

Appendix C

Spearman Rank Correlation Matrix between Selected Characteristics and Job Performance

	y	X_1	X_2	X_3	X_4	X_5	X_6	X_7	X_8	X_9	X_{10}	X_{11}	X_{12}	X_{13}
y	1													
X_1	0.222	1												
X_2	0.516**	0.258*	1											
X_3	0.074	0.009	0.043	1										
X_4	0.147	0.821**	0.285*	-0.043	1									
X_5	0.200	0.965**	0.224	0.004	0.814**	1								
X_6	0.486**	0.015	0.214	0.023	-0.021	0.035	1							
X_7	-0.136	0.056	-0.147	-0.007	0.095	0.056	-0.060	1						
X_8	0.339**	-0.064	0.315**	0.085	-0.062	-0.076	0.319**	-0.032	1					
X_9	0.231*	0.096	0.200	-0.178	0.127	0.063	0.203	0.261*	0.218	1				
X_{10}	0.216	0.100	0.307**	0.014	0.133	0.092	0.241*	0.112	0.169	0.635**	1			
X_{11}	0.325**	0.135	0.369**	-0.016	0.107	0.111	0.243*	0.042	0.310**	0.530**	0.473**	1		
X_{12}	0.651**	0.208	0.450**	0.066	0.268*	0.203	0.339**	0.034	0.363**	0.471**	0.268*	0.433**	1	
X_{13}	0.695**	0.156	0.553**	-0.029	0.213	0.148	0.446**	0.078	0.462**	0.602**	0.508**	0.630**	0.760**	1

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

Legends:

Age	=	X_1	Managerial orientation	=	X_8
Additional education	=	X_2	Psychological strain	=	X_9
Family sizes	=	X_3	Affective commitment	=	X_{10}
Annual family income	=	X_4	Self-efficacy	=	X_{11}
Service tenures	=	X_5	Job satisfaction	=	X_{12}
Job facilities	=	X_6	Work design	=	X_{13}
Professional training need	=	X_7	Job performance	=	y