

Willpower of Retentive Factors in Job Level and Recital Human Resource Management in Project

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Abstract

This research will focus on the “Willpower Of Retentive Factors In Job Level And Recital Human Resource Management In Project”, it's based differences in project human resource management as an application of the John Bauknecht (2008) study “Embattled Worker Retention: Performance-Based and Job-Related Differences in Reported Reasons for Staying” in the various production and engineering industrial projects of southern Punjab considering Project Human Resource Management as a fundamental basic function of project administration.

This study has its importance in life of a student from different aspects. As for as this study is part of students degree award. It helps students to gain a practical knowledge of the organization and compare it with the theoretical knowledge gained during the four years course of study. Personally this study helped me recognize my abilities and suitability to work in industrial sector of Punjab.

Keywords: Job performance, job retention factors

1. Introduction and Overview

In Punjab industries employment is considerable formal and desirable sufficient value of organization wealth. Researcher have could be found to fill them in the previous result of worker performance by ranking as well. Moreover, once employed, workers would often employ their entire careers in those jobs.

Correspondingly workers were loyal to their establishments and continued often on the job until their withdrawal. As a result of this, proprietors were loyal to their teams by taking care of them in a more authoritarian way. Grippingly, while today's organizations are indeed changed, the challenge of retention is growing. Industrial workers retention factors refers to an organization's efforts to keep in employment those workers of whom the organization has a positive evaluation in industries, who would generally only leave the organization through voluntary letter of resignation (Mangel 2001). Thus, employers need to retain their high recitalists who have acquaintance and skills that are critical for the organization to maintain a competitive improvement.

Netswera et al. (2005) suggest that retention factors encouragement the revenue intentions of workforces (i.e. their intent to leave the organization) and should be well-thought-out in the design of retention strategies. While the reputation of worker retention to organizational effectiveness and proficiency is clear, there is currently no single framework that guides examination and run-through (Cerdy & Langnick-Hall 2011).

Unrelatedly of which imaginary model is well-thought-out, there are situations in which voluntary worker turnover may be unavoidable and beyond the control of supervision (Dalton, Todor & Krackhardt 1982). Subsequently, the focus of this study was on factors that administration can rheostat and that may influence workers to outing with the organization. The purpose of Project Human Resource Management is to ensure that the project has sufficient human resources sectors in Punjab, with the correct skill sets and experience, for the project to be efficaciously completed. It not only aimed at induction of the skilled and right human resource for the Project but also word of retention of these hominoid resource for the effective maintenance of the projects also comes under Project Human Resource Administration.

1.1 Significance of Study

The significance of this study was to inaugurate that operative retention has a momentous role on job presentation. Thus, there is the requirement to afford career psychotherapy, drill, career advancement and progress for workers in the Brewery Industry. Additionally, the study generates concentration from the wider standpoint of worker preservation and is of actual interest to person's disturbed Punjab industries with job presentation in Accra Brewery Partial. The findings of this study will help to provide a foundational basis for the work in the area of unindustrialized competitive pay and reimbursements package for the workforces of Accra Brewery Ghana Limited. (unindustrialized retention approaches that will have positive effect on job presentation)he study will help employers to contrivance programs such as flexible waged appointments and administrator exercise initial to reduce professional attitude in

Punjab industries.

1.2 Job Performance and Levels Effects

In the context of the present study, job characteristics refer to the helpful aspects of the job. Job appearances may include varied work, openings to solve inspiring problems, openings to work with the best people, independence, flexibility and being able to pursue thought-provoking projects (Dackel, 2003). Job appearances that lead to feelings of increased competence and relevance of work were found to increase the maintenance of workers (Döckel, 2003).

Providing workers with sufficient training by retention factors and their opportunities should be viewed as an essential speculation strategy for worker growth and enlargement (Daekel, 2003; Kraimer). This practice constitutes an important part of the organization's accomplishment of the unceremonious contract between itself and workers, which deepens workers' sense of attachment to the organization (Bergiel et al., 2009). With the job embeddedness construct, training and enlargement occasions should improve the fit between the underling and the job, as well as characterize a sacrifice that must be knowledgeable if the worker chooses to take assignation elsewhere (Machall et al., 2001).

According to Ostaraker (2002), the worker retention factors and their satisfaction level for the worker's in industries are considered the Cornerstone for success of industries. Past study divided it into social, rational or physical Width. The syndicate is based on social contacts at works, entrances of the work task or the physical and material surroundings associated with work. The withholding factors of the mental dimension are work physiognomies, workers are retaining by flexible tasks where they can use their knowledge and see the results of their efforts. The social measurement refers to the contact workforces have with other people, both center and peripheral.

The physical dimension consists of working environments and pay Van Kappenberg (2000), recommended that worker become more loyal and stay in the organization when they identify themselves within a group and underwrite to the performance as a group. This submission relies on work performed by Locke and the goal background theory he developed. The goal is team presentation and the individual feeling part of the group. The focus of Locke was on the goal, but in order to reach the goal one must assistant oneself with the group and commission. Glen (2006), describes another background manager can use when collaborative with its workers to know that the cause of retention consist of nine different predictors; executive processes, role challenge, values, work, life balance, information, stake/leverage/acknowledgement, administration, work environment and product or service.

According to Fitznes (2000) predictable that only one factor is not accountable in administration of worker's preservation, but there is numerous factors predisposed in worker's maintenance which need to manage harmoniously i.e. compensation & rewards, job security, training & developments, supervisor support culture, work environment and suggestion justice etc. Consequently, association utilizes extensive range of human resource management factors influence in worker assurance and maintenance (Stein, 2000; Beck, 2001;

Clarke, 2001; in worker retention the Parker and Wright, 2001). This study also have unprejudiced to find out the factors which is more influence in workforces retention, for this purpose these factors are categorized into legislative factor i.e. supervisor support, managerial justice, organization image and work environment and Human resource factors i.e. worker value match, training & enlargement, remuneration & reward, job security and workers advancement aspect.

1.3 Statement of the Problem

The fast-paced industrial changes that have transpired, and will remain to occur, in the marketable atmosphere have also surfaced in the retention factors municipal.

1.3.1 Performance Problems

- Job level performance and their duties are affected by the time necessary to deal with the attitude problem of industrial management skills.
- Routine improvement negotiations become unsatisfying urgings and debates
- Spell spent with the arrogance problems takes administrators away from workforces who want to improve
- Executive's enthusiasm is moderated after working with this badly-behaved worker
- Uncertainty not addressed, the attitude can become transmissible and infect an complete industrial department
- Individuals are reluctant to discourse the problem because of this person's quarrelsome countryside of entire industries of Punjab.
- Efficiency is exaggerated because other workers refuse to work with this arrogance badly-behaved industries of Punjab.
- Individuals walk on "coverings" around this underling afraid they will blow up if slighted
- This insolence problem is causing other personnel to call in sick, application a allocation or quit of worker performance by level of rank.
- Regulars, customers or other administrators request this person not slog with their people
- Supervisors have not received supervision skills retention factors or hominoid resources retention factors

1.3.2 Retention Factors Deliverables

- Recover worker presentation and morale by plummeting workplace conflict
- Intensification supervisory consistency and usefulness in handling attitude difficulties
- Improve efficiency and efficiency by determining attitude problems

- Create more communication and collaboration between workforces
- Thwart emotionally emotional situations from becoming unsatisfying, energy strenuous urgings
- Increase self-assurance and comfort level of supervisors in dealing with difficult workforces
- Distinguish and apprehend the most communal causes of attitude complications
- Advance assertive rejoinder plans for difficult types of people and dispositions
- Regulate when it is safe to begin the formal chastisement process and how to safely document "bad arrogance" Deal with workers who deny difficulties and try to blame everybody else
- Prevent attitude complications by creating a encouraging work temperature.
- Generate effective routine and behavior turn-around strategies
- Be nonaggressive and smart when haughtiness problems may stem from aggravation, outmoded or age variations
- Positive government retention factors to conversion insolence.

1.4 Retention Factors and Development Objectives

There has been much work done in the past aimed at determining the explanations resulting in workforces to quit their jobs or change officialdoms (e.g., Griffeth, Hom, & Gaertner, 2000), nevertheless, very little is notorious so far approximately the variables encouraging the workers to stay with their institute.

In this study, we will not only define the factors encouraging employee maintenance but also observe employees at different job levels and performance, and examine how these retention factors differ for high performers and those at different levels of the association within any development (Griffeth & Hom, 2001) The principal objective of retention factors and development division in department is to make sure the availability of a skilled and willing workforce to an industrial organization Punjab. In addition to that, there are four other objectives of Individual, Organizational, Functional, and Societal.

Individual objectives – Help workers in achieving their personal goals, which in turn, enhances the individual contribution to an organization.

Organizational objectives – Assist the organization with its primary objective by bringing individual effectiveness.

Functional objectives – Maintain the department's contribution at a level suitable to the organization's needs.

Societal objectives – Ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

1.5 Scope of Study

This study emphasis in the following scope:

- To basically identify the employees retention factors with 12 different level of satisfaction on industrial sectors job.
- This study is accommodating to that pure industrial environment for proper research.
- It is helpful to identify the employer's level of retention factors by job level and upward and downward strategies.
- This study is helpful to the association for categorizing the area of disappointment of job of the workforces.
- This study services to variety a executive pronouncement to the establishment.

2. Literature Review

Retention factors in job level also has a significant effect on worker presentation. Firms can develop and enhance the quality of the current workers by providing all-inclusive exercise and expansion. Indeed, research indicates that savings in retention factors in problem-solving, teamwork and relational relations result in beneficial firm level conclusions (Russell, Terberg, & Powers, 1985; Bartel, 1994; Cianni & Wnuck, 1997; Ettington, 1997; Barak, Maymon, & Harel, 1999). In a rare organization level study, Russel et al., (1985) found that retention factors was interrelated with sales volume per underling and store image in a sample of retail outlet supplies.

In the retaining factors, and level of related job performance directly effects companies performance with 12 or more retention factors, sometime it created big flaws between performance and job level. Firms can develop and enhance the quality of the current personnel by providing all-inclusive retention factors and expansion by different retention factors. Research indicates that performance and different job level in problem-solving, decision-making, teamwork, and interpersonal families result in advantageous firm level conclusions (Russell, Terberg, & Powers, 1985; Bartel, 1995; Cianni & Wnuck, 1998; Ettington, 1998; Barak, Maymon, & Harel, 1999).

Effective retention factors programs are organized and continuous. In other words, retention factors must be viewed as long term process, not just an infrequent and or slapdash events of different industrial environments. By this industrial organizations make massive effective force on the workers and created the system for the workers. With high retention factors which is promote the skills and mentally retraction to the workers. High performers will cite retention factors that indicate low desirability of movement (i.e., advancement opportunities, constituent attachments, extrinsic rewards, flexible work arrangements, job satisfaction, location, non-work influences, organizational commitment, organizational justice, and organizational prestige) at a higher rate than low performers. Low performers will cite factors that reflect low ease of movement (i.e., investments, lack of alternatives) at a higher rate than high performers and to sustain them in the organization. In today's industrial sectors

investment situation only high salary and description is not significant for workers to retain them in the organization, but others factors also play imperative role in their retention. The intent of this research is to how the administrations retain the talented workers in the association focusing on the factors i.e. career development, leave policy, management style, work environment, remuneration & rewards, Organization Justice, and performance appraisal, and this research also helpful to know the deterrent that why workers leave the organization.

The successful and prosperous future of an organization is dependent on its skilled, knowledgeable culture and worker satisfaction with different level of job and ranking. That is why retention factors is a fundamental and effectual and instrument in successful accomplishment of the Punjab industries goals and ideas. Retention factors of worker not only improve them resourcefully, but also gives them resourcefully, but also gives them a chance to learn their job virtually and perform it more competently hence increasing Punjab industries' productivity. Retention factors design refers to the degree to which the retention factors has been designed and delivered in such a way that provides trainees the ability to transfer learning back to the job (Halton, 2000).

By the observed that exploration directed at building an exigency model of transfer-oriented retention factors intervention design would provide information important for developing retention factors atmospheres more conducive to encouraging transfer in terms of efficiency usefulness. Identification of retention factors needs, design and implementation of retention factors programmer, transmission of training, and evaluation of programmer benefits are key activities (Krishnaveni & Sripirabaa, 2008) in addition to studying wide-ranging retention factors variables such as types of training, selection of beginners, selection criteria, evaluation appliances etc.

The relationship between skill acquisition and job satisfaction is not forthright. First, there is the distinction between general and detailed skills. The portability of general skills may raise job satisfaction as it is easier to move to other jobs where consummation is higher. In contrast, specific skills bind the worker to the Punjab industries and may reduce consummation by creating a barrier to exit as workers will lose a portion of the return on such skills if they move. The same authors (1999) found that over-educated graduates had significantly lower job satisfaction than those who were in graduate-level jobs by different retention factors.

In one of the new studies to focus on skilling Allen and van der Velden (2001) differentiated between education and skill mismatches, finding only a weak relationship between the two. Importantly, they found a significant negative relationship between skill mismatch and job satisfaction, while the link between educations mismatch and job satisfaction was insignificant. Bauer (2004), using the European Survey on Working Conditions covering all EU member states, found that involvement of workers in High Performance Work Organisations (HPWOs) (Note 1) was associated with higher job satisfaction. Further, a skill index, derived from information on the number of days of retention factors paid for or provided by the employer had, with the UK being an exception, a positive and significant effect on the 15 countries overall. (Note 2)

Retention factors may influence workplace workers performance directly by raising output

per worker or be measured tortuously through its impact on the wage on the postulation that this is equal to the marginal productivity of labor.

However, this will not be the case if there are imperfections in the product or labor marketplaces. Dearden et al. (2006) were able to measure the impact on efficiency directly using a panel of British industries over the period 1984 to 1997.

They found that a one percentage point increase in retention factors was associated with an increase in value added per hour of about 0.6 per cent, but an increase in wages of only 0.3 per cent consistent with employer monopoly power in the labor market, so that using wages as a proxy for productivity of worker's productivity.

However, correlation does not always imply causation and most of the studies cited by Locke used simple univariate analysis and do not undertake more sophisticated multivariate analysis. In one of the seminal papers on job satisfaction, Freeman (1978) was one of the first economists to analyzed the connection between quits and job satisfaction. Based on panel data from two different US sources, the National Longitudinal Survey (NLS, 1966-1971) and the Michigan

3. Methodology

In the research data were conducting by questionnaires' expected designed which is already distributed in four parameter with two hypothesis. During research it with help of different advisor and representative interviewers, different interviewers have respond different point and discuss the basic experience in different organization fields. The main objective of research is to find out the truth which is hidden and which has not yet been known in job performance and their effects according to job performance and their different level in jobs. Although each research study has its own specific purpose, research objectives may be considered to be falling into the following categories:

- In case of exploratory research conducting data as for new insights and achieving targets with level of jobs and their performance.
- In second step, with help of interviewers test hypothesis of causal relationship between/among described synopsis, especially level in job variables of different companies.
- In third step conduct data with portray of organization accurately the characteristics of a particular situation, individual or a group of members.

3.1 Methods and Technique

In Research method researcher refers to all those methods/techniques that were used for conducting a research with different tools and scales. Research methods or techniques thus refer to the methods and tools the researchers use in performing research operations according to described scale and nature of questions.

These methods and techniques fall in categories:

- Researcher methods used for selection of samples and collection of data from representative interviewers from the different areas of Punjab.
- Researcher have distributed the questions area according the research framework.
- Researcher used statistical techniques and scale of analysis used for establishing relationships among the relevant variables.
- Researcher used for evaluating the accurateness of the results obtained by significant figures and facts.

3.2 Developing Working Hypothesis During Conducting Research

In the research the basic role of hypothesis to determine the basic view of research and track. It indicate the facts of finding and analysis in environment according to research questions.

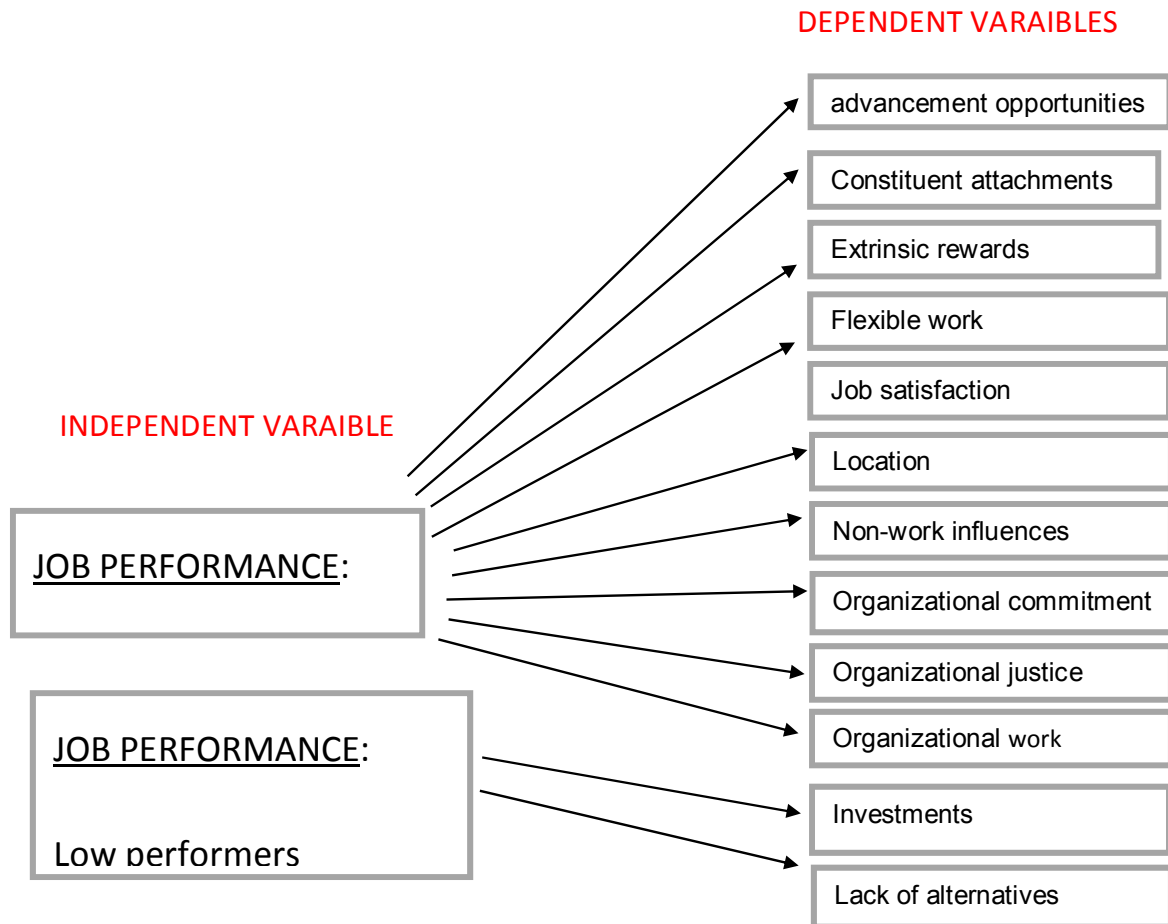
Hypothesis 1: High performers will cite retention factors that indicate low desirability of movement (i.e., advancement opportunities, constituent attachments, extrinsic rewards, flexible work arrangements, job satisfaction, location, non-work influences, organizational commitment, organizational justice, and organizational prestige) at a higher rate than low performers. Low performers will cite factors that reflect low ease of movement (i.e., investments, lack of alternatives) at a higher rate than high performers

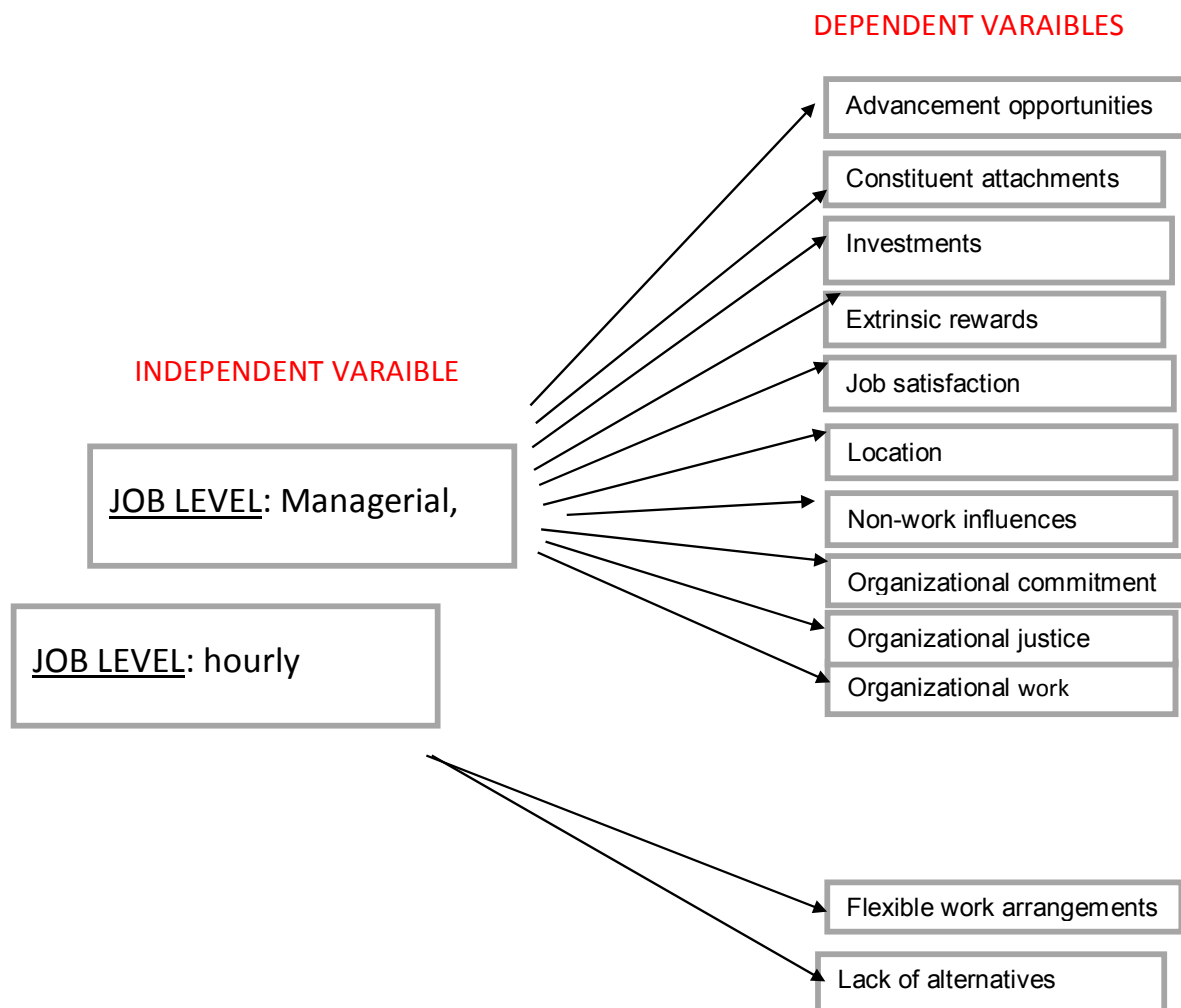
Hypothesis 2: Hourly employees are expected to cite transactional retention factors (i.e., extrinsic rewards, flexible work arrangements) at a higher rate than managerial and professional employees. Managerial and professional employees are expected to cite relational factors (i.e., advancement opportunities, constituent attachments, job satisfaction, organizational commitment, organizational justice, and organizational prestige) at a higher rate than hourly employees.

3.3 Preparing the Research Design

The research was designed in two groups and then each group have distributed in two sub groups. In which each sub group have ten and two different parameters. Like in job performance reliability factor with high and low and then in high performance advancement opportunities, constituent attachments, extrinsic rewards, flexible work arrangements, job satisfaction, location, non-work influences, organizational commitment, organizational justice, organizational prestige effects. Also in low performance investments, lack of alternatives) at a higher rate than high performers.

Same as like that in job level the sub groups have distributed ten and two sub parameters. Likes in advancement opportunities, constituent attachments, job satisfaction, organizational commitment, organizational justice, and organizational prestige, and extrinsic rewards, flexible work arrangements factors of high and low job level.





3.4 Data Sources

In the research, the study of data was distributed questionnaire in 12 statement of job level of performance and 12 retention factors of job level high and low performance. In addition to demographic view taking information about the field as well. According to research design data taking from the industrial area of southern Punjab. The study have also determine the following

- Southern area of industries
- Northern area of industries
- Small industries and joint enterprises

3.5 Data Collection Techniques

In the research questionnaire were formulated as a data collection tool by different parameter of job performance and job level. In addition to demographic information taking from the corporate sectors as well, dependent and independent variable in two groups of research. There was following steps below

- Distribute the groups of industries along with parameters
- Industries were selected according to job performance and level of job
- Distribute the industrial department according to advancement opportunities, constituent attachments, extrinsic rewards, flexible work arrangements, job satisfaction, location, non-work influences, organizational commitment, organizational justice, and organizational prestige effects.
- Same as above distribute the criteria of research lack of performance.

3.6 Sampling techniques

Sample Size: Minimum sample size will be 1000, including employees irrespective of age or gender, working with different industrial different departments in research period of 2013-14 and also conducted data from small enterprise additionally for variability factors of dependent variables.

3.7 Data Analysis and Interpretation

In the data analysis result will be compiled by using SPSS and frequency counting by excel as well. The results will be assessed by statically test and analyzed by applying Analysis of Variance (ANOVA) with liner and quadratic. Analysis will be proceed by Cronbach alpha reliability test of job performance and then job level and their effects. Then directly will find out the actual frequency level of each question in job performance and their sub component. At the end of each parameter individually check the reliability and then by coss-tab frequency distribution calculate the chi-square individually along with job level each parameter.

However, with individually ANOVA both result will define the actual reliability consistency of job performance with 12 retention factors and 12 statement factors of level of performance, also individually interpretation of sum of square of each test in within and in-between groups.

3.8 Ethical Considerations

1. Basically to find out the job performance level with different intention factors.
2. Departmentalization procedure and effects their job performance level.
3. Impact of high job performance as level low job performance
4. Ranking of level also determine with different scale of productivity of firm.
5. Comprehensive organization change in policies and rule regulation.
6. Effects of managerial structure and their performance.

3.9 Questionnaires

According to framework researcher have designed questionnaires.

1. I love the job and I have lots of fun;
2. I believe the pay, benefits, and bonus incentives are competitive compared to other

companies

3. The people I work with are like family to me
4. I believe in loyalty to the company that hired me
5. I believe in loyalty to the company that hired me
6. Company is highly respected; the rest of the town usually follows what my company does
7. I can't find another job; I received no other job offers while looking for work
8. have been here for so long, I don't want to start over; I have many years invested
9. This company offers me the chance to move up; I see the potential and I see a future here;
10. The company cares what its' employees think and lets us give input / I am satisfied with the company policy and procedures
11. I like the flexible work hours
12. I stay employed here because I want a better life for my child/My schedule allows a very nice home life

4. Finding and Analysis

In the last step of formulating the research design of job performance and job level specification have distributed in two parameter according to above hypothesis, I have discussed how I will analyze the data which is obtained from the filled questionnaire by respondents in different area. After the data are collected through questionnaire from the different area, I have assigned codes to each answer which is determining through respondents responses. Relationship between job performance and job level is analyzed by chi-square techniques along with cross tab relation among job performance and questionnaires. To check the data reliability and validity SPSS software will be used and to find out relationship correlation & cross tabulation test will be run.

4.1 Cronbach's Alpha Reliability Statistics

Table 1. Case processing of Cronbach's Alpha

Case Processing Summary			
		N	%
Cases	Valid	1000	100.0
	Excluded ^a	0	.0
	Total	1000	100.0

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

Table 2. Reliability statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.822	10

The overall Cronbach alpha is 0.822 which is reliability coefficient considered acceptable and represents the degree of internal consistency among a set questionnaire item. The item – total statistics table represents that the Cronbach alpha if the 1st question deleted it will drop the overall Cronbach alpha .744 with the removal of lack of alternatives and investment questions like in low performance and it will increase the overall reliability of the questionnaire, however it increases the Cronbach alpha value from .744 to .822. This is 7.8% increase as comparatively form the normal record of Cronbach's alpha. According to hypothesis the result have been distributed in two parameters. In first step the high performance High performers will cite retention factors that indicate low desirability of movement (i.e., advancement opportunities, constituent attachments, extrinsic rewards, flexible work arrangements, job satisfaction, location, non-work influences, organizational commitment, organizational justice, and organizational prestige) at a higher rate than low performers. Low performers will cite factors that reflect low ease of movement (i.e., investments, lack of alternatives) at a higher rate than high performers.

4.2 Job Satisfaction

Table 3. Ranking of job satisfaction

Cross tab Q1		Ranking of Job satisfaction					Total
Remarks	Outstanding	High successful	Successful	Marginal	Need Improvement		
Job-Satisfaction	No	76	83	73	66	72	370
		20.5%	22.4%	19.7%	17.8%	19.5%	100.0%
	Yes	137	125	117	125	126	630
		21.7%	19.8%	18.6%	19.8%	20.0%	100.0%
	Total	213	208	190	191	198	1000
		21.3%	20.8%	19.0%	19.1%	19.8%	100.0%

In the job satisfaction the question have shown the outstanding result 20.5% out of 370 participants individually. 22.4% in high successful with 83, which is more than 2.4% as comparatively outstanding results. However the result shows the high successful rate in case of “No” and in case of “Yes” 137 outstanding participant have accepted the level of performance with all depended variable but in same as above in high successful is 125, its 3.7% as comparatively outstanding. This is more than 3% in high successful. In marginal and need improvement 1.2% in case of “Yes” and 1.7% more than from marginal to need improvement. The retention of high performance based advancement opportunities, constituent attachments, extrinsic rewards, flexible work arrangements, job satisfaction, location, non-work influences, organizational commitment, organizational justice, and organizational prestige in dependent variables from which job satisfaction is 61 out of 1000, and 21.7% out of 630 participants. Therefore the result shows the high performance dependent variable of job satisfaction.

4.2.1 Graphical Justification

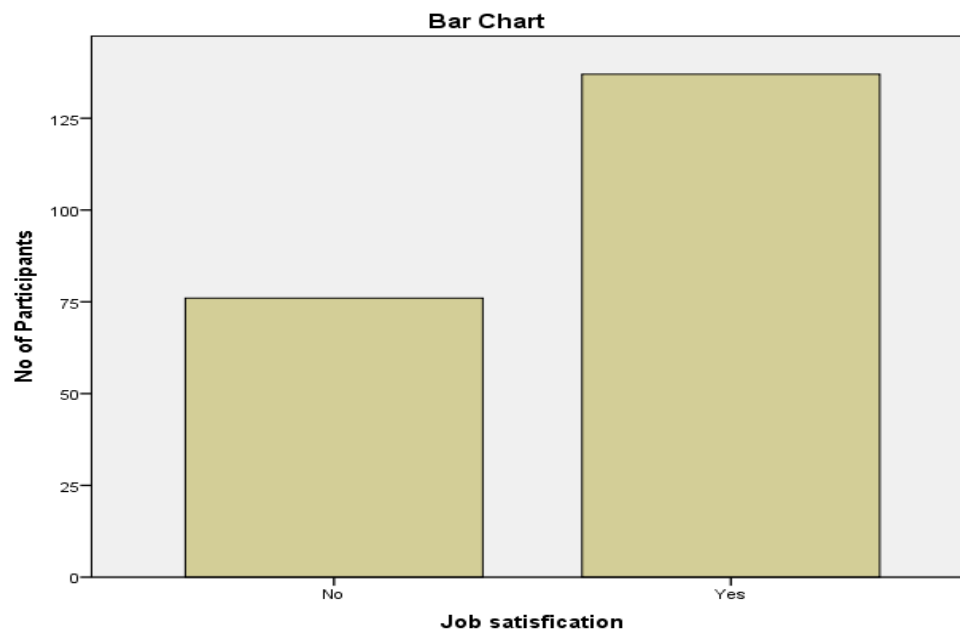


Figure 1. Bar graph of job satisfaction

In the bar chart the number of participants variation is 75 to 132, shows the high performance in job satisfaction and overall 137 and 125 out of 630, 21.7% high performance. It shows the significant change in job performance by job satisfaction.

4.2.2 Chi-Square of job satisfaction

Table 4. Chi-Square test of job satisfaction

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.600 ^a	4	.809
Likelihood Ratio	1.598	4	.809
Linear-by-Linear Association	.122	1	.727
N of Valid Cases	1000		

0 cells (0.0%) have expected count less than 5. The minimum expected count is 70.30.

Table 4 indicate there is significant difference ($P=.001$) between job satisfaction of employees in high performance individually with 1000 number of participants. The valid $N=1000$, among them job satisfaction level of employees situation. However the ratio among them

is .809 individually. It provided the basic information about the selected variable in job satisfaction involved in employees effects on the basis of employees performance and skills, including the valid (no missing) sample size (n), mean, standard deviation, and standard error, which is based on N=100 no missing observations according to the result. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the described study. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(2, n=1000) = 1.600, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by job satisfaction level in any organization. However in job satisfaction with minimum expected is 70.30 regarding $df=4$.

4.3 Ranking of Extrinsic Rewards

Table 5. Ranking of Extrinsic rewards of employees

Cross tab of Q2		Ranking					Total
Remarks	Outstanding	High successful	Successful	Marginal	Need Improvement		
Extrinsic rewards	No	29 21.05%	34 24.6%	27 19.6%	21 15.2%	27 19.6%	138 100.0%
	Yes	184 21.3%	174 20.2%	163 18.9%	170 19.7%	171 19.8%	862 100.0%

In the extrinsic rewards the question have shown the outstanding result 21.05% out of 138 participants individually. 24.6% in high successful with 34, which is more than 3.5% as comparatively outstanding results. However the result shows the high successful rate in case of “No” and in case of “Yes” 184 outstanding participant have accepted the level of performance with all depended variable but in same as above in high successful is 174, its 1.3% more as comparatively outstanding. This is more than 1% in high successful. In marginal and need improvement 1.5% in case of “Yes” and 1.6% more than from marginal to need improvement. The retention of high performance based advancement opportunities, constituent attachments, extrinsic rewards, flexible work arrangements, job satisfaction, location, non-work influences, organizational commitment, organizational justice, and organizational prestige in dependent variables from which extrinsic rewards is 151 out of 1000, and 21.3% out of 862 participants.

4.3.1 Graphically view of extrinsic rewards

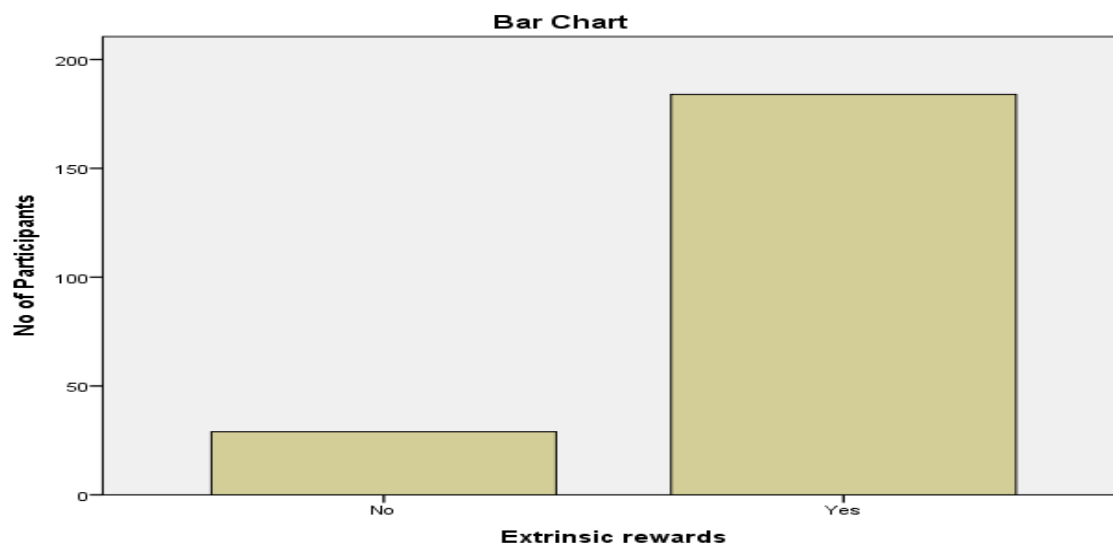


Figure 2. Extrinsic rewards

4.3.2 Chi-Square of Extrinsic Rewards of Employees

Table 6. Chi-Square of extrinsic rewards of employees

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.435 ^a	4	.656
Likelihood Ratio	2.461	4	.652
Linear-by-Linear Association	.455	1	.500
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 26.22.

Table 6 indicate there is significant difference ($P=.001$) between extrinsic rewards of employees in high performance individually with 1000 number of participants. The valid $N=1000$, among them extrinsic rewards level of employees situation. However the ratio among them is .656 individually. It provided the basic information about the selected variable in extrinsic rewards involved in employees effects on the basis of employees performance and skills, including the valid (no missing) sample size (n), mean, standard deviation, and standard error, which is based on $N=1000$ no missing observations according to the result. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the

described study. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(2, n=1000) = 2.435$ $p<.05$. The means that researcher have decided there is a significant relationship between of job performance by job satisfaction level in any organization. However in job satisfaction with minimum expected is 26.22 regarding $df=4$.

4.4 Ranking of Constituent Attachment

Table 7. Ranking of Constituent attachment of employees

Cross tab Q-03		Ranking					
	Remarks	Outstanding	High successful	Successful	Marginal	Need Improvement	Total
Constituent attachment	No	105	99	92	104	90	490
		21.4%	20.2%	18.8%	21.2%	18.4%	100.0%
	Yes	108	109	98	87	108	510
		21.2%	21.4%	19.2%	19.8%	21.2%	100.0%

In the table 06 the constituent attachment of employees have shown the outstanding result 21.4 % out of 490 participants individually. 20.2% in high successful with 99, which is more than 1.2% as comparatively outstanding results. However the result shows the high successful rate in case of “No” and in case of “Yes” 105 outstanding participant have accepted the level of performance with all depended variable but in same as above in high successful is 99, its 1.3% more as comparatively outstanding. This is more than 1% in high successful. In marginal and need improvement 1.4% high, in case of “Yes” and 1.4% more than from marginal to need improvement. The retention of high performance based constituent attachments in dependent variables from which Constituent attachment is only 3 out of 1000, and 21.2% out of 510 participants. Therefore the result shows the high performance dependent variable of constituent attachment of employees.

4.4.1 Graphically View

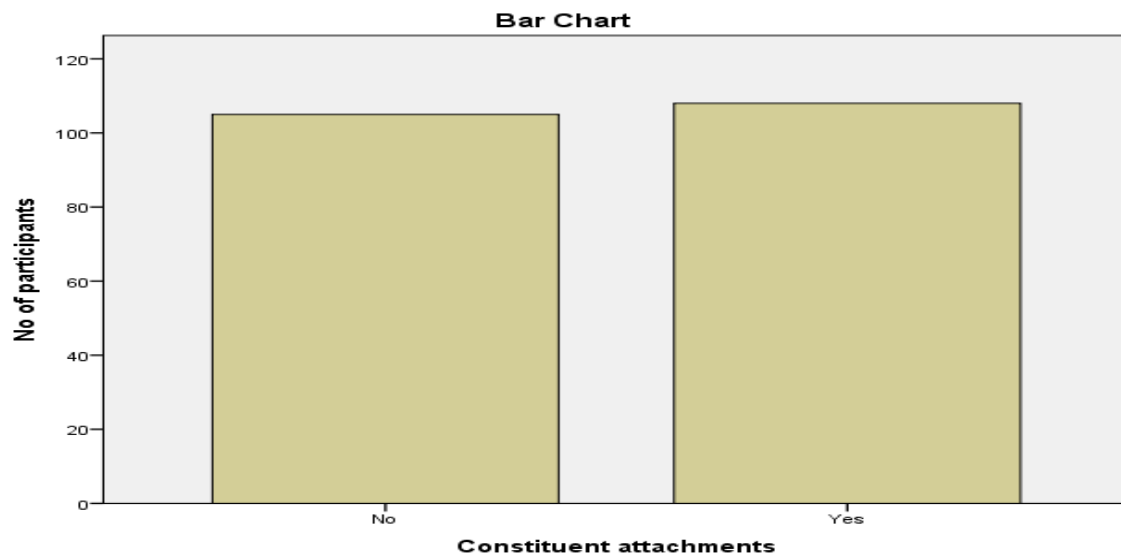


Figure 3. Graphical view of constituent attachment

4.4.2 Chi-Square of Constituent attachment

Table 8. Chi-Square of constituent attainment

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.463 ^a	4	.483
Likelihood Ratio	3.466	4	.483
Linear-by-Linear Association	.008	1	.931
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 93.10.

Table 8 indicate there is significant difference ($P=.001$) between constituent attainment of employees in high performance individually with 1000 number of participants. The valid $N=1000$, among them job satisfaction level of employees situation in constituent attainment. However the ratio among them is .483 individually. It provided the basic information about the selected variable in job satisfaction involved in constituent attainment on the basis of employees performance and skills, including the valid (no missing) sample size (n), mean, standard deviation, and standard error, which is based on $N=1000$ no missing observations according to the result. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the

described study. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(2, n=1000) = 3.463, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by job satisfaction level in any organization by constituent attainment. However in job satisfaction with minimum expected is 93.10 regarding $df=4$.

4.5 Ranking of Organization Commitment

Table 9. Ranking of organization commitment

Cross tab of Q-04		Ranking					
Remarks	Outstanding	High successful	Successful	Marginal	Need Improvement	Total	
Org-Comm	No	139	151	132	133	144	699
		19.9%	21.6%	18.9%	19.0%	20.6%	100 %
	Yes	74	57	58	58	54	301
		21.3%	20.8%	19.0%	19.1%	19.9%	100 %

In the organizational commitment have shown the outstanding result 19.9% out of 699 participants individually. 21.6% in high successful with 151 out of 699, which is more than 1.7% as comparatively outstanding results. However the result shows the high successful rate in case of “No” and in case of “Yes” 74 outstanding participant have accepted the level of performance with all depended variable but in same as above in high successful is 57 with 20.8%, its 1.4% more as comparatively outstanding. This is more than 1% in high successful. In marginal and need improvement 1.4% high, in case of “Yes” and like 1.6% more than from marginal to need improvement. The retention of high performance based organizational commitment in dependent variables from which Constituent attachment is only 65 out of 1000, and 21.3% out of 301 participants. Therefore the result shows the high performance dependent variable of organizational commitment of employees.

4.5.1 Graphically View of Organization Commitment

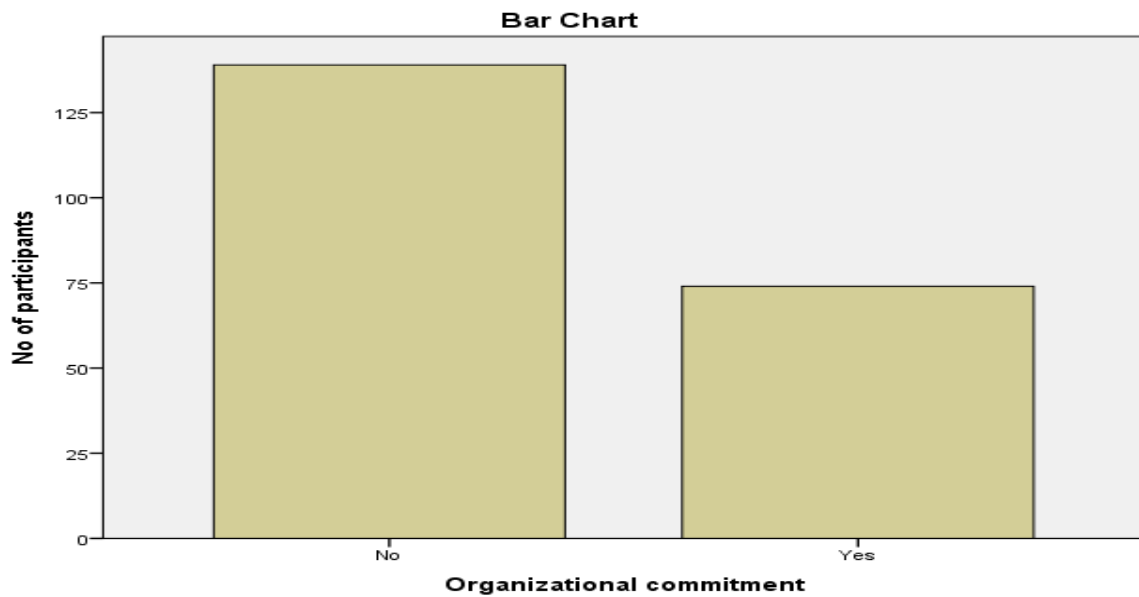


Figure 4. Organization Commitment

In the bar chart the number of participants variation is 139 to 74, shows the high performance in extrinsic reward and overall 139 and 74 out of 301. 53.2 % high performance. It shows the significant change in job performance by organization commitment.

4.5.2 Chi-Square of Organization Commitment

Table 10. Chi-Square of organization commitment

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.675 ^a	4	.452
Likelihood Ratio	3.644	4	.456
Linear-by-Linear Association	1.437	1	.231
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 57.19.

Table 10 indicates there is significant difference ($P=.001$) between job satisfaction of employees in high performance individually with 1000 number of participants in organization commitments. The valid $N=1000$, among them job satisfaction level of employees situation. However the ratio among them is .452 individually. It provided the basic information about the selected variable in job satisfaction involved in employees effects on the basis of employees performance with organization commitment and skills, including the valid (no

missing) sample size (n), mean, standard deviation, and standard error, which is based on N=1000 no missing observations according to the result. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the described study. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(2, n=1000) = 3.675, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by job satisfaction level in any organization. However in job satisfaction with minimum expected is 57.19 regarding $df=4$.

4.6 Ranking of Organization Prestige

Table 11. Ranking of organization prestige

Cross tab of Q 05		Ranking					
	Remarks	Outstanding	High successful	Successful	Marginal	Need Improvement	T
Organization prestige	No	123	123	114	102	128	590
		20.8%	20.8%	19.3%	17.3%	21.7%	100.0%
	Yes	90	85	76	89	70	410
		22.0%	21.7%	18.5%	21.7%	17.1%	100.0%

In the organization prestige have shown the outstanding result 123% out of 590 participants individually. 20.8% in high successful with 123 out of 590, which is same as comparatively outstanding results. However the result shows the high successful rate in case of “No” and in case of “Yes” 33 outstanding participant have accepted the level of performance with all depended variable but in same as above in high successful is 82 with 21.7%, its 0.3% more as comparatively outstanding. This is more than 1% in high successful. In marginal and need improvement 2.4% high, in case of “Yes” and like 2.6% more than from marginal to need improvement. The retention of high performance based organizational commitment in dependent variables from which organization prestige is only 33 out of 1000, and 21.7% out of 410 participants. Therefore the result shows the high performance dependent variable of organization prestige of employees.

4.6.1 Graphically View of Organization Prestige

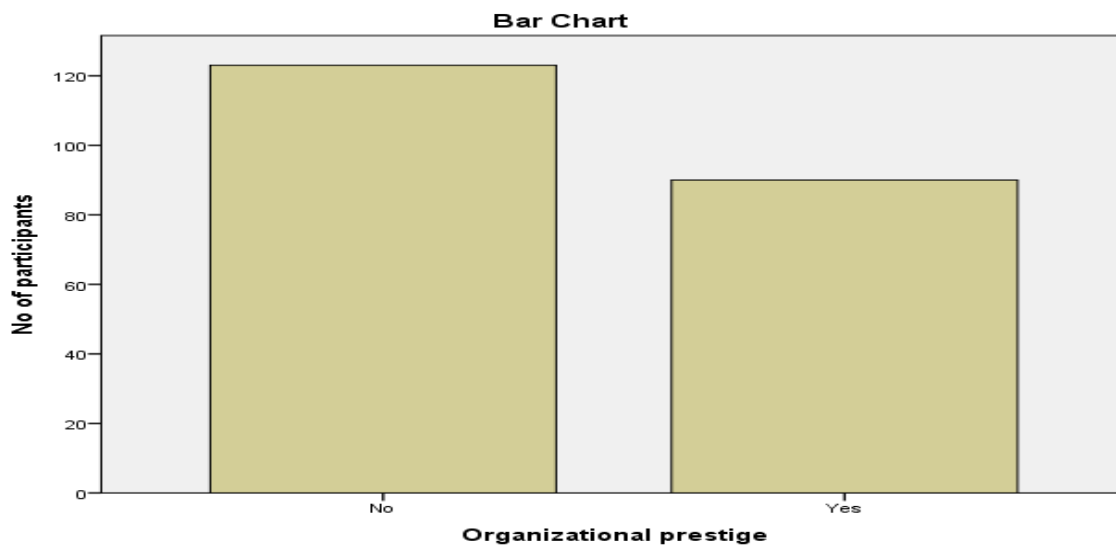


Figure 5. Organization Prestige

In the bar chart the number of participants variation is 123 to 90, shows the high performance in extrinsic reward and overall 123 and 90 out of 410, 21.95% high performance. It shows the significant change in job performance by organization prestige.

4.6.2 Chi-Square of Organization Prestige

Table 12. Chi-Square of organization prestige

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.301 ^a	4	.258
Likelihood Ratio	5.316	4	.256
Linear-by-Linear Association	.566	1	.452
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 77.90.

Table 12 indicates there is significant difference ($P=.001$) between job satisfaction of employees in high performance individually with 1000 number of participants in organization prestige. The valid $N=1000$, among them job satisfaction level of employees situation. However the ratio among them is .258 individually by organization prestige. It provided the basic information about the selected variable in job satisfaction involved in employees effects on the basis of employees performance and skills, including the valid (no missing) sample

size (n), mean, standard deviation, and standard error, which is based on N=100 no missing observations according to the result. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the described study. The obtained chi-square value of organization prestige exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(2, n=1000) = 5.301, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by job satisfaction level in organization prestige in any organization. However in job satisfaction with minimum expected is 70.90 regarding $df=4$.

4.7 Ranking of Advancement

Table 13. Ranking of advancement

Cross tab of Q-08		Ranking					
	Remarks	Outstanding	High successful	Successful	Marginal	Need Improvement	Total
Advancement	No	154	161	144	145	157	761
		20.2%	21.2%	18.9%	19.1%	20.6%	100.0%
	Yes	59	47	46	46	41	239
		24.7%	19.7%	19.2%	19.2%	17.2%	100.0%

In the advancement chart have shown the outstanding result 20.2% out of 761 participants individually. 161% in high successful with 161 out of 761, which is more than 1.2% as comparatively outstanding results in remark of “No”. However the result shows the high successful rate in case of “No” and in case of “Yes” 59 outstanding participant have accepted the level of performance with all depended variable but in same as above in high successful is 47 with 19.7%, its 5% less as comparatively outstanding result individually. This is more than 5% less in high successful. In marginal and need improvement 1.7% high, in case of “Yes” and like 1.6% less than from marginal to need improvement. The retention of high performance based advertisement in dependent variables from which advertisement is only 105 out of 1000, and 54.7% out of 739 participants. Therefore the result shows the high performance dependent variable of advancement employees.

4.7.1 Graphically View of Advancement

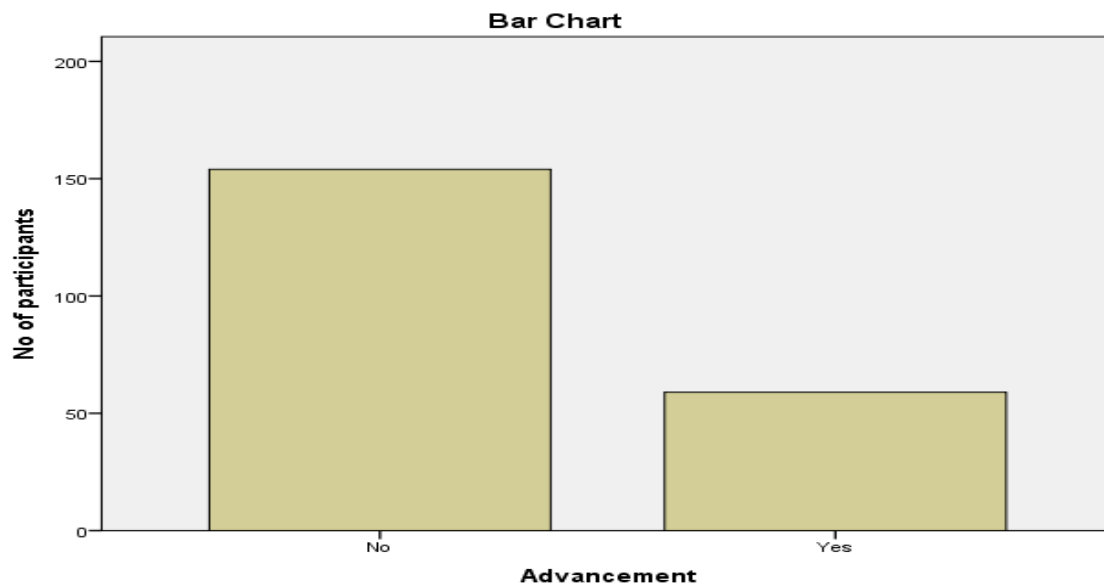


Figure 6. Advancement

In the bar chart the number of participants variation is 154 to 59, shows the high performance in extrinsic reward and overall 154 and 59 out of 239, 24.6 % high performance. It shows the significant change in job performance by advancement.

4.7.2 Chi-Square of Advancement

Table 14. Chi-Square of advancement

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.710 ^a	4	.447
Likelihood Ratio	3.706	4	.447
Linear-by-Linear Association	2.032	1	.154
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 74.86.

Table 13 indicate there is significant difference ($P=.001$) between job satisfaction of employees in high performance individually with 1000 number of participants in advancement. The valid $N=1000$, among them job satisfaction level of employees situation. However the ratio among them is .447 individually. It provided the basic information about the selected variable in job satisfaction involved in employees effects on the basis of employees performance and skills in advancement, including the valid (no missing) sample size (n), mean, standard deviation, and standard error, which is based on $N=1000$ no missing observations according to the result. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the described study. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(2, n=1000) = 3.710, p < .05$. This means that researchers have decided there is a significant relationship between job performance by advancement level in any organization. However in job satisfaction with minimum expected is 74.86 regarding $df=4$.

4.8 Ranking of Location

Table 15. Ranking of location

Cross tab of Q-9	Remarks	Ranking					Total
		Outstanding	High successful	Successful	Marginal	Need Improvement	
Location	No	119	130	114	115	128	606
		19.6%	21.5%	18.8%	19%	21.2%	100.0%
	Yes	94	78	76	76	70	394
		23.9%	19.8%	19.3%	19.3%	17.8%	100.0%

In dependent variable location of employees have shown the outstanding result 19.6% out of 606 participants individually. 21.5% in high successful with 130 out of 606, which is comparatively more than 1.9% as comparatively outstanding results in remark of “No”. However the result shows the high successful rate in case of “No” and in case of “Yes” 94 outstanding participant have accepted the level of performance with all depended variable but in same as above in high successful is 78 with 19.8%, its 4.2% more as comparatively outstanding result individually. This is more than 4.2% less in high successful. In marginal and need improvement 2.9% high, in case of “Yes” and like 2.2% less than from marginal to need improvement. The retention of high performance based location of employee in dependent variables from which location effects is only 25 out of 1000, and 23.3% out of 394 participants. Therefore the result shows the high performance dependent variable of location of employees.

4.8.1 Graphically view of location

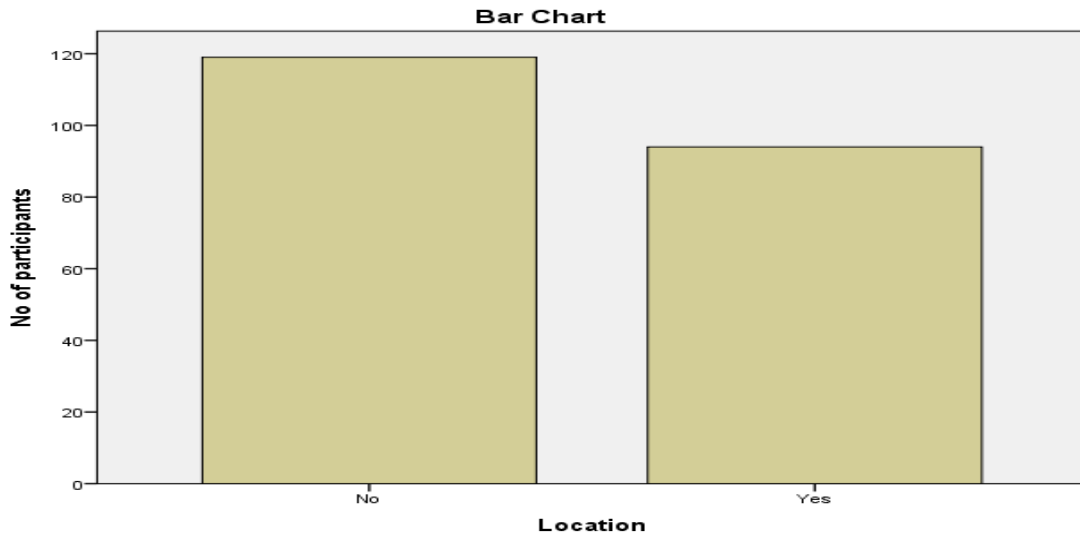


Figure 7. Location

In the bar chart the number of participants variation is 119 to 94, shows the high performance in extrinsic reward and overall 119 and 94 out of 94, 21.2% high performance. It shows the significant change in job performance by location.

4.8.2 Chi-Square of Location

Table 16. Chi-Square of location

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.710 ^a	4	.447
Likelihood Ratio	3.706	4	.447
Linear-by-Linear Association	2.032	1	.154
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 74.86.

Table 16 indicates there is significant difference ($P=.001$) between job satisfaction of employees in high performance individually with 1000 number of participants in by location. The valid $N=1000$, among them job satisfaction level of employees situation. However the ratio among them is .447 individually. It provided the basic information about the selected variable in job satisfaction involved in employees effects on the basis of employees

performance and skills, including the valid (no missing) sample size (n), mean, standard deviation, and standard error, which is based on N=1000 no missing observations according to the result. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the described study. The obtained chi-square value exceeds the critical value, with $DF=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(2, n=1000) = 3.710, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by location of employees in any organization. However in job satisfaction with minimum expected is 74.86 regarding $df=4$.

4.9 Ranking of Organization Justices

Table 16. Ranking of organization justice

Cross tab of Q-10		Ranking					Total
Remarks	Outstanding	High successful	Successful	Marginal	Need Improvement		
Org-Justice	No	152	159	141	150	148	750
		20.3%	21.2%	18.8%	20.0%	19.7%	100.0%
	Yes	61	49	49	41	50	250
		24.4%	19.6%	19.6%	16.4%	20.0%	100.0%

In dependent variable organization justices of employees have shown the outstanding result 20.3% out of 750 participants individually. 21.2% in high successful with 159 out of 750, which is comparatively more than 1.5% as comparatively less outstanding results in remark of “No”. However the result shows the high successful rate in case of “No” and in case of “Yes” 61 outstanding participant have accepted the level of performance with all depended variable but in same as above in high successful is 49 with 19.6%, its 4.8% less as comparatively outstanding result individually. This is more than 4.8% less in high successful. In marginal and need improvement 1.3% high need improvement comparatively, in case of “Yes” and like 4.8% more than from marginal to need improvement. The retention of high performance based location of employee in dependent variables from which location effects is only 91 out of 1000, and 19.6% out of 250 participants. Therefore the result shows the high performance dependent variable of organization justice of employees.

4.9.1 Graphically View of Organization Justices

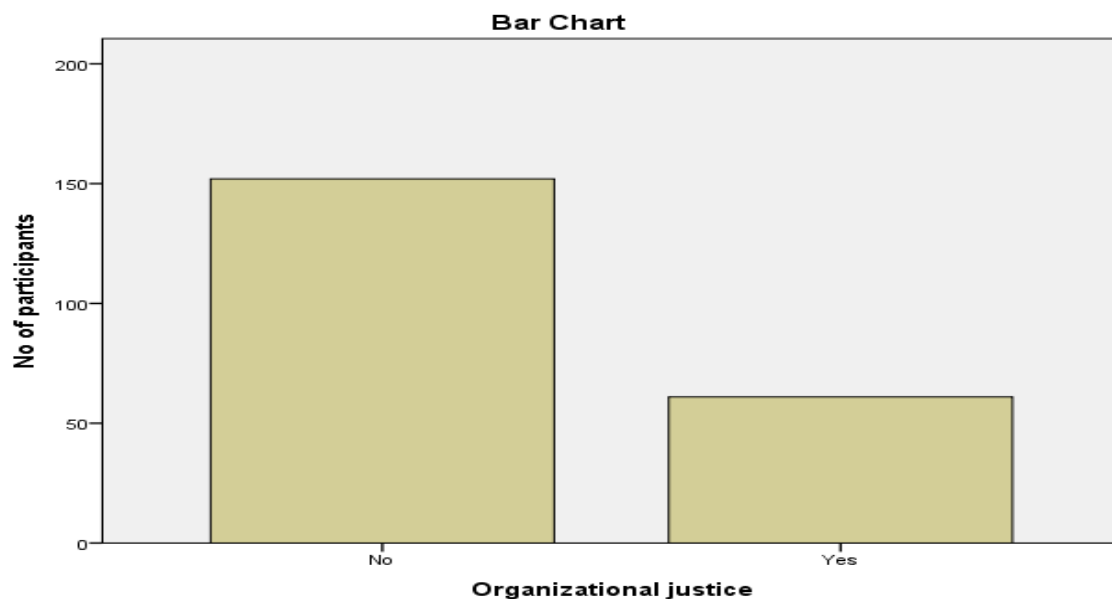


Figure 8. Organization Justices

In the bar chart the number of participants variation is 152 to 61, shows the high performance in extrinsic reward and overall 152 and 61 out of 250, 48.2% high performance. It shows the significant change in job performance by organization justices.

4.9.2 Chi-Square of Organization Justices

Table 17. Chi-Square of organization justices

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.077 ^a	4	.545
Likelihood Ratio	3.078	4	.545
Linear-by-Linear Association	.870	1	.351
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 47.50.

Table 17 indicate there is significant difference ($P=.001$) between job satisfaction of employees in high performance individually with 1000 number of participants in organization justices. The valid $N=1000$, among them job satisfaction level of employees situation. However the ratio among them is .545 individually. It provided the basic information about the selected variable in job satisfaction involved in employees effects on the basis of

employees performance and skills by organization justices, including the valid (no missing) sample size (n), mean, standard deviation, and standard error, which is based on N=1000 no missing observations according to the result. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the described study. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(2, n=1000) = 5.45, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by job satisfaction level in any organization in organization justices. However in job satisfaction with minimum expected is 47.50 regarding $df=4$.

4.10 Ranking of Flexible Work

Table 19. Ranking of flexible work

Cross tab of Q-11		Ranking					Total
Remarks	Outstanding	High successful	Successful	Marginal	Need Improvement		
Flexible work	No	97	101	94	78	108	478
		20.3%	21.1%	19.7%	16.3%	22.6%	100.0%
	Yes	116	107	96	113	90	522
		22.2%	20.5%	18.4%	21.6%	17.2%	100.0%

In dependent variable flexible work of employees have shown the outstanding result 20.3% out of 478 participants individually. 21.2% in high successful with 101 out of 478, which is comparatively more than 1.8% as comparatively outstanding results in remark of “No”. However the result shows the high successful rate in case of “No” and in case of “Yes” 116 outstanding participant have accepted the level of performance with all depended variable but in same as above in high successful is 107 with 20.5%, its 2.7% less as comparatively outstanding result individually. This is more than 2.7% less in high successful. In marginal and need improvement 6.3% high, in case of “Yes” and like 4.8% less than from marginal to need improvement. The retention of high performance based flexible of employee in dependent variables from which location effects is only 119 out of 1000, and 20.5% out of 522 participants. Therefore the result shows the high performance dependent variable of flexible work of employees.

4.10.1 Graph of Flexible Work

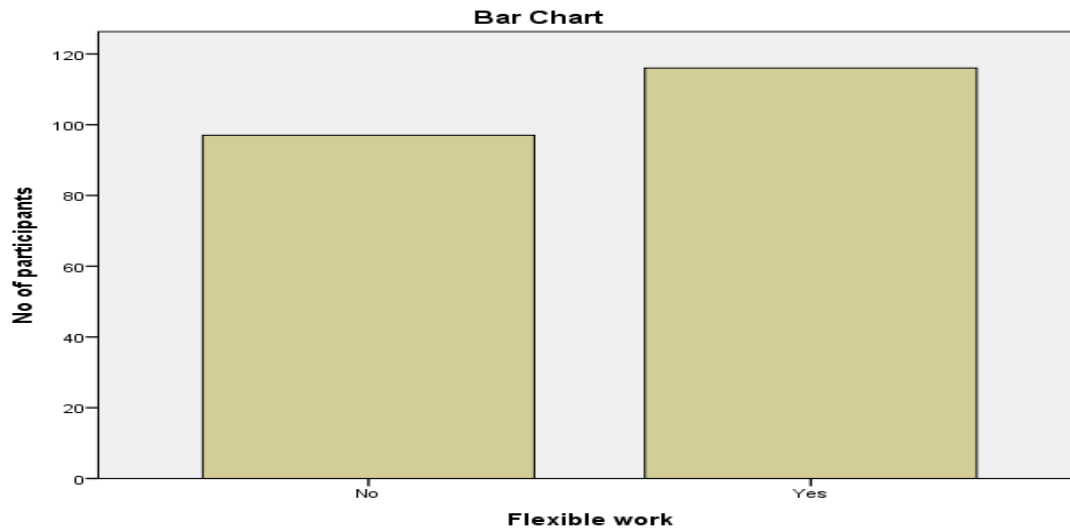


Figure 9. Flexible Work

In the bar chart the number of participants variation is 97 to 116, shows the high performance in extrinsic reward and overall 97 and 116 out of 522, 83.6% high performance. It shows the significant change in job performance by flexible work.

4.10.2 Chi-Square of Flexible Work

Table 20. Chi-Square of flexible work

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.018 ^a	4	.091
Likelihood Ratio	8.043	4	.090
Linear-by-Linear Association	.904	1	.342
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 90.82.

Table 20 indicates there is significant difference (P=.001) between job satisfaction of employees in high performance individually with 1000 number of participants flexible work. The valid N=1000, among them job satisfaction level of employees situation. However the ratio among them is .091 individually. It provided the basic information about the selected variable in job satisfaction involved in employees effects on the basis of employees performance and skills in flexible work, including the valid (no missing) sample size (n),

mean, standard deviation, and standard error, which is based on N=1000 no missing observations according to the result. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the described study. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(2, n=1000) = 8.018, p < .05$. This means that researchers have decided there is a significant relationship between job performance by job satisfaction level in any organization in flexible work. However in job satisfaction with minimum expected is 92.80 regarding $df=4$.

4.11 Ranking of Non-Work Influence

Table 21. Ranking of non-influence

Cross tab of Q-12		Ranking					Total
Remarks	Outstanding	High successful	Successful	Marginal	Need Improvement		
Non-work influence	No	103	106	98	86	117	510
		20.2%	20.8%	19.2%	16.9%	22.9%	100.0%
	Yes	110	102	92	105	81	490
		22.4%	20.8%	18.8%	21.4%	16.5%	100.0%

In dependent variable location of employees have shown the outstanding result 20.2% out of 510 participants individually. 20.8% in high successful with 106 out of 510, which is comparatively more than 0.6% as comparatively outstanding results in remark of “No”. However the result shows the high successful rate in case of “No” and in case of “Yes” 110 outstanding participant have accepted the level of performance with all depended variable but in same as above in high successful is 102 with 20.8%, its 2% less comparatively outstanding result individually. This is more than 2% less in high successful. In marginal and need improvement 6% high, in case of “Yes” and like 4.9% less than from marginal to need improvement. The retention of high performance based location of employee in dependent variables from which location effects is only 7 out of 1000, and 20.8% out of 490 participants. Therefore the result shows the high performance dependent variable of non-work influence of employees.

4.11.1 Graphically View of Non-Influence

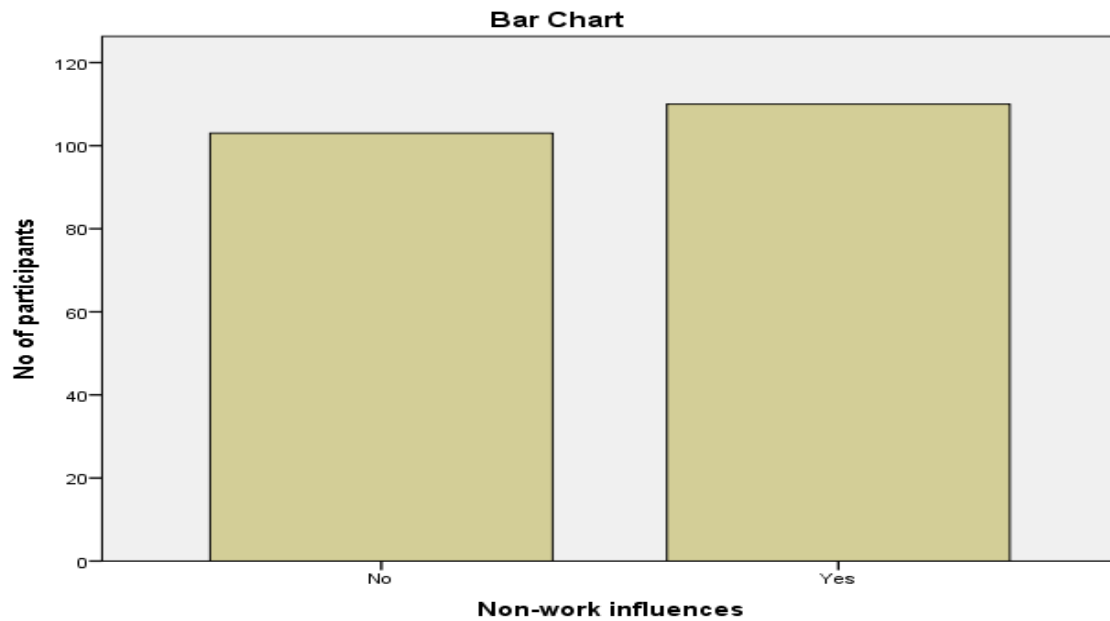


Figure 10. Non-Work influence

In the bar chart the number of participants variation is 103 to 110, shows the high performance in extrinsic reward and overall 103 and 110 out of 490, 0.2% high performance. It shows the significant change in job performance by non-work influence.

4.11.2 Chi-Square of Non-Work Influence

Table 22. Chi-Square of non-work influence

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.535 ^a	4	.074
Likelihood Ratio	8.572	4	.073
Linear-by-Linear Association	2.002	1	.157
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 93.10.

Table 22 indicates there is significant difference (P=.001) between job satisfaction of employees in high performance individually with 1000 number of participants non-work influence. The valid N=1000, among them job satisfaction level of employees situation.

However the ratio among them is .074 individually. It provided the basic information about the selected variable in job satisfaction involved in employees effects on the basis of employees performance and skills, including the valid (no missing) sample size (n), mean, standard deviation, and standard error, which is based on N=1000 no missing observations according to the result non-work influence. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the described study. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(2, n=1000) = 8.535, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by job satisfaction level in any organization in non-work influence. However in job satisfaction with minimum expected is 93.10 regarding $df=4$.

4.12 One way ANOVA of High Job Performance

Table 22. Table of ANOVA of high performance

ANOVA		Sum	of	df	Mean	F	Sig.
		Squares			Square		
I love the job and I have lots of fun (Job satisfaction)	Between Groups	.373		4	.093	.399	.810
	Within Groups	232.727		995	.234		
	Total	233.100		999			
I believe the pay, benefits, and bonus incentives are competitive compared to other companies (Extrinsic rewards)	Between Groups	.290		4	.072	.607	.658
	Within Groups	118.666		995	.119		
	Total	118.956		999			
The people I work with are like family to me (Constituent attachments)	Between Groups	.865		4	.216	.864	.485
	Within Groups	249.035		995	.250		
	Total	249.900		999			
I believe in loyalty to the company that hired me (Organizational commitment)	Between Groups	.773		4	.193	.918	.453
	Within Groups	209.626		995	.211		
	Total	210.399		999			
Company is highly respected; the rest of the	Between Groups	1.282		4	.321	1.326	.258
	Within Groups						

town usually follows what my company does (Organizational prestige)	Within Groups	240.618	995	.242		
	Total	241.900	999			
This company offers me the chance to move up; I see the potential and I see a future here;(Advancement)	Between Groups	.547	4	.137	.751	.558
	Within Groups	181.332	995	.182		
	Total	181.879	999			
The location to and from work is really accessible/ The company is close to (Location)	Between Groups	.886	4	.221	.926	.448
	Within Groups	237.878	995	.239		
	Total	238.764	999			
The company cares what its' employees think and lets us give input / I am satisfied with the company policy and procedures.(Organizational justice)	Between Groups	.577	4	.144	.768	.546
	Within Groups	186.923	995	.188		
	Total	187.500	999			
I like the flexible work hours (Flexible work)	Between Groups	2.001	4	.500	2.011	.091
	Within Groups	247.515	995	.249		
	Total	249.516	999			
I stay employed here because I want a better life for my child / My schedule allows a very nice home life (Non-work influences)	Between Groups	2.133	4	.533	2.141	.074
	Within Groups	247.767	995	.249		
	Total	249.900	999			

4.12.1 Interpretation of High Performance ANOVA

In the obtained figure result have been distributed in between and within group of individuals. The described $F = .399$ with $.810$ significant figure. indicates that numerator of the F ratio is substantially bigger than the denominator where MS of low performance of employees is greater in between groups as comparatively MS of within groups, F factor $.234$, $>.093$. F values which obtain from the job performance is 65% higher from the numerator, same as like in job satisfaction, extrinsic rewards, constituent attachment, organization commitment, investment, advancement, location, organization justices, except the results of Organization prestige, and non-work influence, lack of alternatives. F value obtained indicate that difference between the job performances regarding different level of parameters. Finally, researcher make statistically decision. The F value obtained, $F=.399$, is in the critical region. It's very unlikely ($p<.05$) that researcher have obtained a value is larger if H_0 is true. Therefore, researcher reject H_0 and conclude that there is a significant treatment effects.

However, the result of job satisfaction, extrinsic rewards, constituent attachment, organization

commitment, organization prestige, investment, advancement, location, organization justices, non-work influence and lack of alternatives have shown that positive results, unlikely ($p < .05$) all above parameter which have finally analyses by researcher and obtained there values is larger if H_0 is true. Therefore, researcher reject H_0 and conclude that there is a significant treatment effects.

4.13 Cronbach's Alpha Reliability Statistics in Low Performance

Table 23. Case processing summary of Cronbach's Alpha

Case Processing Summary		N	%
Cases	Valid	1000	100.0
	Excluded ^a	0	0
	Total	1000	100.0

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

Table 24. Reliability statistics of low performance

Reliability Statistics	
Cronbach's Alpha	N of Items
.502	2

4.14 Ranking of Lack of Alternatives

Table 25. Ranking of lack of alternatives

Cross tab of Question 12		Ranking					Total
Lack of alternative	Remarks	Outstanding	High successful	Successful	Marginal	Need Improvement	
	No		87	100	89	75	101
		19.2%	22.1%	19.7%	16.6%	22.3%	100.0%
Yes		126	108	101	116	97	548
		23.0%	19.7%	18.4%	21.2%	17.7%	100.0%

In dependent variable lack of alternatives of employees have shown the outstanding result 19.2% out of 452 participants individually. 22.1% in high successful with 100 out of 452, which is comparatively more than 2.9% as comparatively outstanding results in remark of "No". However the result shows the high successful rate in case of "No" and in case of "Yes"

126 outstanding participant have accepted the level of performance with all depended variable but in same as above in high successful is 108 with 19.7%, its 2.3% more as comparatively outstanding result individually outstanding to high successful. This is more than 2.3% less in high successful. In marginal and need improvement 5.7% high, in case of “Yes” and like 3.5% less than from marginal to need improvement. The retention of high performance based location of employee in dependent variables from which location effects is only 39 out of 1000, and 23.0% out of 548 participants. Therefore the result shows the high performance dependent variable of lack of alternatives of employees.

4.14.1 Graphically View Lack of Alternatives

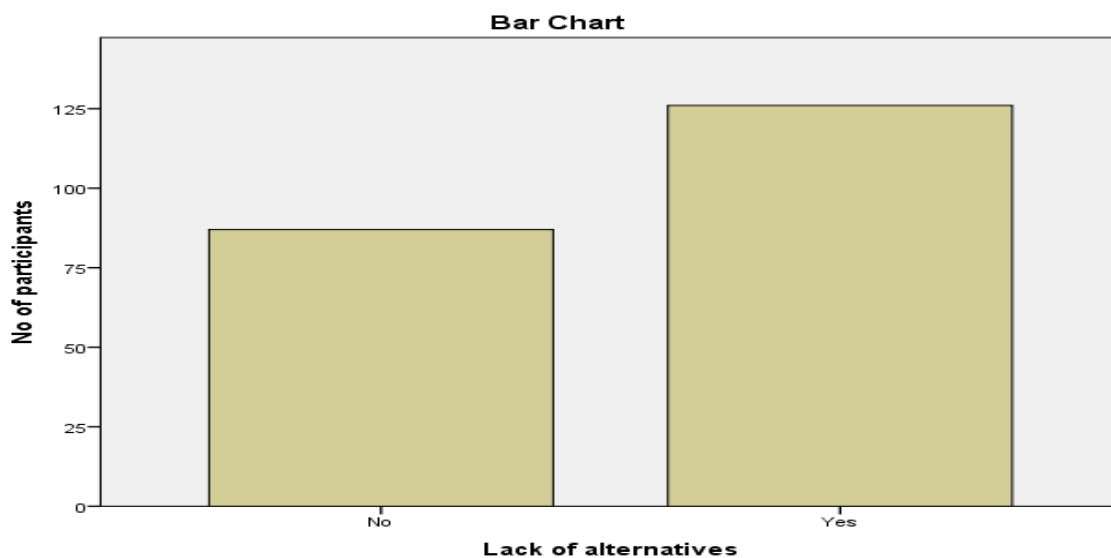


Figure 11. Lack of alternatives

In the bar chart the number of participants variation is 35 to 174, shows the high performance in extrinsic reward and overall 184 and 174 out of 862, 20.2% high performance. It shows the significant change in job performance by extrinsic reward.

4.14.2 Chi-Square of Lack of Alternatives

Table 26. Chi-Square of lack of alternatives

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.946 ^a	4	.094
Likelihood Ratio	7.968	4	.093
Linear-by-Linear Association	1.162	1	.281
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 85.88.

Table 26 indicate there is significant difference ($P=.001$) between job satisfaction of employees in high performance individually with 1000 number of participants in lack of alternatives. The valid $N=1000$, among them job satisfaction level of employees situation. However the ratio among them is .094 individually. It provided the basic information about the selected variable in job satisfaction involved in employees effects on the basis of employees performance and skills in lack of alternatives, including the valid (no missing) sample size (n), mean, standard deviation, and standard error, which is based on $N=1000$ no missing observations according to the result. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the described study. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(2, n=1000) = 7.946, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by job satisfaction level in any organization lack of alternatives. However in job satisfaction with minimum expected is 85.58 regarding $df=4$.

4.15 Ranking of Investment

Table 27. Ranking of investment

Cross tab of Question 12		Ranking					
	Remarks	Outstanding	High successful	Successful	Marginal	Need Improvement	Total
Investment	No	185	181	164	165	170	865
		21.4%	20.9%	19.0%	19.1%	19.7%	100.0%
	Yes	28	27	26	26	28	135
		20.7%	20.0%	19.3%	19.3%	20.7%	100.0%

In dependent variable investment opportunities of employees in case of low performance is directly effects on the performance of employees. It shows the outstanding result 21.4% out of 865 participants individually. 20.9% in high successful with 181 out of 865, which is comparatively more than .5% as comparatively outstanding results in remark of “No”. However the result shows the high successful rate in case of “No” and in case of “Yes” 28 outstanding participant have accepted the level of performance with all depended variable but in same as above in high successful is 27 with 20.2%, its 0.7% more as comparatively outstanding result individually. This is more than 0.7% less in high successful. In marginal and need improvement 0.6% high, in case of “Yes” and like 1.4% more from marginal to need improvement. The retention of high performance based location of employee in dependent variables from which location effects is only 157 out of 1000, and 20.0% out of 135 participants. Therefore the result shows the high performance dependent variable of investment of employees.

4.15.1 Graphically View of Investment

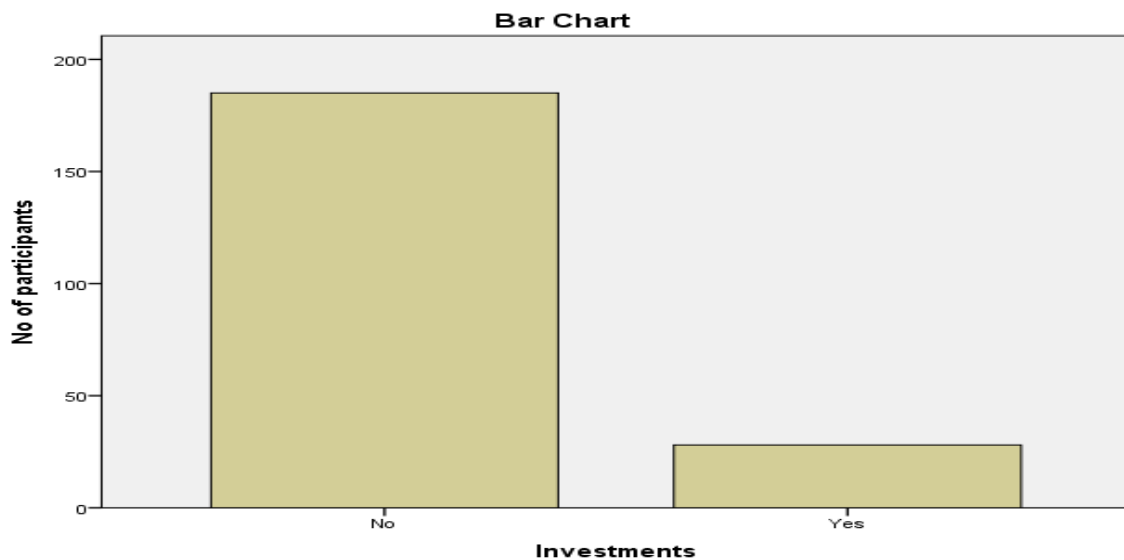


Figure 12. Investment

In the bar chart the number of participants variation is 185 to 28, shows the high performance in extrinsic reward and overall 185 and 28 out of 135, 0.15% high performance. It shows the significant change in job performance by investment.

4.15.2 Chi-Square of Investment

Table 28. Chi-Square of Investment

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.148 ^a	4	.997
Likelihood Ratio	.148	4	.997
Linear-by-Linear Association	.120	1	.729
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 25.65.

Table 28 indicate there is significant difference ($P=.001$) between job satisfaction of employees in high performance individually with 1000 number of participants in investment. The valid $N=1000$, among them job satisfaction level of employees situation. However the ratio among them is .997 individually. It provided the basic information about the selected variable in job satisfaction involved in employees effects on the basis of employees performance and skills in investment, including the valid (no missing) sample size (n), mean, standard deviation, and standard error, which is based on $N=1000$ no missing observations according to the result. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the described study. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(2, n=1000) = .148$, $p < .05$. The means that researcher have decided there is a significant relationship between of job performance by in investment and job satisfaction level in any organization. However in job satisfaction with minimum expected is 25.65 regarding $df=4$.

4.16 ANOVA of Low Performance

Table 29. Table of ANOVA of low performance

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
I can't find another job; I received no other job offers while looking for work (Lack of alternatives) low performance	Between Groups	1.968	4	.492	1.992	.094
	Within Groups	245.728	995	.247		
	Total	247.696	999			

have been here for so long, I don't want to start over; I have many years invested (Investments) low performance	Between Groups	.017	4	.004	.037	.997
	Within Groups	116.758	995	.117		
	Total	116.775	999			

4.16.1 Interpretation of Low Performance ANOVA

In the obtained figure result have been distributed in between and within group of individuals. The described $F = 1.992$ with $.094$ significant figure. indicates that numerator of the F ratio is substantially bigger than the numerator where MS of low performance of employees is greater in between groups as comparatively MS of within groups, F factor $.492 > .247$, F values which obtain from the low job performance is 50.20% higher from the denominator, the F value obtained indicate that difference between the job performance regarding different level of parameters. Finally, researcher make statistically decision. The F value obtained, $F = 1.92$, is in the critical region. It's very unlikely ($p < .05$) that researcher have obtained a value is larger if H_0 is true. Therefore, researcher reject H_0 and conclude that there is a significant treatment effects.

However, the result of investment, unlikely ($p < .05$) all above parameter which have finally analyses by researcher and obtained there values is larger if H_0 is true. Therefore, researcher reject H_0 and conclude that there is a significant treatment effects.

4.17 Hypothesis 2nd

4.17.1 Ranking of Participant in Job Level by Managerial, Supervision and Professionally

The above tables indicate the hourly employees are expected to cite transactional retention factors (i.e. Extrinsic rewards, flexible work arrangements) at a higher rate than managerial and professional employees. Managerial and professional employees are expected to cite relational factors (i.e., advancement opportunities, constituent attachments, job satisfaction, organizational commitment, organizational justice, and organizational prestige) at a higher rate than hourly employees by individually. There is significant difference ($P = .001$) between hourly employees and their retention factors with 1000 number of participants. In which job satisfaction Pearson chi-square $.423$ with minimum expected value is 82.14, with $N = 1000$ valid cases. The remarks of job satisfaction have distributed in marginal, supervision, professional and hourly with $N = 370$ and $N = 630$. Marginal value 26.9% and there is no effects on hourly rate of remarks against of "Yes" reply, 25.9% and in hourly it shows 27.9%, which is 2% as comparatively increase by hourly rate of remarks in job satisfaction.

The valid $N = 1000$, among them job satisfaction level of employees situation. However the ratio among them is $.809$ individually. It provided the basic information about the selected variable in job satisfaction involved in employees effects on the basis of employees performance and skills, including the valid (no missing) sample size (n), mean, standard deviation, and standard error, which is based on $N = 100$ no missing observations according to

the result. Therefore test result shows the significant.

According to given table the decision regarding the null hypothesis and the outcome of the described study. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(3, n=1000) = .423, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by job satisfaction level in any organization. However in job satisfaction with minimum expected is 82.14 regarding $df=4$.

In which extrinsic rewards Pearson chi-square .711 with minimum expected value is 30.64, with $N=1000$ valid cases. The remarks of extrinsic rewards have distributed in marginal, supervision, professional and hourly with $N=138$ and $N=862$. Marginal value 24.6% and there is 25.4% which is 0.2% as comparatively less from marginal result on hourly rate of remarks against of “Yes” reply, 26.2% and in hourly it shows 27.6%, which is 1% as comparatively increase by hourly rate of remarks in extrinsic rewards.

According to given table the decision regarding the null hypothesis and the outcome of the described study. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(3, n=1000) = .711, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by job satisfaction level in any organization. However in extrinsic rewards with minimum expected is 30.64 regarding $df=4$.

4.17.2 Ranking Tables of Job Level

Table 28. Ranking of participant in different job level

Job Satisfaction			
Pearson Chi-Square	.423 ^a	3	.935
Likelihood Ratio	.424	3	.935
Linear-by-Linear Association	.234	1	.629
N of Valid Cases	1000	The minimum expected value is 82.14	
Extrinsic rewards			
Pearson Chi-Square	.711 ^a	3	.871
Likelihood Ratio	.710	3	.871
Linear-by-Linear Association	.010	1	.919
N of Valid Cases	1000	The minimum expected value is 30.64	
Constituent attachments			
Pearson Chi-Square	3.604 ^a	3	.308

Likelihood Ratio	3.606	3	.307
Linear-by-Linear Association	.612	1	.434
N of Valid Cases	1000	The minimum expected value is 108.84	
Organizational commitment			
Pearson Chi-Square	2.445 ^a	3	.485
Likelihood Ratio	2.408	3	.492
Linear-by-Linear Association	.505	1	.477
N of Valid Cases	1000	The minimum expected value is 66.82	
Organizational prestige			
Pearson Chi-Square	1.006 ^a	3	.800
Likelihood Ratio	1.006	3	.800
Linear-by-Linear Association	.985	1	.321
N of Valid Cases	1000	The minimum expected value is 91.06	
Advancement			
Pearson Chi-Square	3.072 ^a	3	.381
Likelihood Ratio	3.032	3	.387
Linear-by-Linear Association	.808	1	.369
N of Valid Cases	1000	The minimum expected value is 53.06	
Location			
Pearson Chi-Square	2.239 ^a	3	.524
Likelihood Ratio	2.241	3	.524
Linear-by-Linear Association	1.175	1	.278
N of Valid Cases	1000	The minimum expected value is 87.47	
Non-work influences			
Pearson Chi-Square	.985 ^a	3	.805
Likelihood Ratio	.985	3	.805
Linear-by-Linear Association	.452	1	.502
N of Valid Cases	1000	The minimum expected value is 108.87	
Investment			

Pearson Chi-Square	2.387 ^a	3	.496
Likelihood Ratio	2.381	3	.497
Linear-by-Linear Association	.035	1	.852
N of Valid Cases	1000	The minimum expected value is 29.97	

4.17.3 Interpretation of Job Level

In which constituents Pearson chi-square .3.604 with minimum expected value is 108.84, with N=1000 valid cases. The remarks of extrinsic rewards have distributed in marginal, supervision, professional and hourly with N=490 and N=510. Marginal value 25.5% and there is 25.9% which is 0.4% as comparatively high from marginal result on hourly rate of remarks against of “Yes” reply, 26.5% and in hourly it shows 28.6%, which is 1.9% as comparatively increase by hourly rate of remarks in constituent attachment.

According to given table the decision regarding the null hypothesis and the outcome of the described study of constituent attachment. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(3, n=1000) = 3.604, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by constituent attachment level in any organization. However in extrinsic rewards with minimum expected is 108.84 regarding $df=4$.

In which organization commitment Pearson chi-square 2.445 with minimum expected value is 62.4, with N=1000 valid cases. The remarks of extrinsic rewards have distributed in marginal, supervision, professional and hourly with N=699 and N=301. Marginal value 26.2% and there is 28.0% which is 1.8% as comparatively high from marginal result on hourly rate of remarks against of “Yes” reply, 25.6% and in hourly it shows 25.6%, which is same as comparatively increase by hourly rate of remarks in organization commitment.

According to given table the decision regarding the null hypothesis and the outcome of the described study of organization commitment. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(3, n=1000) = 2.445, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by constituent attachment level in any organization. However in extrinsic rewards with minimum expected is 62.4 regarding $df=4$.

In which organization prestige Pearson chi-square 1.006 with minimum expected value is 91.06, with N=1000 valid cases. The remarks of extrinsic rewards have distributed in marginal, supervision, professional and hourly with N=590 and N=410. Marginal value 25.1% and there is 28.1% which is 3% as comparatively high from marginal result on hourly rate of remarks against of “Yes” reply, 27.3% and in hourly it shows 26.1%, which is same as comparatively increase by hourly rate of remarks in organization prestige.

According to given table the decision regarding the null hypothesis and the outcome of the described study of organization commitment. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(3, n=1000) = 1.006, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by constituent attachment level in any organization. However in extrinsic rewards with minimum expected is 91.06 regarding $df=4$.

In which advancement constituents Pearson chi-square 3.072 with minimum expected value is 53.6, with $N=1000$ valid cases. The remarks of extrinsic rewards have distributed in marginal, supervision, professional and hourly with $N=761$ and $N=239$. Marginal value 26.1% and there is 28.3% which is 2.7% as comparatively high from marginal result on hourly rate of remarks against of “Yes” reply, 25.5% and in hourly it shows 24.3%, which is same as comparatively increase by hourly rate of remarks in advancement.

According to given table the decision regarding the null hypothesis and the outcome of the described study of organization commitment. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(3, n=1000) = 3.072, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by constituent attachment level in any organization. However in extrinsic rewards with minimum expected is 53.6 regarding $df=4$.

In which location Pearson chi-square 2.239 with minimum expected value is 62.4, with $N=1000$ valid cases. The remarks of extrinsic rewards have distributed in marginal, supervision, professional and hourly with $N=606$ and $N=394$. Marginal value 25.7% and there is 28.7% which is 3% as comparatively high from marginal result on hourly rate of remarks against of “Yes” reply, 26.4% and in hourly it shows 25.1%, which is same as comparatively increase by hourly rate of remarks in location of employees.

According to given table the decision regarding the null hypothesis and the outcome of the described study of organization commitment. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(3, n=1000) =, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by constituent attachment level in any organization. However in extrinsic rewards with minimum expected is 62.4 regarding $df=4$.

In non-work influence Pearson chi-square .805 with minimum expected value is 108.87, with $N=1000$ valid cases. The remarks of non-work influence have distributed in marginal, supervision, professional and hourly with $N=510$ and $N=490$. Marginal value 25.9% and there is 28.4% which is 3.5% as comparatively low from marginal result on hourly rate of remarks against of “Yes” reply, 26.1% and in hourly it shows 26.1%, which is same as comparatively increase by hourly rate of remarks in non-work influence.

According to given table the decision regarding the null hypothesis and the outcome of the

described study of non-work influence. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(3, n=1000) = .805, p < .05$. This means that researchers have decided there is a significant relationship between job performance by constituent attachment level in any organization. However, in extrinsic rewards with minimum expected is 108.87 regarding $df=4$.

In which investment Pearson chi-square 2.387 with minimum expected value is 108.87, with $N=1000$ valid cases. The remarks of extrinsic rewards have distributed in marginal, supervision, professional and hourly with $N=865$ and $N=135$. Marginal value 26.6% and there is 27.6% which is 1% as comparatively high from marginal result on hourly rate of remarks against of "Yes" reply, 26.6% and in hourly it shows 25.2%, which is same as comparatively increase by hourly rate of remarks in investment.

According to given table the decision regarding the null hypothesis and the outcome of the described study of investment. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(3, n=1000) = 2.387, p < .05$. This means that researchers have decided there is a significant relationship between job performance by constituent attachment level in any organization. However, in extrinsic rewards with minimum expected is 108.87 regarding $df=4$.

4.18 Job level by Managerial, Supervisory and Professional One Way ANOVA

Table 29. ANOVA of job level by Marginal

ANOVA		Sum Squares	of df	Mean Square	F	Sig.
Job Performance	Between Groups	3.262	3	1.087	.532	.661
	Within Groups	2037.529	996	2.046		
	Total	2040.791	999			
Job satisfaction	Between Groups	.099	3	.033	.141	.936
	Within Groups	233.001	996	.234		
	Total	233.100	999			
Extrinsic rewards	Between Groups	.085	3	.028	.236	.871
	Within Groups	118.871	996	.119		
	Total	118.956	999			
Constituent attachments	Between	.901	3	.300	1.201	.308

	Groups					
	Within Groups	248.999	996	.250		
	Total	249.900	999			
Organizational commitment	Between Groups	.514	3	.171	.814	.486
	Within Groups	209.885	996	.211		
	Total	210.399	999			
Organizational prestige	Between Groups	.243	3	.081	.334	.801
	Within Groups	241.657	996	.243		
	Total	241.900	999			
Investments	Between Groups	.279	3	.093	.795	.497
	Within Groups	116.496	996	.117		
	Total	116.775	999			
Advancement	Between Groups	.559	3	.186	1.023	.382
	Within Groups	181.320	996	.182		
	Total	181.879	999			
(Location)	Between Groups	.535	3	.178	.745	.525
	Within Groups	238.229	996	.239		
	Total	238.764	999			
Organizational justice)	Between Groups	.005	3	.002	.010	.999
	Within Groups	187.495	996	.188		
	Total	187.500	999			
(Non-work influences)	Between Groups	.246	3	.082	.327	.806
	Within Groups	249.654	996	.251		
	Total	249.900	999			
(Lack of alternatives	Between Groups	.610	3	.203	.820	.483
	Within Groups	247.086	996	.248		
	Total	247.696	999			

4.18.1 Interpretation of ANOVA

In the obtained figure result have been distributed in between and within group of individuals. The described $F = .532$ with $.661$ significant figure. indicates that numerator of the F ratio is substantially bigger than the denominator where MS of low performance of employees is greater in between groups as comparatively MS of within groups, F factor $.532 > .141$, F values which obtain from the job performance is 62% higher from the denominator, the F value obtained indicate that difference between the job performance regarding different level of parameters. Finally, researcher make statistically decision. The F value obtained, $F = .532$, is in the critical region. It's very unlikely ($p < .05$) that researcher have obtained a value is larger if H_0 is true. Therefore, researcher reject H_0 and conclude that there is a significant treatment effects.

However, the result of job satisfaction, extrinsic rewards, constituent attachment, organization commitment, organization prestige, investment, advancement, location, organization justices, non-work influence and lack of alternatives have shown that positive results, unlikely ($p < .05$) all above parameter which have finally analyses by researcher and obtained there values is larger if H_0 is true. Therefore, researcher reject H_0 and conclude that there is a significant treatment effects.

4.19 Second Parameter of Lack of Alternatives and Flexible Work

In which lack of alternatives Pearson chi-square 2.464 with minimum expected value is 100.04, with $N = 1000$ valid cases. The remarks of extrinsic rewards have distributed in marginal, supervision, professional and hourly with $N = 452$ and $N = 548$. Marginal value 25.7% and there is 27.7% which is 2% as comparatively high from marginal result on hourly rate of remarks against of "Yes" reply, 26.3% and in hourly it shows 27%, which is same as comparatively increase by hourly rate of remarks in lack of alternatives.

According to given table the decision regarding the null hypothesis and the outcome of the described study of lack of alternatives. The obtained chi-square value exceeds the critical value, with $df = 4$ and $\alpha = .05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(3, n = 1000) = 2.646$, $p < .05$. The means that researcher have decided there is a significant relationship between of job performance by constituent attachment level in any organization. However in extrinsic rewards with minimum expected is 100.34 regarding $df = 4$.

4.19.1 Ranking of Lack of Alternative and Flexible Work

Table 30. Ranking of lack of alternatives and flexible work

Lack of alternatives			
Pearson Chi-Square	2.464 ^a	3	.482
Likelihood Ratio	2.468	3	.481

Linear-by-Linear Association	.517	1	.472
N of Valid Cases	1000		100.34
Flexible work			
Pearson Chi-Square	3.176 ^a	3	.365
Likelihood Ratio	3.176	3	.365
Linear-by-Linear Association	1.240	1	.265
N of Valid Cases	1000		106.04

In which flexible work Pearson chi-square 3.176 with minimum expected value is 106.04, with N=1000 valid cases. The remarks of extrinsic rewards have distributed in marginal, supervision, professional and hourly with N=478 and N=522. Marginal value 24.3% and there is 27.4% which is almost 3% as comparatively high from marginal result on hourly rate of remarks against of “Yes” reply, 27.6% and in hourly it shows 27.2%, which is same as comparatively increase by hourly rate of remarks in flexible work.

According to given table the decision regarding the null hypothesis and the outcome of the described study of organization commitment. The obtained chi-square value exceeds the critical value, with $df=4$ and $\alpha=.05$. Therefore the decision is to reject the null hypothesis. The significant result with $\chi^2(3, n=1000) = 3.176, p < .05$. The means that researcher have decided there is a significant relationship between of job performance by constituent attachment level in any organization. However in extrinsic rewards with minimum expected is 106.04 regarding $df=4$.

4.20 Job Level by Hourly One Way ANOVA

Table 31. ANOVA by hourly

ANOVA		Sum Squares	of df	Mean Square	F	Sig.
I can't find another job; I received no other job offers while looking for work (Lack of alternatives) low performance	Between Groups	.610	3	.203	.820	.483
	Within Groups	247.086	996	.248		
	Total	247.696	999			
I like the flexible work hours (Flexible work)	Between Groups	.792	3	.264	1.058	.366
	Within Groups	248.724	996	.250		
	Total	249.516	999			

4.21 Interpretation of ANOVA

In the obtained figure result have been distributed in between and within group of individuals. The described $F = .820$ with $.483$ significant figure. indicates that numerator of the F ratio is substantially bigger as comparatively from between group and the numerator where MS of hourly job level of employees is greater in between groups as comparatively MS of within groups, F factor $247.86 > .610$, F values which obtain from the hourly job level is 68% higher from the denominator, but their significant figure is shows $.483$ which less than $.05$, the F value obtained indicate that difference between the job performance regarding different level of parameters. Finally, researcher make statistically decision. The F value obtained, $F=0.820$, is in the critical region. It's very unlikely ($p < .05$) that researcher have obtained a value is larger if H_0 is true. Therefore, researcher reject H_0 and conclude that there is a significant treatment effects.

However, the result of lack of alternatives and flexible work have shown that positive results, unlikely ($p < .05$) all above parameter which have finally analyses by researcher and obtained there values is larger if H_0 is true. Therefore, researcher reject H_0 and conclude that there is a significant treatment effects.

5. Recommendation and Conclusion

Basically to know the job performance and evaluate the role of employees on job performance in industrial sector of Punjab and find out job performance in different level of job level. The research inaugurated with a brief circumstantial to the study, announcement of the badly-behaved, objectives of the training, research interrogations and its significance and re-joining the detailed questions acknowledged for the calculation.

The conclusions of this examination will have wide suggestions for employee routine and effective retention approaches industrial sector of Punjab must adopt to retain its auspicious staff. Preservation is a central concept that has been getting considerable helpfulness from academicians, academics and committed with supervisors. In its essence, retention embraces important foundations such as the need for relentless search and choice of approaches, goal-directed behaviors, bootees and recognition, performance-satisfaction along with industrial sector of Punjab. The snowballing attention paid towards preservation is acceptable because of several reasons of retention of job performance. Reinvigorated employees come out with new ways of doing possessions that improve the attractiveness of administrations.

Positive officialdoms comprehend by having an current operative maintenance plan will help them sustain their control and growth in the fair, increased taxes for the administration prominent to increased income. Good administrations in industrial sector of Punjab make operative retention a core component of their capacity administration strategy and administrative enlargement process very encouraging industrial sector of Punjab. Those that fail to make underling retention a priority are at risk of losing their top talented individuals to the opposition industrial sector of Punjab.

Additionally, supplementary good-looking market for job pursuer's industrial sector of Punjab means that the transferring costs of seeking new employment are no longer a

substantial factor in deciding whether or not to agreement an association industrial sector of Punjab.

The following were key issues outlined by majority of the respondents:

- With above researcher questions more 85.58% job performance change due to high retention factors, where the High performers will cite retention factors that indicate low desirability of movement (i.e., advancement opportunities, constituent attachments, extrinsic rewards, flexible work arrangements, job satisfaction, location, non-work influences, organizational commitment, organizational justice, organizational prestige) at a higher rate than low performers. And also the Low performers will cite factors that reflect low ease of movement (i.e., investments, lack of alternatives) at a higher rate than high performers of employees.
- Regarding few stated situation 13.65% retention factors not directly effects on job performance but the significant result shows in overall more than 90% result in job performance.
- Additionally all respondents from both senior and junior staff level designated that if the work is not respected by the superintendent order and different terms conditions of the employee feels de-motivated and misplaces interest in the job performance.
- Mainstream of workforces disclosed that remuneration has been their maximum experiment working with Punjab industries.
- In the Punjab industries the majority of plaintiffs revealed that they would classify the idea of making workforces realize that they are the most valuable asset of the association as the best preparation in employee maintenance approaches.
- Personnel in the subordinate staff level released that it is unbelievably imperative to include team adherents in the decision making processes, especially when pronouncements will affect an personality's subdivision or work lineup.

5.1 Conclusions

Workforce's famine to be predictable for a job sound by two retention factors. Plunders and recognition respond to this requirement by authorizing show and motivating workforces toward continuous enhancement. Pleasing and recognizing people for presentation not only move the individual being predictable, but others in the institute as glowing. Also it indicate there is significant difference ($P=.001$) between job satisfaction of employees in high performance individually with 1000 number of participants. The valid $N=1000$, among them job satisfaction level of employees situation. It provided the basic information about the selected variable in job satisfaction involved in employees effects on the basis of employees performance and skills, including the valid (no missing) sample size (n), mean, standard deviation, and standard error, which is based on $N=100$ no missing observations according to the result. Therefore test result shows the significant.

Through a bootees program, the complete association can understanding the obligation to

excellence, when the repayment system is dependable and bootees are eloquent. However, if the reward system is cracked, the opposite effect will occur. Workforces may feel that their performance is unrecognized and not valued, or that others in the association are remunerated for the wrong behaviors. Unrecognized and no valued presentation can underwrite to revenue. Acknowledgement for a job well done fills the underlings' need to receive positive, up-front feedback for their efforts in industrial sector of Punjab.

5.2 Findings

There are some of following finding are valuable means by job performance and different level of job that directly influence the employee retention factors in Punjab industrial sectors. Some of the specific findings in this regard are: In the area of association fit association philosophy play important role in underling maintenance. Family support and flex time culture is contemplate significant factor in operative retention. Reimbursement, reward and acknowledgement play a key role in employee's enthusiasm which leads to servant's retention in the suggestion.

1. Progress to identify the business strategies regarding job performance.
2. Identify and support control with probable for movement to the top level of management and their services.
3. Individual development in each sector of industrial sector and their corporative strategies.
4. Develop the path of job level and performance under represented areas or rules.
5. Integrate career expansion into appraisal progressions by counting negotiations on objectives and discovering barriers of the entire organization.
6. By the retention factors individual industries as well shows reputed structure of management.
7. Use management along with firstborn administrator's computer operator as a feeder to a sequence preparation of management program.
8. Contemplate a built-up programme for management trainees regarding advancement of industries and staffing. And also encourage the core value of progress.
9. Design training programmers around the capabilities needed for posts and pay development, connecting the information and assistances opening to allow management expects.

Similarly Training and career development in management also created well structure management value in competitive market with employee retention and was found important influencing factor in employee retaining in the organization. Operative profession loan aspect or elevation occasions have earth-shattering relative with employees' retention and deliberate as imperative factor in employee retention.

5.3 Recommendations

Some of the recommendations for the management tasked to manage employees towards successful attainment of organizational goals are:

- By the job performance industrial organization needs to further improve its culture as it has the possible to retain employees, which will help it to retain its valuable assets.
- The ranking job system may be comfortable which will help administration in answering the question why teams leave them, and then work on those areas which encouragement employees to leave their association.
- Revenue rate ought be monitor and consider it significant in policy erection regarding HR factors and organization factors; it will help management in retaining their workforces.
- It is recommended that workforces want fair handling and fair evaluation regarding the HR practices, so administrations need to bring fair policy of industrial sector of Punjab and communicate it to their employees in small village.
- Acknowledgement of the workforces“ inputs and outcomes need supplementary enhancements. This concept may be enhanced if organization comfortable formal recognition system i.e. documentations, employee of the year etc.
- By the job performance reward should be bestowed on merit and advancement should be on seniority and merit both, which help in construction and retention.
- The remuneration of employee need to be enlarged, which will not only remember the present employees but will fascinate employees of other organization as well.
- Organizations should categorize those benefits which have more encouragement on employee retention. Additionally, Organizations need to revisit their present benefits package to identify those benefits which are not useful in order to replace them.
- An exercise program may be established as a regular practice for establishment of training and retraining (refreshment courses) opportunities for their workforces. This would not only satisfy employee’s growth need but also enhance employee retention.
- A psychoanalysis system may be established regarding counselling employees for their career development, which will enhance employee loyalty with the organization.
- By the performance of job employees need to recognize that they are in organization, where they are offered multi training and career development opportunities so they should avail these openings to increase their marketability.

5.4 Research Implication

The following are the recommendations from the research implication.

- In the employees performance provided proper feedbacks should be done with proper documentation according to industries requirement.

- Employees should be involved in the formulation of appraisal tool in job ranking.
- Give appropriate system rewards to employees who have shown an archetypal performance.
- Employees should be appraised on the basis of the necessities of their job, their duties and responsibilities
- The assessment tool should measure the diversity function of the employees.
- Appraisal system must have a clear sense of direction in industrial system.
- The evaluation of employees must have fair and reverential management.
- Establishment of corrective mechanism is vital role of industrial system.

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Notes

Note 1. HPWOs are organisations which take a strategic approach towards managing people, recognising that the full benefits of workforce development can only be achieved by adopting a wide array of workplace changes and human resource practices which impact on performance. See, for instance, Becker and Huselid (1998).

Note 2. WERS 2004 included a question on overskilling with over half the sample falling into this category.

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