CHAPTER V

CONCLUSION

In this last chapter of the research, the highlights from all previous chapter will be combined into one conclusion. Furthermore, research limitations and implications will be included. In addition, suggestion and recommendations for future research regarding similar topic will also be provided.

4.2 Conclusion

The following conclusion of this research by viewing the data analysis from both NASMOCO Slamet Riyadi and PT AAM DEXA Yogyakarta are:

a) By using the t-test and linear regression, visible dissimilarity does not affect innovative work behaviour. resulting in first hypothesis **(H1) being rejected**. Visible dissimilarity does not affect individuals innovative work behaviour, since from the sample taken it proofs that the respondents does not find any significant dissimilarities between them and other co-workers in the company.

b) Contrastingly, cognitive group diversity does have an affect towards innovative work behaviour and it is a positive one. Meaning that the second hypothesis **(H2) is accepted**. Cognitive group diversity does exist in the workplace. Even though employees in the company is quite physically similar, they have

different way of thinking between one another. This results in a good input for innovative work behaviour.

4.3 Managerial Implications

Derived from previous study and conducted research, some managerial implications have been made. Aforementioned on the previous four (4) chapters, diversity does affect innovative work behaviour. In this case, only cognitive group diversity that is proven to give impact for employees to initiate innovative work behaviour since there are not many visible dissimilarities can be found in both companies (NASMOCO Slamet Riyadi Solo and PT AAM DEXA Yogyakarta). For this reason, it would be best for both companies to recruit more visibly diverse employees. This enables more diversity aspect in the workplace, creating a safe-place that are inclusive. Real proof taken from the research result is that most employees from both companies are Javanese. Although it may apply that most applicants are Javanese, recruiting people who are for an example: Balinese, Papuan, etc will create a visually diverse workplace that enables more welcoming feelings for future applicant to apply in that company as they see the representation of their people in the company. Furthermore, people from other ethnicity mostly possess more diverse norms and values that they could bring to the table. Enhancing innovative work behaviour even more.

Taken from the research analysis itself, the descriptive statistics shows that employees are well-aware that they are professionally and/or

educationally dissimilar to others which is one point that proves there is a visible dissimilarity aspect shown in the company. Meanwhile, other visible dissimilarities (such as age and ethnicity) are not really shown according to the research analysis, proving visible dissimilarities not strongly present in both companies. Creating a monogamous feeling makes employees feel they are kind of the same that possibly generate monotone innovative work behaviour. With this reason, recruiting more diverse workforce helps to create a dynamic where it would yield miscellaneous innovations. On the other hand, cognitive group diversity is presence despite how monogamous the workforce is if we look at their visible dissimilarities, they actively look for: methods, technics, solutions, and support of innovation. With this diversity aspect occurring, innovative work behaviour is being present. Nevertheless, more visible dissimilarities in the workplace will help engage it more.

Other managerial implications that can be taken in order to help companies in enhancing innovative work behaviour is to have a training for the employees. In some cases, recruiting new people is quite a challenge and cost more money than to train existing employees. That is why, if a company does not have the sufficient excess fund to recruit new people, it would be a good alternative to held a training agenda for their current employees. Training that is being recommended related to this matter is a diversity training to enhance the literacy and awareness, a training that is held in order to train cognitive group diversity among

52

employees since it is proven to improve creativity and innovative work behaviour. In addition, it assists coalescences of different knowledge bases, perspectives, and opinions in order to solve problems by creating novel solutions and innovation (Aggarwal & Woolley, 2018; Ellemers & Rink, 2016; Hong & Page, 201 C.E.; Mello & Rentsch, 2015; Uzzi et al., 2013; Woolley et al., 2008).

Once a conflict arises in a diverse team, managers need to put all aspect to the side and put into perspective that all employees have the same main objective which is to excel in their career and assist them in order to adjust and adapt to others and situation. To held a sharing session every couple month will lessen the conflict in the workplace as intensifying knowledge exchange helps employees in identifying work-related problems and improve their knowledge bases regarding those problems to generate new creative ideas (Frese & Fay, 2001; Gong et al., 2012; Grant & Ashford, 2008)

4.4 Research Limitations

For research studies conducted, there will always be some forms of limitations in it. Respondents that are participating in the questionnaire based on data analysis are mostly Javanese and is Indonesian. This creates difficulties in seeing the visible dissimilarities in the workplace and its effect towards innovative work behaviour.

4.5 Future Research Suggestion

For future research, it would be recommended to bring more clarity to the criteria of the respondents that filling in the research question form page. And it would be better for future research to seek for more opportunities in spreading questionnaires in a company that not only conducting and having both cognitive group diversity and innovative work behaviour, but also visible dissimilarities as well. This may not be easy, but to conduct further interview with the inside person about how the company culture is will bring more insights if the company is having both aspects of diversity (visible dissimilarities and cognitive group diversity) or not.

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Appendix

APPENDIX I

Questionnaires

Formulir Persetujuan

Anda diundang untuk berpartisipasi dalam studi penelitian berjudul "Pengaruh Keberagaman dan Kepemimpinan Transformasional Terhadap Perilaku Kerja yang Inovatif". Penelitian ini dilakukan oleh Adinda Dewi Megasari dan Korvilina Rheeabita Alamanda dari Universitas Atma Jaya Yogyakarta.

Tujuan dari penelitian ini adalah untuk memenuhi persyaratan penulisan skripsi untuk lulus S1 Program Manajemen Bisnis Internasional Universitas Atma Jaya Yogyakarta. Formulir ini dijamin akan dirahasiakan, dan semua informasi yang diberikan hanya akan digunakan untuk keperluan penelitian ini saja.

Jika Anda setuju dengan persyaratan tersebut dan berpartisipasi dalam studi, Anda akan diminta untuk mengisi survei / kuesioner online.

Dengan memilih "Saya setuju" di bawah, Anda menyatakan bahwa Anda setidaknya berusia 18 tahun, telah membaca dan memahami formulir persetujuan dan setuju untuk berpartisipasi dalam studi penelitian ini.

Demographic Questions	Answers
Jenis Kelamin	L/P
Usia	18-23, 24-29, 30-35,36-41, 42-47, 48-53, 54-59, 60-65, 66 keatas
Apa gelar atau tingkat pendidikan tertinggi yang telah Anda selesaikan?	SMP - SMA (Tanpa Ijazah)
	SMA (Dengan Ijazah atau Setaranya)
	Perguruan tinggi (Tanpa Ijazah)
	SMK
	Sarjana (S1)
	Master (S2)
	Doktor (S3)
Masa Jabatan	
Posisi dalam organisasi	
Domisili	
Etnis	
Kewarganegaraan	

NO	Questions	Tidak Setuju	Tidak Setuju	Netral	Setuju	Sangat Setuju
	VISIBLE DISSIMILARITIES					
1	Saya merasa secara profesional dan / atau pendidikan saya tidak sama dengan anggota kelompok lainnya					
2	Dalam hal latar belakang fungsional (mis., Latar belakang profesional dan / atau pengalaman kerja), saya pikir saya					
3	Saya merasa saya sangat berbeda dengan anggota grup lainnya					
4	Dalam hal karakteristik yang terlihat (misalnya, usia, jenis kelamin, etnis), saya pikir saya berbeda dari anggota					
5	Saya merasa nilai dan / atau motivasi kerja saya tidak sama dengan anggota kelompok lainnya					
6	Dalam hal asas yang memandu pekerjaan saya (misalnya, berorientasi pada detail, didorong oleh lingkungan), saya					
	COGNITIVE GROUP DIVERSITY					
7	Saya menciptakan ide baru untuk perbaikan					
8	Saya mencari metode, teknik, atau instrumen kerja baru					
9	Saya menghasilkan solusi asli untuk masalah					
10	Saya memobilisasi dukungan untuk ide-ide inovatif					
11	Saya memperoleh persetujuan untuk ide-ide inovatif					
12	Saya membuat anggota organisasi penting antusias untuk ide-ide inovatif					
13	Saya mengimplementasikan ide inovatif menjadi sesuatu yang berguna					
14	Saya memperkenalkan ide-ide inovatif ke dalam lingkungan kerja dengan cara yang sistematis					
15	Saya mengevaluasi kegunaan ide-ide inovasi					
	INNOVATIVE WORK BEHAVIOUR					
16	Saya memperhatikan masalah yang bukan bagian dari pekerjaannya sehari-hari?					
17	Saya bertanya-tanya bagaimana hal-hal dapat ditingkatkan?					
18	Saya mencari tahu metode, teknik, atau instrumen kerja baru?					
19	Saya menghasilkan solusi asli untuk masalah?					
20	Saya menemukan pendekatan baru untuk melaksanakan tugas?					
21	Saya membuat anggota organisasi penting antusias untuk ide-ide inovatif?					
22	Saya mencoba meyakinkan orang untuk mendukung ide inovatif?					
23	Saya secara sistematis memperkenalkan ide-ide inovatif ke dalam praktik kerja?					
24	Saya berkontribusi pada implementasi ide-ide baru?					
25	Saya berusaha mengembangkan hal-hal baru?					

APPENDIX II

Respondents Data

Jenis Kelamin	Usia	Apa gelar atau tingkat pendidikan tertinggi yang telah Anda selesaikan?	Masa Jabatan	Jabatan Dalam Pekerjaan	Domisili	Etnis (Suku / Ras). Contoh:	Kewarga negaraa
1	4	5	7	5	2	1	1
1	4	5	7	9	14	1	1
1	3	3	7	12	14	1	1
1	2	5	4	12	14	1	1
1	2	5	3	6	14	1	1
1	1	5	5	12	2	1	1
2	4	3	6	15	14	1	1
1	1	5	3	12	14	1	1
1	1	5	3	15	14	2	1
2	1	7	4	11	14	1	1
1	1	5	3	12	14	1	1
1	1	2	4	10	14	1	1
1	2	5	2	12	11	1	1
1	1	2	3	15	5	1	1
1	3	3	7	15	14	1	1
1	2	5	5	15	14	1	1
2	1	5	3	2	14	1	1
1	4	5	4	8	14	1	1
1	2	5	5	12	7	1	1
1	2	5	3	12	14	1	1
2	2	3	4	12	14	1	1
1	1	5	3	12	9	1	1
2	4	5	3	15	14	1	1
2	3	5	2	12	14	1	1
2	2	5	6	12	14	1	1
1	2	5	2	9	14	1	1
1	3	5	6	15	14	1	1
1	1	5	3	12	14	1	1
1	1	5	3	12	14	1	1
1	4	5	7	12	14	1	1
1	2	5	5	15	14	1	1
1	2	5	5	12	11	1	1
2	1	5	2	12	14	1	1
1	2	5	5	12	14	1	1
2	2	5	7	15	14	1	1
1	1	4	4	15	12	1	1
1	2	5	3	15	14	1	1
1	1	4	4	15	13	1	1
2	4	4	7	2	14	1	1
1	3	5	7	1	3	1	1
1	1	4	2	15	13	1	1
2	1	4	4	2	12	1	1
1	2	5	3	15	12	1	1
2	1	5	3	9	12	1	1
1	2	5	6	9	12	1	1
1	1	5	4	2	14	1	1
1	2	6	6	12	12	1	1
1	1	4	4	12	12	1	1
1	1	5	1	9	12	1	1
2	2	4	1	9	6	1	1
1	2	5	4	12	12	1	1
1	2	3	5	12	12	1	1
1	2	3	5	15	12	1	1
2	3	5	7	2	12	1	1
1	1	5	4	12	12	1	1
1	3	2	6	15	13	1	1
1	4	3	5	9	12	1	1
2	1	2	1	12	3	1	1
1	2	5	6	7	10	1	1
1	3	5	7	15	12	1	1
2	1	2	1	12	3	1	1
2	1	2	1	12	3	1	1
1	3	1	7	15	14	1	1
2	3	5	7	2	14	1	1
2	3	5	6	2	14	1	1
2	4	4	7	15	7	1	1
2	2	4	6	2	14	1	1
1	3	4	7	15	4	1	1
1	3	3	6	15	14	1	1
1	2	4	3	15	1	1	1
2	4	5	7	2	14	1	1
1	1	4	2	15	13	1	1
1	2	4	1	2	14	1	1
2	1	2	1	12	3	1	1

APPENDIX III

Questionnaires Data

VD1	VD2	VD3	VD4	VD5	VD6
2	2	1	4	4	3
4	4	4	4	4	4
2	2	1	3	3	3
2	2	2	2	2	2
4	2	2	2	2	2
3	3	3	3	4	4
3	3	4	3	2	3
4	5	4	5	4	4
4	4	4	4	4	3
4	3	3	2	4	3
4	3	3	4	3	3
3	2	2	4	4	4
5	5	5	5	5	5
3	3	1	3	5	1
4	4	2	2	2	2
3	4	3	2	4	4
3	4	4	3	3	3
4	3	4	3	4	4
3	4	3	3	4	4
4	4	4	4	3	4
3	3	2	4	2	3
5	4	3	3	4	4
2	4	2	2	3	3
3	3	2	2	4	3
4	2	2	2	3	4
3	3	3	3	4	4
5	4	4	4	4	4
4	4	4	4	4	4
4	4	4	4	4	4
3	5	5	3	5	5
5	4	5	5	5	5
2	2	1	2	2	2
3	4	4	3	3	3
2	3	2	2	2	2
3	1	3	1	2	1
4	2	2	4	3	3
1	1	1	1	1	1
4	4	3	1	2	2
5	4	4	4	5	5
4	3	2	1	1	2
3	3	3	2	2	3
3	3	3	3	3	3
5	5	5	5	5	5
4	4	4	4	4	4
4	4	4	4	4	4
3	2	2	3	3	3
3	3	3	3	5	4
5	5	4	5	5	5
1	2	1	1	1	2
5	4	4	4	5	4
4	4	3	4	4	4
5	5	5	5	5	5
3	3	2	2	4	3
5	4	3	2	2	3
4	3	4	4	4	4
4	3	3	3	3	3
4	3	3	5	4	3
3	4	2	2	2	2
5	5	5	5	5	5
5	5	5	5	5	5
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5	5	1	2	3	5
4	4	4	4	1	1
2	2	2	2	3	4
3	4	4	4	3	3
1	2	2	2	3	3
5	5	5	5	5	5
1	1	1	1	1	1
5	1	2	4	4	4
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4	4	4	4	4	4
3	4	2	2	2	2

CGD1	CGD2	CGD3	CGD4	CGD5	CGD6	CGD7	CGD8	CGD9
4	4	4	5	4	4	4	4	4
4	3	4	4	3	4	3	3	4
5	5	4	4	4	4	3	4	5
5	5	5	5	5	5	5	5	5
4	5	4	4	4	3	3	4	4
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3	3	3	3	3	3	3	3	3
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4	4	4	4	5	4	4	4	4
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5	5	5	5	5	5	5	5	5
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4	3	4	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5

IWB1	IWB2	IWB3	IWB4	IWB5	IWB6	IWB7	IWB8	IWB9	IWB10
4	4	4	4	4	5	5	4	4	4
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3	4	4	5	4	4	4	4	4	4
3	4	4	4	4	4	4	4	4	4

NO	Questions	Sangat Tidak Setuju	Tidak Setuju	Netral	Setuju	
	VISIBLE DISSIMILARITIES					
1	Saya merasa secara profesional dan / atau pendidikan saya tidak sama dengan anggota kelompok lainnya					
2	Dalam hal latar belakang fungsional (mis., Latar belakang profesional dan / atau pengalaman kerja), saya pikir saya berbeda dari anggota grup lainnya					
3	Saya merasa saya sangat berbeda dengan anggota grup lainnya					
4	Dalam hal karakteristik yang terlihat (misalnya, usia, jenis kelamin, etnis), saya pikir saya berbeda dari anggota kelompok lainnya					
5	Saya merasa nilai dan / atau motivasi kerja saya tidak sama dengan anggota kelompok lainnya					
6	Dalam hal asas yang memandu pekerjaan saya (misalnya, berorientasi pada detail, didorong oleh lingkungan),					

70

	saya pikir saya berbeda dari anggota kelompok lainnya				
	COGNITIVE GROUP DIVERSITY				
7	Saya menciptakan ide baru untuk perbaikan				
8	Saya mencari metode, teknik, atau instrumen kerja baru				
9	Saya menghasilkan solusi asli untuk masalah				
10	Saya memobilisasi dukungan untuk ide-ide inovatif				
11	Saya memperoleh persetujuan untuk ide-ide inovatif				
12	Saya membuat anggota organisasi penting antusias untuk ide-ide inovatif				
13	Saya mengimplementasikan ide inovatif menjadi sesuatu yang berguna				
14	Saya memperkenalkan ide-ide inovatif ke dalam lingkungan kerja dengan cara yang sistematis				
15	Saya mengevaluasi kegunaan ide-ide inovasi				
16	Saya memperhatikan masalah yang				

	bukan bagian dari pekerjaannya sehari-hari?					
17	Saya bertanya-tanya bagaimana hal-hal dapat ditingkatkan?					
18	Saya mencari tahu metode, teknik, atau instrumen kerja baru?					
19	Saya menghasilkan solusi asli untuk masalah?					
20	Saya menemukan pendekatan baru untuk melaksanakan tugas?					
21	Saya membuat anggota organisasi penting antusias untuk ide-ide inovatif?					
22	Saya mencoba meyakinkan orang untuk mendukung ide inovatif?					
23	Saya secara sistematis memperkenalkan ide-ide inovatif ke dalam praktik kerja?					
24	Saya berkontribusi pada implementasi ide-ide baru?					

Validity and Reliability

		VD1	VD2	VD3	VD4	VD5	VD6
VD1	Pearson Correlation	1	.755**	.692**	.623**	.595**	.688**
	Sig. (2-tailed)		0,000	0,000	0,000	0,001	0,000
	N	30	30	30	30	30	30
VD2	Pearson Correlation	.755**	1	.631**	.490**	.501**	.617**
	Sig. (2-tailed)	0,000		0,000	0,006	0,005	0,000
	N	30	30	30	30	30	30
VD3	Pearson Correlation	.692**	.631**	1	.806**	.696**	.628**
	Sig. (2-tailed)	0,000	0,000		0,000	0,000	0,000
	N	30	30	30	30	30	30
VD4	Pearson Correlation	.623**	.490**	.806**	1	.800**	.701**
	Sig. (2-tailed)	0,000	0,006	0,000		0,000	0,000
	N	30	30	30	30	30	30
VD5	Pearson Correlation	.595**	.501**	.696**	.800**	1	.893**
	Sig. (2-tailed)	0,001	0,005	0,000	0,000		0,000
	N	30	30	30	30	30	30
VD6	Pearson Correlation	.688**	.617**	.628**	.701**	.893**	1
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	
	N	30	30	30	30	30	30

Reliability Statistics (Visible Dissimilarities)	
Cronbach's Alpha	N of Items
0,924	6

Reliability Statistics (Cognitive Group Diversity)	
Cronbach's Alpha	N of Items
0,932	9

Reliability Statistics (Innovative Work Behaviour)	
Cronbach's Alpha	N of Items
0,912	10

APPENDIX V

Descriptive Analysis and Statistics

		FREQUENCY	PERCENTAGE
GENDER	Male	51	68,92%
	Female	23	31,08%
AGE	18 - 23	1	1,35%
	24 - 29	26	35,14%
	30 - 35	25	33,78%
	36 - 41	13	17,57%
	42 - 47	7	9,46%
	48 - 43	2	2,70%
EDUCATION	Without a Diploma	1	1,35%
	Vocational School (SMK)	7	9,46%
	High School (SMA)	8	10,81%
	Diploma (D3)	13	17,57%
	Bachelor's Degree (S1)	43	58,11%
	Master Degree (S2)	1	1,35%
	Specialization	1	1,35%
TENURE	<6 Months	7	9,46%
	6 Months - 1 Year	5	6,76%
	More Than 1 Year - 3	15	20,27%

	Years		
	More Than 3 Year - 5 Years	13	17,57%
	More Than 5 Year - 7 Years	9	12,16%
	More Than 7 Year - 9 Years	10	13,51%
	>9 Years	15	20,27%
ORGANIZATION AL POSITION	Accountant	1	1,35%
	Administration	10	13,51%
	Administrative Support	3	4,05%
	Head of Administration	1	1,35%
	Head of Branch	1	1,35%
	Head of Sales	1	1,35%
	Head of Warehouse	1	1,35%
	Human Resource	1	1,35%
	Manager	1	1,35%
	Marketing	7	9,46%
	Operator	1	1,35%
	Person in Charge of Medical Supplies	1	1,35%

	Salesman	31	41,89%
	Staff	6	8,11%
	Supervisor	7	9,46%
	Warehouse Operator	1	1,35%
DOMICILE	Bali	1	1,35%
	Bantul	2	2,70%
	Boyolali	5	6,76%
	Cilacap	1	1,35%
	Gunung Kidul	1	1,35%
	Karanganyar	1	1,35%
	Klaten	2	2,70%
	Kulon Progo	1	1,35%
	Prambanan	1	1,35%
	Semarang	1	1,35%
	Sleman	2	2,70%
	Solo	17	22,97%
	Sukoharjo	4	5,41%
	Yogyakarta	35	47,30%
ETHNICITY	Javanese	73	98,65%
	Kalimantan	1	1,35%
NATIONALITY	Indonesian	74	100%

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation	Categories
VD1	74	1.00	5.00	3,5135	1,08846	HIGH
VD2	74	1.00	5.00	3,3919	1,08309	MEDIUM
VD3	74	1.00	5.00	3,0000	1,19359	MEDIUM
VD4	74	1.00	5.00	3,1216	1,20447	MEDIUM
VD5	74	1.00	5.00	3,3378	1,19677	MEDIUM
VD6	74	1.00	5.00	3,3243	1,12394	MEDIUM
VD TOTAL				3,2815	1,1484	MEDIUM
Valid N (listwise)	74					
CGD1	74	2.00	5.00	4,2703	0,78159	VERY HIGH
CGD2	74	2.00	5.00	4,3649	0,75079	VERY HIGH

CGD3	74	2.00	5.00	4,2162	0,79846	VERY HIGH
CGD4	74	3.00	5.00	4,1486	0,78831	HIGH
CGD5	74	1.00	5.00	4,1351	0,84924	HIGH
CGD6	74	2.00	5.00	4,0135	0,83573	HIGH
CGD7	74	2.00	5.00	4,1216	0,77553	HIGH
CGD8	74	1.00	5.00	4,0135	0,89891	HIGH
CGD9	74	2.00	5.00	4,1216	0,82682	HIGH
CGD TOTAL				4,1561	0,811708889	HIGH
Valid N (listwise)	74					
IWB1	74	1.00	5.00	3,7432	1,0345	HIGH
IWB2	74	2.00	5.00	4,2568	0,75961	VERY HIGH
IWB3	74	2.00	5.00	4,3108	0,75717	VERY HIGH
IWB4	74	2.00	5.00	4,1081	0,80355	HIGH
IWB5	74	2.00	5.00	4,1351	0,74621	HIGH
IWB6	74	2.00	5.00	4,0270	0,81043	HIGH
IWB7	74	2.00	5.00	4,1081	0,82042	HIGH
IWB8	74	1.00	5.00	4,0405	0,83484	HIGH

IWB9	74	1.00	5.00	4,0000	0,87586	HIGH
IWB10	74	2.00	5.00	4,1216	0,81009	HIGH
IWB TOTAL				4,0851	0,8253	HIGH
Valid N (listwise)	74					
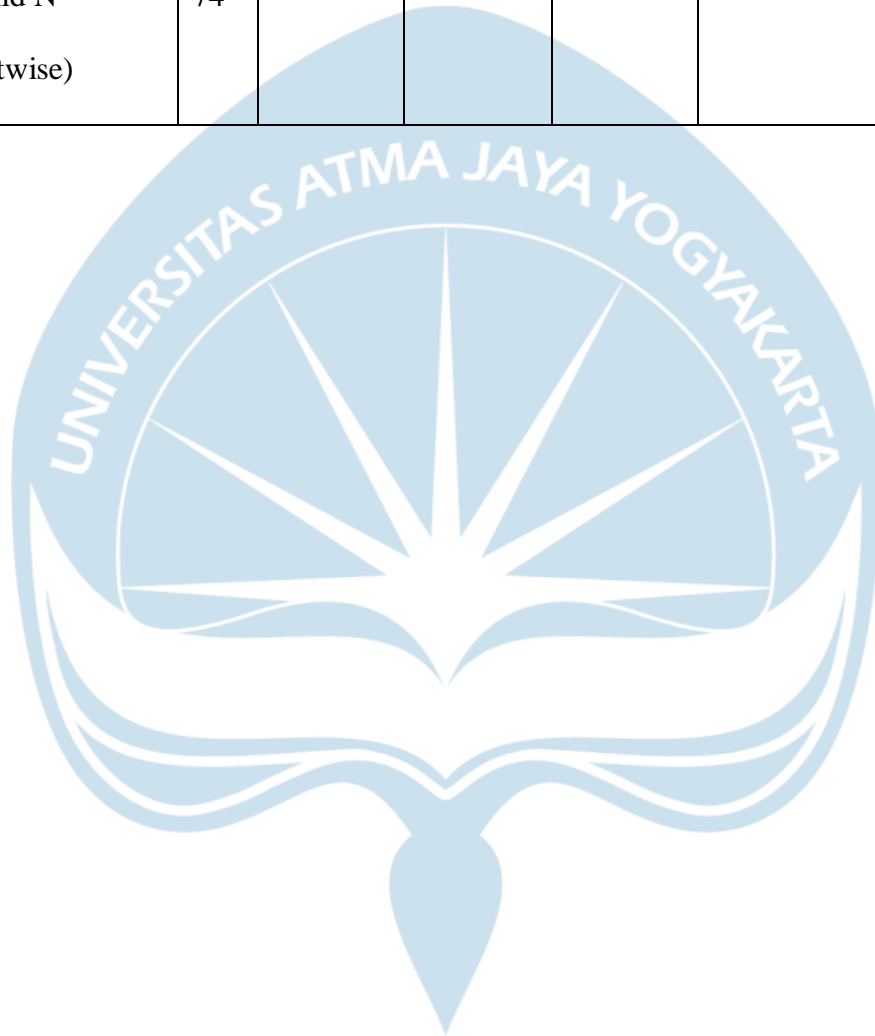
APPENDIX VI

Multiple Linear Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	CGDTOTAL, VDTOTAL[b]	.	Enter

a. Dependent Variable: IWBTOTAL

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812[a]	.660	.650	3.98990

a. Predictors: (Constant), CGDTOTAL, VDTOTAL

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2193.093	2	1096.546	68.881	<,001[b]
	Residual	1130.272	71	15.919		
	Total	3323.365	73			

a. Dependent Variable: IWBTOTAL

b. Predictors: (Constant), CGDTOTAL, VDTOTAL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.249	3.060		2.042	.045
	VDTOTAL	.146	.083	.124	1.755	.084
	CGDTOTAL	.950	.086	.780	11.081	<,001

a. Dependent Variable: IWBTOTAL

APPENDIX VII

t-table

cum. prob	$t_{.50}$	$t_{.75}$	$t_{.80}$	$t_{.85}$	$t_{.90}$	$t_{.95}$	$t_{.975}$	$t_{.99}$	$t_{.995}$	$t_{.999}$	$t_{.9}$
one-tail	0.50	0.25	0.20	0.15	0.10	0.05	0.025	0.01	0.005	0.001	0.000
two-tails	1.00	0.50	0.40	0.30	0.20	0.10	0.05	0.02	0.01	0.002	0.00
df											
1	0.000	1.000	1.376	1.963	3.078	6.314	12.71	31.82	63.66	318.31	636.
2	0.000	0.816	1.061	1.386	1.886	2.920	4.303	6.965	9.925	22.327	31.5
3	0.000	0.765	0.978	1.250	1.638	2.353	3.182	4.541	5.841	10.215	12.9
4	0.000	0.741	0.941	1.190	1.533	2.132	2.776	3.747	4.604	7.173	8.6
5	0.000	0.727	0.920	1.156	1.476	2.015	2.571	3.365	4.032	5.893	6.8
6	0.000	0.718	0.906	1.134	1.440	1.943	2.447	3.143	3.707	5.208	5.9
7	0.000	0.711	0.896	1.119	1.415	1.895	2.365	2.998	3.499	4.785	5.4
8	0.000	0.706	0.889	1.108	1.397	1.860	2.306	2.896	3.355	4.501	5.0
9	0.000	0.703	0.883	1.100	1.383	1.833	2.262	2.821	3.250	4.297	4.7
10	0.000	0.700	0.879	1.093	1.372	1.812	2.228	2.764	3.169	4.144	4.5
11	0.000	0.697	0.876	1.088	1.363	1.796	2.201	2.718	3.106	4.025	4.4
12	0.000	0.695	0.873	1.083	1.356	1.782	2.179	2.681	3.055	3.930	4.3
13	0.000	0.694	0.870	1.079	1.350	1.771	2.160	2.650	3.012	3.852	4.2
14	0.000	0.692	0.868	1.076	1.345	1.761	2.145	2.624	2.977	3.787	4.1
15	0.000	0.691	0.866	1.074	1.341	1.753	2.131	2.602	2.947	3.733	4.0
16	0.000	0.690	0.865	1.071	1.337	1.746	2.120	2.583	2.921	3.686	4.0
17	0.000	0.689	0.863	1.069	1.333	1.740	2.110	2.567	2.898	3.646	3.9
18	0.000	0.688	0.862	1.067	1.330	1.734	2.101	2.552	2.878	3.610	3.9
19	0.000	0.688	0.861	1.066	1.328	1.729	2.093	2.539	2.861	3.579	3.8
20	0.000	0.687	0.860	1.064	1.325	1.725	2.086	2.528	2.845	3.552	3.8
21	0.000	0.686	0.859	1.063	1.323	1.721	2.080	2.518	2.831	3.527	3.8
22	0.000	0.686	0.858	1.061	1.321	1.717	2.074	2.508	2.819	3.505	3.7
23	0.000	0.685	0.858	1.060	1.319	1.714	2.069	2.500	2.807	3.485	3.7
24	0.000	0.685	0.857	1.059	1.318	1.711	2.064	2.492	2.797	3.467	3.7
25	0.000	0.684	0.856	1.058	1.316	1.708	2.060	2.485	2.787	3.450	3.7
26	0.000	0.684	0.856	1.058	1.315	1.706	2.056	2.479	2.779	3.435	3.7
27	0.000	0.684	0.855	1.057	1.314	1.703	2.052	2.473	2.771	3.421	3.6
28	0.000	0.683	0.855	1.056	1.313	1.701	2.048	2.467	2.763	3.408	3.6
29	0.000	0.683	0.854	1.055	1.311	1.699	2.045	2.462	2.756	3.396	3.6
30	0.000	0.683	0.854	1.055	1.310	1.697	2.042	2.457	2.750	3.385	3.6
40	0.000	0.681	0.851	1.050	1.303	1.684	2.021	2.423	2.704	3.307	3.5
60	0.000	0.679	0.848	1.045	1.296	1.671	2.000	2.390	2.660	3.232	3.4
80	0.000	0.678	0.846	1.043	1.292	1.664	1.990	2.374	2.639	3.195	3.4
100	0.000	0.677	0.845	1.042	1.290	1.660	1.984	2.364	2.626	3.174	3.3
1000	0.000	0.675	0.842	1.037	1.282	1.646	1.962	2.330	2.581	3.098	3.3
z	0.000	0.674	0.842	1.036	1.282	1.645	1.960	2.326	2.576	3.090	3.2
	0%	50%	60%	70%	80%	90%	95%	98%	99%	99.8%	99.9
						Confidence Level					

APPENDIX VIII

F-table, for α= 0.05

d_2	10	12	15	20	24	30	40	60	120	inf
1	241.9	243.9	245.9	248.0	249.1	250.1	251.1	252.2	253.3	254.3
2	19.4	19.41	19.43	19.45	19.45	19.46	19.47	19.48	19.49	19.5
3	8.79	8.74	8.70	8.66	8.64	8.62	8.59	8.57	8.55	8.53
4	5.96	5.91	5.86	5.80	5.77	5.75	5.72	5.69	5.66	5.63
5	4.74	4.68	4.62	4.56	4.53	4.50	4.46	4.43	4.40	4.36
6	4.06	4.00	3.94	3.87	3.84	3.81	3.77	3.74	3.70	3.67
7	3.64	3.57	3.51	3.44	3.41	3.38	3.34	3.30	3.27	3.23
8	3.35	3.28	3.22	3.15	3.12	3.08	3.04	3.01	2.97	2.93
9	3.14	3.07	3.01	2.94	2.90	2.86	2.83	2.79	2.75	2.71
10	2.98	2.91	2.85	2.77	2.74	2.70	2.66	2.62	2.58	2.54
11	2.85	2.79	2.72	2.65	2.61	2.57	2.53	2.49	2.45	2.40
12	2.75	2.69	2.62	2.54	2.51	2.47	2.43	2.38	2.34	2.30
13	2.67	2.60	2.53	2.46	2.42	2.38	2.34	2.30	2.25	2.21
14	2.60	2.53	2.46	2.39	2.35	2.31	2.27	2.22	2.18	2.13
15	2.54	2.48	2.40	2.33	2.29	2.25	2.20	2.16	2.11	2.07
16	2.49	2.42	2.35	2.28	2.24	2.19	2.15	2.11	2.06	2.01
17	2.45	2.38	2.31	2.23	2.19	2.15	2.10	2.06	2.01	1.96
18	2.41	2.34	2.27	2.19	2.15	2.11	2.06	2.02	1.97	1.92
19	2.38	2.31	2.23	2.16	2.11	2.07	2.03	1.98	1.93	1.88
20	2.35	2.28	2.20	2.12	2.08	2.04	1.99	1.95	1.90	1.84
21	2.32	2.25	2.18	2.10	2.05	2.01	1.96	1.92	1.87	1.81
22	2.30	2.23	2.15	2.07	2.03	1.98	1.94	1.89	1.84	1.78
23	2.27	2.20	2.13	2.05	2.01	1.96	1.91	1.86	1.81	1.76
24	2.25	2.18	2.11	2.03	1.98	1.94	1.89	1.84	1.79	1.73
25	2.24	2.16	2.09	2.01	1.96	1.92	1.87	1.82	1.77	1.71
26	2.22	2.15	2.07	1.99	1.95	1.90	1.85	1.80	1.75	1.69
27	2.20	2.13	2.06	1.97	1.93	1.88	1.84	1.79	1.73	1.67
28	2.19	2.12	2.04	1.96	1.91	1.87	1.82	1.77	1.71	1.65
29	2.18	2.10	2.03	1.94	1.90	1.85	1.81	1.75	1.70	1.64
30	2.16	2.09	2.01	1.93	1.89	1.84	1.79	1.74	1.68	1.62
40	2.08	2.00	1.92	1.84	1.79	1.74	1.69	1.64	1.58	1.51
60	1.99	1.92	1.84	1.75	1.70	1.65	1.59	1.53	1.47	1.39
120	1.91	1.83	1.75	1.66	1.10	1.55	1.50	1.43	1.35	1.25
inf	1.83	1.75	1.67	1.57	1.52	1.46	1.39	1.32	1.22	1.00