

Appendix B

Pearson Correlation Matrix between Selected Characteristics and Job Performance

	<i>y</i>	<i>X</i> ₁	<i>X</i> ₂	<i>X</i> ₃	<i>X</i> ₄	<i>X</i> ₅	<i>X</i> ₆	<i>X</i> ₇	<i>X</i> ₈	<i>X</i> ₉	<i>X</i> ₁₀	<i>X</i> ₁₁	<i>X</i> ₁₂	<i>X</i> ₁₃
<i>y</i>	1													
<i>X</i> ₁	0.179	1												
<i>X</i> ₂	0.548**	0.238*	1											
<i>X</i> ₃	0.078	-0.020	0.016	1										
<i>X</i> ₄	0.083	0.789**	0.221	-0.046	1									
<i>X</i> ₅	0.168	0.985**	0.229	-0.035	0.790**	1								
<i>X</i> ₆	0.525**	-0.001	0.309**	0.139	-0.032	0.010	1							
<i>X</i> ₇	-0.157	0.050	-0.213	-0.017	0.119	0.050	-0.034	1						
<i>X</i> ₈	0.332**	-0.120	0.321**	0.086	-0.071	-0.138	0.333**	-0.004	1					
<i>X</i> ₉	0.224	0.109	0.192	-0.212	0.148	0.107	0.225	0.263*	0.245*	1				
<i>X</i> ₁₀	0.163	0.067	0.290*	-0.056	0.123	0.083	0.231	0.085	0.072	0.625**	1			
<i>X</i> ₁₁	0.339**	0.156	0.411**	0.028	0.098	0.148	0.298*	0.050	0.358**	0.525**	0.441**	1		
<i>X</i> ₁₂	0.648**	0.191	0.405**	0.104	0.197	0.195	0.370**	0.034	0.315**	0.485**	0.224	0.424**	1	
<i>X</i> ₁₃	0.719**	0.142	0.553**	-0.001	0.172	0.153	0.505**	0.077	0.471**	0.615**	0.492**	0.613**	0.744**	1

** Correlation is significant at the 0.01 level, * Correlation is significant at the 0.05 level.

Legends:

Age	=	<i>X</i> ₁	Managerial orientation	=	<i>X</i> ₈
Additional education	=	<i>X</i> ₂	Psychological strain	=	<i>X</i> ₉
Family size	=	<i>X</i> ₃	Affective commitment	=	<i>X</i> ₁₀
Annual family income	=	<i>X</i> ₄	Self-efficacy	=	<i>X</i> ₁₁
Service tenures	=	<i>X</i> ₅	Job satisfaction	=	<i>X</i> ₁₂
Job facilities	=	<i>X</i> ₆	Work design	=	<i>X</i> ₁₃
Professional training need	=	<i>X</i> ₇	Job performance	=	<i>y</i>