM9	LM10	LM11	LM12	LM13	LM14	LM15	LM16	LM17	LM18	LM19	LM20	LM21	LM22	LM
LM1	Pearson Correlation	1	-.027	.448**	.120	.347*	.000	.321*	.105	.539**	.490**	.553**	.280	.186	.317*	.197	.531**	.156	.813**	.110	.222	.605**	.447**	.572**
	Sig. (2-tailed)		.869	.004	.461	.028	1.000	.043	.517	.000	.001	.000	.080	.251	.046	.224	.000	.335	.000	.501	.169	.000	.004	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM2	Pearson Correlation	-.027	1	.353*	.243	.178	.120	.061	.020	.000	.145	-.087	-.228	.392*	.005	.310	.340*	.020	-.009	.234	.137	-.006	.310	.320*
	Sig. (2-tailed)	.869		.025	.130	.271	.461	.708	.903	1.000	.371	.593	.157	.012	.976	.051	.032	.901	.955	.146	.400	.970	.051	.044
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM3	Pearson Correlation	.448**	.353*	1	.554**	.514**	.436**	.328*	.361*	.252	.284	.357*	.146	.195	.374*	.392*	.612**	.278	.550**	.175	.487**	.556**	.331*	.721**
	Sig. (2-tailed)	.004	.025		.000	.001	.005	.039	.022	.117	.076	.024	.369	.228	.018	.012	.000	.083	.000	.281	.001	.000	.037	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM4	Pearson Correlation	.120	.243	.554**	1	.458**	.542**	.168	.623**	-.098	-.015	.006	.269	-.099	.303	.170	.128	.330*	.138	.150	.302	.267	.005	.505**
	Sig. (2-tailed)	.461	.130	.000		.003	.000	.299	.000	.549	.928	.970	.093	.541	.057	.293	.430	.038	.396	.355	.058	.095	.977	.001
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM5	Pearson Correlation	.347*	.178	.514**	.458**	1	.207	.254	.470**	-.024	.018	.113	.507**	-.005	.795**	.684**	.116	.158	.216	.539**	.533**	.263	.131	.698**
	Sig. (2-tailed)	.028	.271	.001	.003		.201	.114	.002	.884	.913	.489	.001	.974	.000	.000	.476	.331	.180	.000	.000	.101	.421	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM6	Pearson Correlation	.000	.120	.436**	.542**	.207	1	.232	.448**	.096	.048	.061	.371*	-.085	.067	.210	.165	.565**	.129	.170	.207	.212	.138	.472**
	Sig. (2-tailed)	1.000	.461	.005	.000	.201		.151	.004	.555	.768	.711	.018	.601	.681	.194	.309	.000	.427	.295	.201	.188	.397	.002
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40

LM7	Pearson Correlation	.321*	.061	.328*	.168	.254	.232	1	.276	.423**	.322*	.287	.343*	.060	.085	.200	.442**	.237	.241	.019	.069	.321*	.226	.477**
	Sig. (2-tailed)	.043	.708	.039	.299	.114	.151		.085	.006	.043	.072	.030	.712	.603	.216	.004	.141	.134	.910	.673	.044	.160	.002
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM8	Pearson Correlation	.105	.020	.361*	.623**	.470**	.448**	.276	1	.080	.205	.238	.402*	.048	.504**	.292	.066	.427**	.126	.292	.451**	.390*	.021	.620**
	Sig. (2-tailed)	.517	.903	.022	.000	.002	.004	.085		.626	.204	.140	.010	.771	.001	.067	.686	.006	.440	.068	.003	.013	.898	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM9	Pearson Correlation	.539**	.000	.252	-.098	-.024	.096	.423**	.080	1	.695**	.804**	-.043	.221	-.058	-.104	.286	.190	.560**	-.238	.239	.490**	.239	.349*
	Sig. (2-tailed)	.000	1.000	.117	.549	.884	.555	.006	.626		.000	.000	.793	.170	.722	.524	.074	.239	.000	.139	.138	.001	.138	.027
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM10	Pearson Correlation	.490**	.145	.284	-.015	.018	.048	.322*	.205	.695**	1	.621**	.092	.210	.018	-.028	.249	.173	.506**	-.040	.277	.572**	.269	.434**
	Sig. (2-tailed)	.001	.371	.076	.928	.913	.768	.043	.204	.000		.000	.571	.193	.910	.865	.121	.286	.001	.807	.084	.000	.093	.005
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM11	Pearson Correlation	.553**	-.087	.357*	.006	.113	.061	.287	.238	.804**	.621**	1	.040	.394*	.165	-.044	.210	.334*	.552**	-.004	.420**	.632**	.225	.479**
	Sig. (2-tailed)	.000	.593	.024	.970	.489	.711	.072	.140	.000	.000		.804	.012	.310	.790	.194	.035	.000	.978	.007	.000	.163	.002
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM12	Pearson Correlation	.280	-.228	.146	.269	.507**	.371*	.343*	.402*	-.043	.092	.040	1	-.113	.533**	.413**	.055	.292	.231	.488**	.142	.231	.173	.550**
	Sig. (2-tailed)	.080	.157	.369	.093	.001	.018	.030	.010	.793	.571	.804		.487	.000	.008	.737	.068	.151	.001	.381	.152	.287	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM13	Pearson Correlation	.186	.392*	.195	-.099	-.005	-.085	.060	.048	.221	.210	.394*	-.113	1	.095	.055	.215	.052	.230	.290	.177	.384*	.571**	.349*
	Sig. (2-tailed)	.251	.012	.228	.541	.974	.601	.712	.771	.170	.193	.012	.487		.559	.735	.183	.751	.154	.070	.273	.014	.000	.027
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
LM14	Pearson Correlation	.317*	.005	.374*	.303	.795**	.067	.085	.504**	-.058	.018	.165	.533**	.095	1	.657**	.152	.139	.171	.432**	.559**	.364*	.169	.639**
	Sig. (2-tailed)	.046	.976	.018	.057	.000	.681	.603	.001	.722	.910	.310	.000	.559		.000	.350	.391	.293	.005	.000	.021	.297	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM15	Pearson Correlation	.197	.310	.392*	.170	.684**	.210	.200	.292	-.104	-.028	-.044	.413**	.055	.657**	1	.380*	.224	.084	.496**	.374*	.116	.211	.606**
	Sig. (2-tailed)	.224	.051	.012	.293	.000	.194	.216	.067	.524	.865	.790	.008	.735	.000		.016	.165	.608	.001	.017	.476	.191	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM16	Pearson Correlation	.531**	.340*	.612**	.128	.116	.165	.442**	.066	.286	.249	.210	.055	.215	.152	.380*	1	.157	.540**	-.009	.131	.390*	.377*	.490**
	Sig. (2-tailed)	.000	.032	.000	.430	.476	.309	.004	.686	.074	.121	.194	.737	.183	.350	.016		.333	.000	.957	.421	.013	.016	.001
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM17	Pearson Correlation	.156	.020	.278	.330*	.158	.565**	.237	.427**	.190	.173	.334*	.292	.052	.139	.224	.157	1	.042	.356*	.439**	.406**	-.027	.512**
	Sig. (2-tailed)	.335	.901	.083	.038	.331	.000	.141	.006	.239	.286	.035	.068	.751	.391	.165	.333		.797	.024	.005	.009	.867	.001
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM18	Pearson Correlation	.813**	-.009	.550**	.138	.216	.129	.241	.126	.560**	.506**	.552**	.231	.230	.171	.084	.540**	.042	1	.082	.205	.583**	.546**	.541**
	Sig. (2-tailed)	.000	.955	.000	.396	.180	.427	.134	.440	.000	.001	.000	.151	.154	.293	.608	.000	.797		.616	.204	.000	.000	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM19	Pearson Correlation	.110	.234	.175	.150	.539**	.170	.019	.292	-.238	-.040	-.004	.488**	.290	.432**	.496**	-.009	.356*	.082	1	.351*	.199	.301	.554**
	Sig. (2-tailed)	.501	.146	.281	.355	.000	.295	.910	.068	.139	.807	.978	.001	.070	.005	.001	.957	.024	.616		.026	.218	.059	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM20	Pearson Correlation	.222	.137	.487**	.302	.533**	.207	.069	.451**	.239	.277	.420**	.142	.177	.559**	.374*	.131	.439**	.205	.351*	1	.598**	.164	.634**
	Sig. (2-tailed)	.169	.400	.001	.058	.000	.201	.673	.003	.138	.084	.007	.381	.273	.000	.017	.421	.005	.204	.026		.000	.312	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40

LM21	Pearson Correlation	.605**	-.006	.556**	.267	.263	.212	.321*	.390*	.490**	.572**	.632**	.231	.384*	.364*	.116	.390*	.406**	.583**	.199	.598**	1	.517**	.702**
	Sig. (2-tailed)	.000	.970	.000	.095	.101	.188	.044	.013	.001	.000	.000	.152	.014	.021	.476	.013	.009	.000	.218	.000		.001	.000
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM22	Pearson Correlation	.447**	.310	.331*	.005	.131	.138	.226	.021	.239	.269	.225	.173	.571**	.169	.211	.377*	-.027	.546**	.301	.164	.517**	1	.505**
	Sig. (2-tailed)	.004	.051	.037	.977	.421	.397	.160	.898	.138	.093	.163	.287	.000	.297	.191	.016	.867	.000	.059	.312	.001		.001
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
LM	Pearson Correlation	.572**	.320*	.721**	.505**	.698**	.472**	.477**	.620**	.349*	.434**	.479**	.550**	.349*	.639**	.606**	.490**	.512**	.541**	.554**	.634**	.702**	.505**	1
	Sig. (2-tailed)	.000	.044	.000	.001	.000	.002	.002	.000	.027	.005	.002	.000	.027	.000	.000	.001	.001	.000	.000	.000	.000	.001	
	N	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		LJ1	LJ2	LJ3	LJ4	LJ5	LJ6	LJ7	LJ8	LJ
LJ1	Pearson Correlation	1	.420**	.004	.057	.074	.509**	.172	.385*	.550**
	Sig. (2-tailed)		.007	.980	.727	.652	.001	.290	.014	.000
	N	40	40	40	40	40	40	40	40	40
LJ2	Pearson Correlation	.420**	1	.360*	.502**	.334*	.679**	.344*	.374*	.778**
	Sig. (2-tailed)	.007		.023	.001	.035	.000	.030	.017	.000
	N	40	40	40	40	40	40	40	40	40
LJ3	Pearson Correlation	.004	.360*	1	.348*	.570**	.187	.406**	.353*	.607**
	Sig. (2-tailed)	.980	.023		.028	.000	.248	.009	.026	.000
	N	40	40	40	40	40	40	40	40	40
LJ4	Pearson Correlation	.057	.502**	.348*	1	.541**	.155	.195	.084	.582**
	Sig. (2-tailed)	.727	.001	.028		.000	.338	.227	.607	.000
	N	40	40	40	40	40	40	40	40	40
LJ5	Pearson Correlation	.074	.334*	.570**	.541**	1	.136	.212	.307	.628**
	Sig. (2-tailed)	.652	.035	.000	.000		.403	.190	.054	.000
	N	40	40	40	40	40	40	40	40	40
LJ6	Pearson Correlation	.509**	.679**	.187	.155	.136	1	.460**	.521**	.694**
	Sig. (2-tailed)	.001	.000	.248	.338	.403		.003	.001	.000

	N	40	40	40	40	40	40	40	40	40
LJ7	Pearson Correlation	.172	.344*	.406**	.195	.212	.460**	1	.758**	.633**
	Sig. (2-tailed)	.290	.030	.009	.227	.190	.003		.000	.000
	N	40	40	40	40	40	40	40	40	40
LJ8	Pearson Correlation	.385*	.374*	.353*	.084	.307	.521**	.758**	1	.695**
	Sig. (2-tailed)	.014	.017	.026	.607	.054	.001	.000		.000
	N	40	40	40	40	40	40	40	40	40
LJ	Pearson Correlation	.550**	.778**	.607**	.582**	.628**	.694**	.633**	.695**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	40	40	40	40	40	40	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		EA1	EA2	EA3	EA4	EA5	EA6	EA
EA1	Pearson Correlation	1	.725**	.255	-.039	.239	.646**	.723**
	Sig. (2-tailed)		.000	.113	.810	.137	.000	.000
	N	40	40	40	40	40	40	40
EA2	Pearson Correlation	.725**	1	.233	-.110	.426**	.583**	.743**
	Sig. (2-tailed)	.000		.147	.500	.006	.000	.000
	N	40	40	40	40	40	40	40
EA3	Pearson Correlation	.255	.233	1	-.194	.181	.110	.445**
	Sig. (2-tailed)	.113	.147		.230	.263	.499	.004
	N	40	40	40	40	40	40	40
EA4	Pearson Correlation	-.039	-.110	-.194	1	-.412**	.076	.307
	Sig. (2-tailed)	.810	.500	.230		.008	.643	.054
	N	40	40	40	40	40	40	40
EA5	Pearson Correlation	.239	.426**	.181	-.412**	1	.161	.431**
	Sig. (2-tailed)	.137	.006	.263	.008		.322	.006
	N	40	40	40	40	40	40	40
EA6	Pearson Correlation	.646**	.583**	.110	.076	.161	1	.664**
	Sig. (2-tailed)	.000	.000	.499	.643	.322		.000
	N	40	40	40	40	40	40	40
EA	Pearson Correlation	.723**	.743**	.445**	.307	.431**	.664**	1
	Sig. (2-tailed)	.000	.000	.004	.054	.006	.000	
	N	40	40	40	40	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

Reliability

Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded[a]	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.895	20

Job Rotation

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded[a]	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.862	17

Workplace Learning

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded[a]	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.891	35
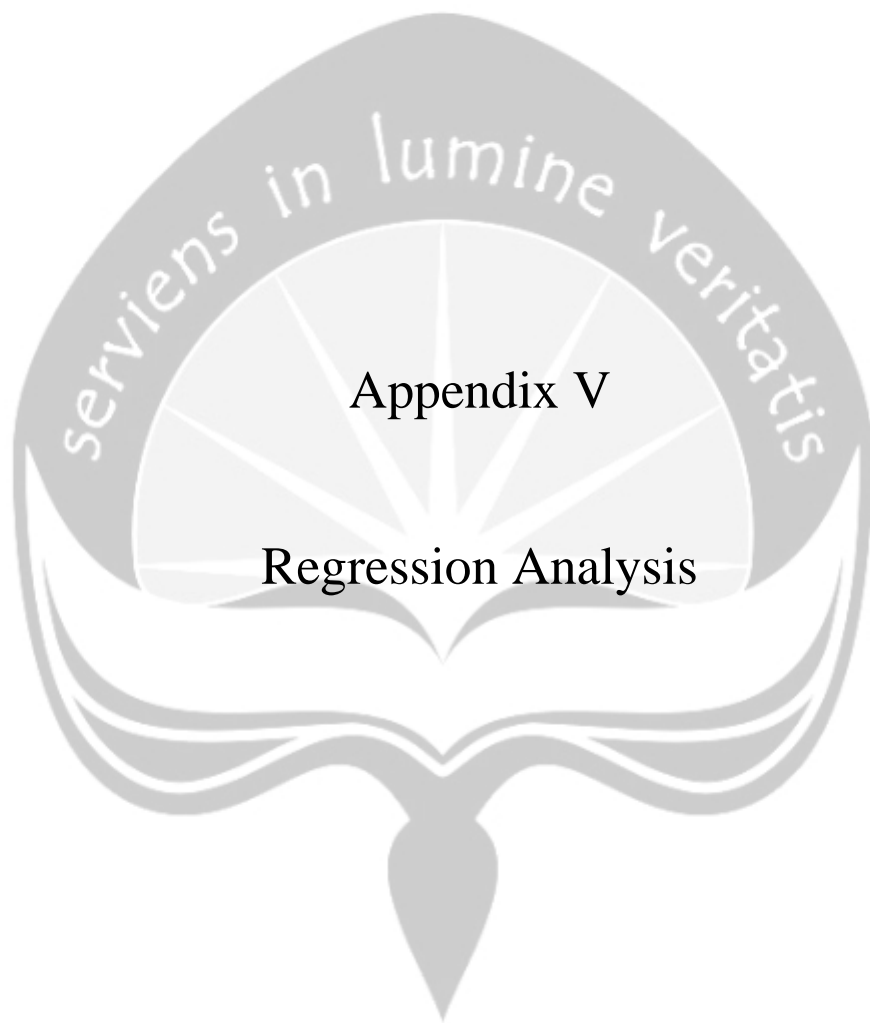
Appendix V

Regression Analysis

Hypothesis 1

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	AVGJR[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: AVGJS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.433[a]	.187	.176	.39038

a. Predictors: (Constant), AVGJR

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.528	1	2.528	16.588	.000[a]
	Residual	10.973	72	.152		
	Total	13.501	73			

a. Predictors: (Constant), AVGJR

b. Dependent Variable: AVGJS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.700	.299		9.018	.000
	AVGJR	.314	.077	.433	4.073	.000

a. Dependent Variable: AVGJS

Hypothesis 2

Regression

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	WLxJR, AVGWL, AVGJR[a]	.	Enter

a. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509[a]	.259	.227	.37807

a. Predictors: (Constant), WLxJR, AVGWL, AVGJR

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.495	3	1.165	8.151	.000[a]
	Residual	10.005	70	.143		
	Total	13.501	73			

a. Predictors: (Constant), WLxJR, AVGWL, AVGJR

b. Dependent Variable: AVGJS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.717	1.886		-.910	.366
	AVGWL	1.185	.478	1.149	2.476	.016
	AVGJR	1.385	.541	1.908	2.561	.013
	WLxJR	-.286	.132	-2.303	-2.160	.034

a. Dependent Variable: AVGJS