

Lampiran 1 KUESIONER

KUESIONER PENELITIAN

Pengaruh Organisasional Komitmen, Work Flexibility Dan Work Load Terhadap Kinerja Pegawai Dengan Innovative Work Behavior Sebagai Variabel Intervening Pada PT. Ruang Raya Indonesia

(Di isi oleh karyawan)

*Kepada Yth. Bapak/Ibu Karyawan
PT. Ruang Raya Indonesia (Ruangguru) Regional Jawa Timur 2
Di Tempat*

Saya Sari Dewi Kusumaningrum, mahasiswa Magister Manajemen FEB Universitas 17 Agustus 1945 - Surabaya. Bersama ini kami mohon kesediaan waktu Bapak/Ibu untuk mengisi kuesioner saya dalam rangka memenuhi tugas akhir tesis saya

melalui link: <https://forms.gle/L9weiQNCvCEVh6669>

Pengisian kuesioner ini semata-mata untuk tujuan ilmiah dan pengembangan ilmu pengetahuan, semua jawaban dan pendapat saudara akan dirahasiakan oleh peneliti.

No	PERNYATAAN	STS	TS	N	S	SS
I. Variabel Komitmen Organisasional (<i>Organizational Commitment</i>)						

a. Affective commitment					
1.	Karyawan bangga menjadi bagian dari organisasi ini.				
2.	Karyawan memiliki ikatan emosional yang kuat dengan organisasi ini				
3.	Karyawan merasa organisasi ini seperti rumah kedua bagi nya.				
b. Continuance commitment					
4.	Tetap bertahan di organisasi ini karena mempertimbangkan manfaat yang diperoleh.				
5.	Karyawan merasa bahwa meninggalkan organisasi ini akan berdampak besar terhadap stabilitas keuangan nya.				
6.	Sulit menemukan pekerjaan sebaik ini di tempat lain.				
c. Normative commitment					
7.	Karyawan merasa memiliki kewajiban moral untuk tetap bekerja di organisasi ini.				
8.	Karyawan merasa bertanggung jawab untuk tetap bekerja di organisasi ini karena telah memberikan banyak kesempatan.				
9.	Percaya bahwa tetap bekerja di organisasi ini adalah hal yang benar untuk dilakukan.				
II. Variabel Fleksibilitas Waktu Kerja (<i>Work Time Flexibility</i>)					

a. Karyawan dapat membagi waktu antara pekerjaan dengan waktu keluarga					
10.	Karyawan dapat menyeimbangkan antara tanggung jawab pekerjaan juga waktu untuk keluarga.				
11.	Karyawan dapat mengatur waktu kerja saya agar tetap bisa menghadiri acara keluarga penting.				
12.	Karyawan merasa fleksibel dalam membagi waktu antara tanggung jawab pekerjaan dan keluarga				
b. Karyawan memiliki kemudahan untuk bertukar waktu kerja dengan rekan kerja ketika karyawan berhalangan untuk bekerja.					
13.	Karyawan dapat dengan mudah bertukar jadwal kerja dengan rekan kerja jika diperlukan.				
14.	Perusahaan memiliki kebijakan yang fleksibel terkait pertukaran jadwal kerja antar karyawan				
15.	Rekan kerja dan manajer mendukung pertukaran jadwal kerja ketika ada kebutuhan mendesak				
c. Karyawan mudah mendapatkan libur untuk keperluan keluarga.					
16.	Karyawan dapat mengajukan libur dengan mudah jika ada keperluan keluarga mendesak.				
17.	Karyawan tidak mengalami kesulitan dalam mendapatkan izin tidak masuk kerja untuk keperluan keluarga.				
18.	Perusahaan memberikan kebijakan yang memudahkan karyawan untuk mengambil libur keluarga				

d. Ketersediaan Kerja Jarak Jauh / Remote					
19.	Karyawan memiliki kesempatan untuk bekerja dari rumah sesuai kebutuhan.				
20.	Karyawan dapat menjalankan pekerjaan dengan efektif meskipun tidak berada di kantor				
21.	Sarana dan teknologi yang disediakan perusahaan mendukung kerja jarak jauh				
III. Variabel Beban kerja (<i>Workload</i>)					
a. Faktor tuntutan tugas					
22.	Karyawan merasa jumlah tugas yang diberikan sesuai dengan kapasitasnya				
23.	Karyawan merasa bahwa beban kerja saya terkadang terlalu berat untuk diselesaikan dalam waktu yang tersedia.				
24.	Sering mengerjakan beberapa tugas secara bersamaan				
b. Usaha atau tenaga					
25.	Karyawan harus mengeluarkan banyak energi fisik juga mental untuk menyelesaikan pekerjaan saya..				
26.	Harus bekerja lebih lama dari jam kerja normal untuk menyelesaikan semua tugas.				
27.	Sering merasa kelelahan setelah menyelesaikan pekerjaan.				

c. Performansi						
28.	Karyawan dapat menyelesaikan pekerjaannya dengan baik meskipun beban kerja tinggi.					
29.	Karyawan merasa beban kerja yang hadapi tidak memengaruhi kualitas hasil pekerjaannya.					
30.	Untuk memenuhi standar kerja, saya harus bekerja dengan sangat keras.					
IV. Variabel Perilaku kerja inovatif (<i>Innovative Work Behavior</i>)						
a. Mengeksplor ide						
31.	Tertarik untuk mencoba pendekatan baru dalam menyelesaikan pekerjaan.					
32.	Secara aktif mencari informasi baru yang dapat membantu meningkatkan cara kerja saya.					
33.	Sering mengevaluasi berbagai kemungkinan solusi untuk suatu masalah di tempat kerja.					
b. Mengembangkan ide						
34.	Mampu berpikir kreatif untuk menyelesaikan masalah yang dihadapi dalam pekerjaan.					

43.	Karyawan mampu menghasilkan pekerjaan dengan kualitas tinggi					
44.	Hasil kerja telah memenuhi standar yang ditetapkan oleh perusahaan.					
45.	Berusaha untuk memperhatikan detail dalam setiap tugas yang dikerjakan.					
b. Kuantitas						
46.	Karyawan dapat menyelesaikan volume pekerjaan yang ditugaskan kepada saya.					
47.	Mampu mengerjakan banyak tugas dalam waktu kerja yang tersedia.					
48.	Produktivitas karyawan memenuhi target yang ditentukan.					
c. Ketepatan waktu						
49.	Karyawan mampu menyelesaikan pekerjaan sesuai dengan batas waktu yang ditentukan.					
50.	Mampu mengatur waktu dengan baik untuk menyelesaikan tugas-tugas saya.					
51.	Karyawan jarang mengalami keterlambatan dalam menyelesaikan pekerjaan.					
d. Efektivitas						

52.	Karyawan mampu menggunakan sumber daya yang tersedia secara optimal dalam bekerja.					
53.	Karyawan dapat mencapai hasil kerja maksimal dengan usaha yang efisien.					
54	Karyawan dapat memilih metode kerja yang paling efektif untuk menyelesaikan tugas.					

*Atas segala partisipasi yang telah saudara berikan diucapkan terimakasih,
semoga bermanfaat bagi perkembangan ilmu pengetahuan.*

Lampiran 2 BIODATA RESPONDEN TESIS

BIODATA RESPONDEN TESIS

		Statistics			
N		Jenis Kelamin	Umur	Pendidikan	Pengalaman
	Valid	93	93	93	93
	Missing	0	0	0	0

Frequency Table

		Jenis Kelamin		Cumulative Percent
Frequency	Percent	Valid Percent		

Valid	1	59	36.7	36.7	36.7
	2	34	63.3	63.3	100.0
	Total	93	100.0	100.0	

Umur

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	15	16.1	16.1	16.1
	2	56	60.2	60.2	76.3
	3	22	23.7	23.7	100.0
	4	0	0.0	0.0	100.0
	Total	93	100.0	100.0	

Pendidikan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	0	0.0	0.0	0.0
	2	8	8.6	8.6	8.6
	3	29	31.2	31.2	39.8
	4	56	60.2	60.2	100.0
	Total	93	100.0	100.0	

Pengalaman

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	11	11.8	11.8	11.8
	2	63	67.8	67.8	79.6
	3	8	8.6	8.6	88.2
	4	11	11.8	11.8	100.0
	Total	93	100.0	100.0	

Lampiran 3 DESCRIPTIVE VARIABLE

DESCRIPTIVES VARIABLES

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
x1	93	1	5	3.88	.870
x2	93	1	5	4.11	.699
x3	93	1	5	4.06	.734
x4	93	1	5	3.71	.995
x5	93	1	5	3.98	.897
x6	93	1	5	4.02	.932
x7	93	1	5	3.80	.951
x8	93	1	5	4.04	.833
x9	93	1	5	4.04	.806
Valid N (listwise)	93				

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
x10	93	1	5	3.86	.985
x11	93	1	5	3.88	1.062
x12	93	1	5	3.97	1.037
x13	93	1	5	3.83	.963
x14	93	1	5	3.54	1.157
x15	93	1	5	3.61	1.074
x16	93	2	5	3.84	.876
x17	93	1	5	3.70	.870
x18	93	1	5	3.95	.934
x19	93	1	5	4.08	.801
x20	93	1	5	3.43	1.097
x21	93	1	5	3.67	.901
Valid N (listwise)	93				

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
x22	93	1	5	3.99	.845
x23	93	1	5	3.83	.892
x24	93	1	5	3.88	.764

x25	93	1	5	3.91	.823
x26	93	2	5	3.90	.873
x27	93	2	5	3.80	.760
x28	93	1	5	3.61	.846
x29	93	1	5	3.83	.892
x30	93	1	5	3.98	.764
Valid N (listwise)	93				

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
x31	93	1	5	3.56	.724
x32	93	2	5	3.85	.751
x33	93	1	5	3.24	1.107
x34	93	1	5	3.66	.724
x35	93	1	5	3.58	.913
x36	93	2	5	3.92	.612
x37	93	1	5	3.58	.712
x38	93	1	5	3.59	.924
x39	93	2	5	3.94	.604
x403	93	1	5	3.87	.799
x41	93	1	5	2.26	.999
x42	93	2	5	3.86	.759
Valid N (listwise)	93				

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
x43	93	2	5	3.94	.634
x44	93	1	5	3.97	.814
x45	93	2	5	4.03	.667
x46	93	2	5	3.86	.759
x47	93	1	5	3.97	.800
x48	93	2	5	4.05	.812
x49	93	1	5	3.97	.961
x50	93	2	5	3.89	.744
x51	93	2	5	4.04	.896
x52	93	1	5	4.02	.902
x53	93	2	5	3.89	.800
x54	93	2	5	4.00	.933
Valid N (listwise)	93				

Lampiran 2 VALIDITAS DAN RELIABILITAS

Validitas

	Item-Total Statistics			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x1	31.76	21.813	.389	.832
x2	31.54	21.969	.500	.820
x3	31.58	21.768	.500	.820
x4	31.94	18.148	.777	.784
x5	31.67	20.659	.524	.817
x6	31.62	18.824	.746	.789
x7	31.85	20.325	.525	.817
x8	31.60	21.807	.415	.828
x9	31.60	21.503	.478	.822

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
x10	40.84	49.419	.440	.862
x11	40.82	45.760	.668	.847
x12	40.73	47.337	.566	.854
x13	40.87	46.968	.651	.849
x14	41.16	43.040	.797	.837
x15	41.09	44.904	.724	.843
x16	40.86	52.498	.553	.872
x17	41.00	52.970	.418	.874
x18	41.10	50.949	.349	.867
x19	40.92	48.027	.704	.848
x20	41.27	45.667	.648	.849
x21	41.04	48.921	.536	.856

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
x22	30.3405017921 8	17.097	.577	.776
x23	30.1254480287 5	16.104	.691	.759
x24	30.0716845878 9	17.509	.587	.776
x25	30.3440860215 3	18.385	.395	.799
x26	30.0501792115 5	19.251	.740	.820
x27	30.1577060302 7	20.098	.572	.823
x28	30.3405017921 8	17.097	.577	.776
x29	30.1254480287 5	16.104	.691	.759
x30	30.0716845878 9	17.509	.587	.776

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
x31	39.04	29.375	.836	.821
x32	38.75	32.802	.360	.851
x33	39.37	27.413	.675	.829
x34	39.04	29.375	.836	.821
x35	39.02	29.881	.576	.837
x36	38.68	31.530	.663	.835
x37	39.03	29.537	.829	.822
x38	39.01	29.900	.566	.838
x39	38.67	31.628	.658	.835
x40	38.94	32.153	.406	.849
x41	40.34	32.378	.372	.863
x42	38.74	36.657	.784	.878

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
x43	43.63	12.552	.316	.435
x44	43.50	12.555	.600	.458
x45	43.44	13.312	.727	.477

x46	43.61	13.640	.728	.502
x47	43.50	13.091	.611	.483
x48	43.42	13.497	.636	.503
x49	43.50	11.801	.750	.441
x50	43.58	13.462	.765	.430
x51	43.43	12.064	.642	.445
x52	43.52	11.697	.302	.425
x53	43.58	11.303	.325	.423
x54	43.47	12.112	.714	.454

Reliabilitas

Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.779	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	7.864	1.769	.408	.685
X1.2	7.978	1.031	.730	.209
X1.3	7.921	1.624	.388	.715

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.717	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	10.998	3.739	.497	.661
X2.2	11.241	2.929	.776	.461
X2.3	11.188	5.100	.130	.806
X2.4	11.276	3.683	.602	.598

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.859	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X3.1	7.544	.996	.735	.169
X3.2	7.548	1.798	.092	1.000
X3.3	7.544	.996	.735	.169

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics	
Cronbach's Alpha	N of Items
.808	4

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Z1.1	10.652	2.141	.631	.764
Z1.2	10.513	2.158	.860	.644
Z1.3	10.499	2.189	.837	.656
Z1.4	10.308	3.213	.256	.903

Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	30	100.0

Excluded ^a	0	.0
Total	30	100.0

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

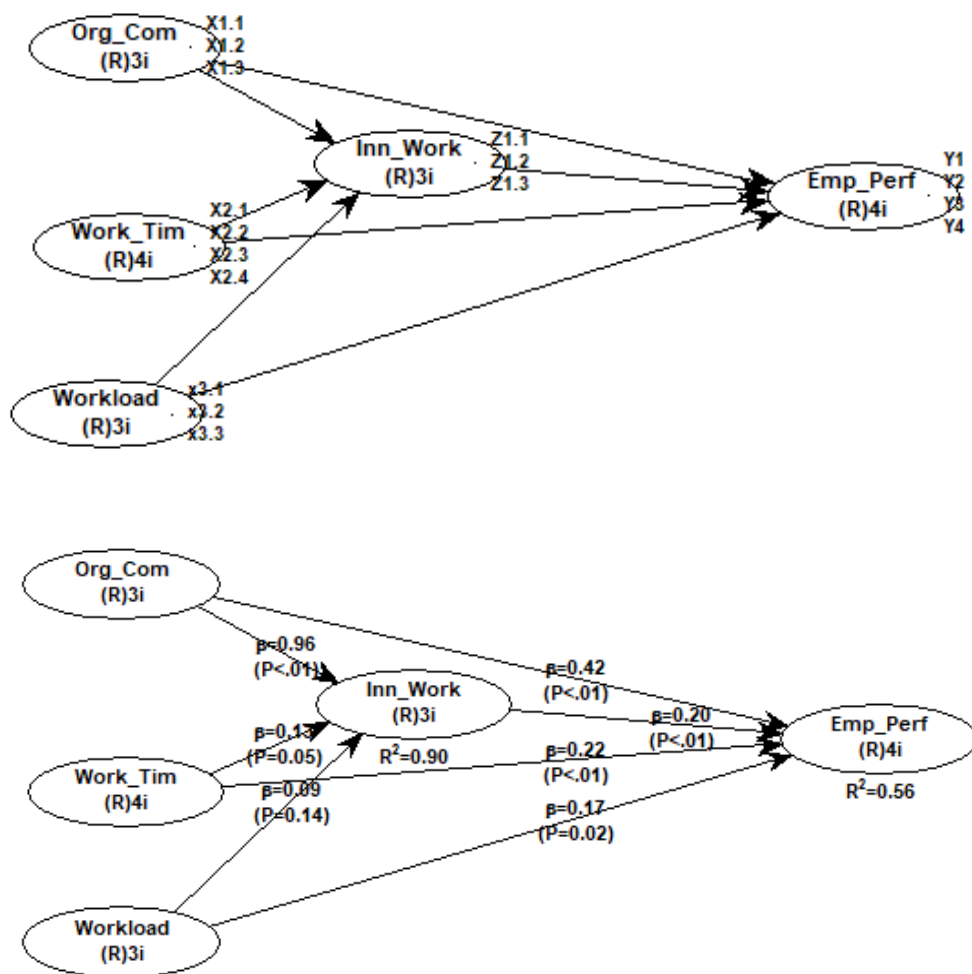
Reliability Statistics

Cronbach's Alpha ^a	N of Items
.794	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1	11.877	1.197	.630	.678
Y.2	11.861	1.462	.471	.551
Y.3	11.855	1.205	.573	.601
Y.4	11.876	1.039	.326	.719

Lampiran 3 GENERAL SEM ANALYSIS RESULTS

GENERAL SEM ANALYSIS RESULTS

* General SEM analysis results *

General project information

Version of WarpPLS used: 7.0

Project path (directory): D:\MM60\Bu Sari MM60\Proposal Baru Bu Sari\Bu Sari Baru Revisi\

Project file: Tesis Bu Sari.prj

Last changed: 29-Nov-2020 10:05:17

Last saved: 28-Oct-2020 13:52:50

Raw data path (directory): D:\ MM60\Bu Sari MM60\Proposal Baru Bu Sari\Bu Sari Baru Revisi \

Raw data file: Tabulasi Responden tesis Bu Sari.xlsx

Model fit and quality indices

Average path coefficient (APC)=0.294, $P < 0.001$

Average R-squared (ARS)=0.714, $P < 0.001$

Average adjusted R-squared (AARS)=0.706, $P < 0.001$

Average block VIF (AVIF)=2.721, acceptable if ≤ 5 , ideally ≤ 3.3

Average full collinearity VIF (AFVIF)=3.698, acceptable if ≤ 5 , ideally ≤ 3.3

Tenenhaus GoF (GoF)=0.617, small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36

Sympson's paradox ratio (SPR)=1.000, acceptable if ≥ 0.7 , ideally = 1

R-squared contribution ratio (RSCR)=1.000, acceptable if ≥ 0.9 , ideally = 1

Statistical suppression ratio (SSR)=1.000, acceptable if ≥ 0.7

Nonlinear bivariate causality direction ratio (NLBCDR)=1.000, acceptable if ≥ 0.7

General model elements

Missing data imputation algorithm: Arithmetic Mean Imputation

Outer model analysis algorithm: PLS Regression

Default inner model analysis algorithm: Warp3

Multiple inner model analysis algorithms used? No

Resampling method used in the analysis: Stable3

Number of data resamples used: 94

Number of cases (rows) in model data: 94

Number of latent variables in model: 5

Number of indicators used in model: 17

Number of iterations to obtain estimates: 15

Range restriction variable type: None
 Range restriction variable: None
 Range restriction variable min value: 0.000
 Range restriction variable max value: 0.000
 Only ranked data used in analysis? No

* Path coefficients and P values *

Path coefficients

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.957	0.130	0.085		
Emp_Per	0.417	0.215	0.171	0.197	

P values

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	<0.001	0.042	0.144		
Emp_Per	<0.001	0.003	0.016	0.006	

* Standard errors for path coefficients *

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.066	0.080	0.081		
Emp_Per	0.076	0.077	0.079	0.077	

* Effect sizes for path coefficients *

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.857	0.018	0.002		
Emp_Per	0.230	0.123	0.049	0.148	

* Combined loadings and cross-loadings *

	Org_Com		Work_Ti		Workloa		Inn_Wor	Emp_Per
	Type (a SE		P value					
X1.2	0.838	0.146	0.027	0.425	-0.479	Reflect	0.068	<0.001
X1.3	0.790	-0.358	-0.136	-0.094	0.670	Reflect	0.069	<0.001
X1.1	0.349	0.460	0.244	-0.808	-0.367	Reflect	0.076	<0.001
X2.1	-0.355	0.806	0.052	0.183	0.053	Reflect	0.068	<0.001
X2.2	0.345	0.685	0.253	-0.386	-0.014	Reflect	0.070	<0.001
X2.3	0.061	0.607	0.141	0.144	-0.117	Reflect	0.071	<0.001
X2.4	0.018	0.732	-0.410	0.040	0.051	Reflect	0.069	<0.001
X3.1	0.144	-0.186	0.802	-0.042	0.026	Reflect	0.068	<0.001
X3.2	-0.061	-0.011	0.845	-0.046	-0.054	Reflect	0.068	<0.001
X3.3	-0.081	0.201	0.787	0.092	0.031	Reflect	0.069	<0.001
Z1	0.697	0.146	0.027	0.795	-0.479	Reflect	0.068	<0.001
Z2	0.596	-0.358	-0.136	0.759	0.670	Reflect	0.069	<0.001
Z3	-1.299	0.201	0.106	0.775	-0.165	Reflect	0.069	<0.001
Y1	0.596	-0.358	-0.136	-0.094	0.678	Reflect	0.070	<0.001
Y2	-0.805	0.712	-0.079	0.494	0.599	Reflect	0.071	<0.001
Y3	-0.009	0.255	0.331	-0.126	0.582	Reflect	0.072	<0.001
Y4	0.120	-0.470	-0.075	-0.225	0.709	Reflect	0.070	<0.001

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.

* Normalized combined loadings and cross-loadings *

	Org_Com		Work_Ti		Workloa	Inn_Wor	Emp_Per
X1.2	0.676	0.153	0.028	0.444	-0.500		
X1.3	0.607	-0.366	-0.139	-0.096	0.684		
X1.1	0.484	0.301	0.160	-0.529	-0.241		
X2.1	-0.386	0.806	0.056	0.199	0.058		
X2.2	0.423	0.757	0.310	-0.473	-0.017		
X2.3	0.109	0.741	0.254	0.258	-0.210		
X2.4	0.018	0.766	-0.413	0.041	0.051		
X3.1	0.159	-0.205	0.896	-0.046	0.029		
X3.2	-0.071	-0.012	0.908	-0.053	-0.062		
X3.3	-0.110	0.272	0.787	0.125	0.041		
Z1	0.727	0.153	0.028	0.642	-0.500		
Z2	0.608	-0.366	-0.139	0.583	0.684		
Z3	-0.543	0.084	0.044	0.774	-0.069		
Y1	0.608	-0.366	-0.139	-0.096	0.521		
Y2	-0.639	0.565	-0.063	0.392	0.634		
Y3	-0.017	0.453	0.587	-0.224	0.644		
Y4	0.101	-0.398	-0.064	-0.191	0.776		

Note: Loadings are unrotated and cross-loadings are oblique-rotated, both after separate Kaiser normalizations.

* Pattern loadings and cross-loadings *

	Org_Com		Work_Ti		Workloa	Inn_Wor	Emp_Per
X1.2	0.697	0.146	0.027	0.425	-0.479		
X1.3	0.596	-0.358	-0.136	-0.094	0.670		
X1.1	1.127	0.460	0.244	-0.808	-0.367		
X2.1	-0.355	0.824	0.052	0.183	0.053		
X2.2	0.345	0.578	0.253	-0.386	-0.014		
X2.3	0.061	0.501	0.141	0.144	-0.117		
X2.4	0.018	0.901	-0.410	0.040	0.051		
X3.1	0.144	-0.186	0.874	-0.042	0.026		
X3.2	-0.061	-0.011	0.858	-0.046	-0.054		
X3.3	-0.081	0.201	0.700	0.092	0.031		

Z1	0.697	0.146	0.027	0.425	-0.479
Z2	0.596	-0.358	-0.136	-0.094	0.670
Z3	-1.299	0.201	0.106	1.991	-0.165
Y1	0.596	-0.358	-0.136	-0.094	0.670
Y2	-0.805	0.712	-0.079	0.494	0.425
Y3	-0.009	0.255	0.331	-0.126	0.356
Y4	0.120	-0.470	-0.075	-0.225	1.049

Note: Loadings and cross-loadings are oblique-rotated.

* Normalized pattern loadings and cross-loadings *

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
X1.1	0.739	0.301	0.160	-0.529	-0.241
X1.2	0.727	0.153	0.028	0.444	-0.500
X1.3	0.608	-0.366	-0.139	-0.096	0.684
X2.1	-0.386	0.897	0.056	0.199	0.058
X2.2	0.423	0.708	0.310	-0.473	-0.017
X2.3	0.109	0.902	0.254	0.258	-0.210
X2.4	0.018	0.908	-0.413	0.041	0.051
X3.1	0.159	-0.205	0.964	-0.046	0.029
X3.2	-0.071	-0.012	0.994	-0.053	-0.062
X3.3	-0.110	0.272	0.947	0.125	0.041
Z1	0.727	0.153	0.028	0.444	-0.500
Z2	0.608	-0.366	-0.139	-0.096	0.684
Z3	-0.543	0.084	0.044	0.832	-0.069
Y1	0.608	-0.366	-0.139	-0.096	0.684
Y2	-0.639	0.565	-0.063	0.392	0.338
Y3	-0.017	0.453	0.587	-0.224	0.632
Y4	0.101	-0.398	-0.064	-0.191	0.889

Note: Loadings and cross-loadings shown are after oblique rotation and Kaiser normalization.

* Structure loadings and cross-loadings *

Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
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X1.1	0.749	0.496	0.297	0.146	0.206
X1.2	0.838	0.206	-0.028	0.795	0.396
X1.3	0.790	0.173	-0.050	0.759	0.678
X2.1	0.144	0.806	0.461	0.075	0.335
X2.2	0.199	0.685	0.433	0.091	0.337
X2.3	0.250	0.607	0.349	0.194	0.285
X2.4	0.369	0.732	0.107	0.263	0.400
X3.1	0.068	0.311	0.802	0.069	0.227
X3.2	-0.103	0.345	0.845	-0.111	0.102
X3.3	0.112	0.502	0.787	0.091	0.329
Z1	0.438	0.206	-0.028	0.795	0.396
Z2	0.490	0.173	-0.050	0.759	0.678
Z3	0.489	0.119	0.118	0.775	0.364
Y1	0.690	0.173	-0.050	0.459	0.778
Y2	0.202	0.583	0.345	0.188	0.799
Y3	0.232	0.451	0.430	0.187	0.682
Y4	0.403	0.089	0.027	0.403	0.709

Note: Loadings and cross-loadings are unrotated.

* Normalized structure loadings and cross-loadings *

	Org_Com		Work_Ti		Workloa	Inn_Wor	Emp_Per
X1.1	0.484	0.688	0.412	0.203	0.285		
X1.2	0.676	0.167	-0.022	0.642	0.320		
X1.3	0.607	0.133	-0.039	0.583	0.521		
X2.1	0.144	0.806	0.461	0.075	0.334		
X2.2	0.220	0.757	0.479	0.100	0.373		
X2.3	0.305	0.741	0.426	0.237	0.347		
X2.4	0.386	0.766	0.112	0.276	0.419		
X3.1	0.076	0.348	0.896	0.077	0.254		
X3.2	-0.111	0.371	0.908	-0.119	0.109		
X3.3	0.112	0.501	0.787	0.091	0.329		
Z1	0.676	0.167	-0.022	0.642	0.320		
Z2	0.607	0.133	-0.039	0.583	0.521		
Z3	0.489	0.119	0.118	0.774	0.364		
Y1	0.607	0.133	-0.039	0.583	0.521		
Y2	0.214	0.617	0.365	0.198	0.634		
Y3	0.257	0.499	0.476	0.207	0.644		
Y4	0.441	0.098	0.030	0.440	0.776		

* Indicator weights *

	Org_Com		Work_Ti		Workloa		Inn_Wor		Emp_Per	
	Type	(a SE	P value	VIF	WLS	ES				
X1.1	0.842 0.084	0.000	0.000	0.000	0.000	Reflect	0.077	0.001	1.025	1
X1.2	0.779 0.485	0.000	0.000	0.000	0.000	Reflect	0.072	<0.001	1.228	1
X1.3	0.745 0.431	0.000	0.000	0.000	0.000	Reflect	0.072	<0.001	1.201	1
X2.1	0.000 0.321	0.799	0.000	0.000	0.000	Reflect	0.075	<0.001	1.555	1
X2.2	0.000 0.232	0.738	0.000	0.000	0.000	Reflect	0.076	<0.001	1.285	1
X2.3	0.000 0.182	0.800	0.000	0.000	0.000	Reflect	0.076	<0.001	1.159	1
X2.4	0.000 0.265	0.762	0.000	0.000	0.000	Reflect	0.075	<0.001	1.382	1
X3.1	0.000 0.325	0.000	0.705	0.000	0.000	Reflect	0.075	<0.001	1.460	1
X3.2	0.000 0.361	0.000	0.727	0.000	0.000	Reflect	0.074	<0.001	1.613	1
X3.3	0.000 0.313	0.000	0.898	0.000	0.000	Reflect	0.075	<0.001	1.411	1
Z1	0.000 0.350	0.000	0.000	0.840	0.000	Reflect	0.074	<0.001	1.345	1
Z2	0.000 0.319	0.000	0.000	0.720	0.000	Reflect	0.074	<0.001	1.273	1
Z3	0.000 0.332	0.000	0.000	0.728	0.000	Reflect	0.074	<0.001	1.303	1
Y1	0.000 0.276	0.000	0.000	0.000	0.808	Reflect	0.075	<0.001	1.390	1
Y2	0.000 0.217	0.000	0.000	0.000	0.762	Reflect	0.075	<0.001	1.295	1
Y3	0.000 0.204	0.000	0.000	0.000	0.751	Reflect	0.076	<0.001	1.297	1

Y4	0.000	0.000	0.000	0.000	0.826	Reflect	0.074	<0.001	1.397	1
	0.302									

Notes: P values < 0.05 and VIFs < 2.5 are desirable for formative indicators; VIF = indicator variance inflation factor;

WLS = indicator weight-loading sign (-1 = Simpson's paradox in l.v.); ES = indicator effect size.

* Latent variable coefficients *

R-squared coefficients

Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
	0.878	0.550		

Adjusted R-squared coefficients

Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
	0.876	0.537		

Composite reliability coefficients

Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
0.716	0.802	0.853	0.820	0.738

Cronbach's alpha coefficients

Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
0.727	0.670	0.741	0.671	0.729

Average variances extracted

Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
0.783	0.706	0.759	0.703	0.815

Full collinearity VIFs

Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
6.934	1.719	1.374	6.348	2.113

Q-squared coefficients

Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
	0.840	0.554		

Minimum and maximum values

Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
-2.276	-3.784	-3.540	-1.858	-2.377
1.800	1.839	1.669	1.733	2.055

Medians (top) and modes (bottom)

Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
-0.137	-0.193	-0.068	-0.063	0.203
-0.137	-0.193	-0.068	-0.063	0.469

Skewness (top) and exc. kurtosis (bottom) coefficients

Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
-0.030	-0.313	-0.602	-0.004	-0.120
-0.457	0.675	1.118	-0.718	-0.641

Tests of unimodality: Rohatgi-Sz kely (top) and Klaassen-Mokveld-van Es (bottom)

Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Yes	Yes	Yes	Yes	Yes
Yes	Yes	Yes	Yes	Yes

Tests of normality: Jarque Bera (top) and robust Jarque Bera (bottom)

Org_Com		Work_Ti		Workloa		Inn_Wor		Emp_Per
Yes	Yes	No	Yes	Yes				
Yes	No	No	Yes	Yes				

* Correlations among latent variables and errors *

Correlations among l.vs. with sq. rts. of AVEs

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Org_Com	0.695	0.333	0.028	0.910	0.649
Work_Ti	0.333	0.711	0.474	0.214	0.478
Workloa	0.028	0.474	0.812	0.017	0.267
Inn_Wor	0.910	0.214	0.017	0.777	0.615
Emp_Per	0.649	0.478	0.267	0.615	0.644

Note: Square roots of average variances extracted (AVEs) shown on diagonal.

P values for correlations

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Org_Com	1.000	<0.001	0.731	<0.001	<0.001
Work_Ti	<0.001	1.000	<0.001	0.009	<0.001
Workloa	0.731	<0.001	1.000	0.835	<0.001
Inn_Wor	<0.001	0.009	0.835	1.000	<0.001
Emp_Per	<0.001	<0.001	<0.001	<0.001	1.000

Correlations among l.v. error terms with VIFs

	(e)Inn_	(e)Emp_
(e)Inn_	1.000	0.007
(e)Emp_	0.007	1.000

Notes: Variance inflation factors (VIFs) shown on diagonal. Error terms included (a.k.a. residuals) are for endogenous l.vs.

P values for correlations

	(e)Inn_	(e)Emp_
(e)Inn_	1.000	0.933
(e)Emp_	0.933	1.000

* Block variance inflation factors *

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	1.128	1.127	1.002		
Emp_Per	6.697	1.587	1.350	6.154	

Note: These VIFs are for the latent variables on each column (predictors), with reference to the latent variables on each row (criteria).

* Indirect and total effects *

Indirect effects for paths with 2 segments

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Emp_Per	0.188	0.026	0.017		

Number of paths with 2 segments

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
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Emp_Per	1	1	1
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P values of indirect effects for paths with 2 segments

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
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Emp_Per	<0.001	0.372	0.443
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Standard errors of indirect effects for paths with 2 segments

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
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Emp_Per	0.055	0.057	0.058
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Effect sizes of indirect effects for paths with 2 segments

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
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Emp_Per	0.148	0.009	0.002
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Sums of indirect effects

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
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Emp_Per	0.226	0.019	0.008
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Number of paths for indirect effects

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
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Emp_Per	1	1	1
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P values for sums of indirect effects

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
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Emp_Per	<0.001	0.372	0.443
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Standard errors for sums of indirect effects

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
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Emp_Per	0.055	0.057	0.058
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Effect sizes for sums of indirect effects

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
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Emp_Per	0.148	0.009	0.002
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Total effects

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.939	0.078	0.034		
Emp_Per	0.577	0.263	0.179	0.240	

Number of paths for total effects

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	1	1	1		
Emp_Per	2	2	2	1	

P values for total effects

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	<0.001	0.166	0.336		
Emp_Per	<0.001	<0.001	0.012	0.001	

Standard errors for total effects

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.066	0.080	0.081		
Emp_Per	0.072	0.077	0.078	0.077	

Effect sizes for total effects

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.857	0.018	0.002		
Emp_Per	0.377	0.132	0.051	0.148	

* Causality assessment coefficients *

Path-correlation signs

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	1	1	1		
Emp_Per	1	1	1	1	

Notes: path-correlation signs; negative sign (i.e., -1) = Simpson's paradox.

R-squared contributions

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.857	0.018	0.002		
Emp_Per	0.230	0.123	0.049	0.148	

Notes: R-squared contributions of predictor lat. vars.; columns = predictor lat. vars.; rows = criteria lat. vars.; negative sign = reduction in R-squared.

Path-correlation ratios

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	1.028	0.331	0.537		
Emp_Per	0.537	0.488	0.595	0.390	

Notes: absolute path-correlation ratios; ratio > 1 indicates statistical suppression; 1 < ratio <= 1.3: weak suppression; 1.3 < ratio <= 1.7: medium; 1.7 < ratio: strong.

Path-correlation differences

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.025	0.158	0.030		
Emp_Per	0.303	0.257	0.116	0.376	

Note: absolute path-correlation differences.

P values for path-correlation differences

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.379	0.024	0.358		
Emp_Per	<0.001	<0.001	0.073	<0.001	

Note: P values for absolute path-correlation differences.

Warp2 bivariate causal direction ratios

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor					
Emp_Per					

Inn_Wor	1.000	0.925	0.462	
Emp_Per	0.995	0.966	0.999	1.000

Notes: Warp2 bivariate causal direction ratios; ratio > 1 supports reversed link; 1 < ratio <= 1.3: weak support; 1.3 < ratio <= 1.7: medium; 1.7 < ratio: strong.

Warp2 bivariate causal direction differences

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.000	0.017	0.025		
Emp_Per	0.003	0.017	0.000	0.000	

Note: absolute Warp2 bivariate causal direction differences.

P values for Warp2 bivariate causal direction differences

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.500	0.415	0.378		
Emp_Per	0.486	0.419	0.499	0.500	

Note: P values for absolute Warp2 bivariate causal direction differences.

Warp3 bivariate causal direction ratios

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.996	0.917	0.528		
Emp_Per	0.993	0.970	1.030	1.002	

Notes: Warp3 bivariate causal direction ratios; ratio > 1 supports reversed link; 1 < ratio <= 1.3: weak support; 1.3 < ratio <= 1.7: medium; 1.7 < ratio: strong.

Warp3 bivariate causal direction differences

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.004	0.020	0.030		
Emp_Per	0.005	0.015	0.009	0.001	

Note: absolute Warp3 bivariate causal direction differences.

P values for Warp3 bivariate causal direction differences

	Org_Com	Work_Ti	Workloa	Inn_Wor	Emp_Per
Inn_Wor	0.483	0.405	0.355		
Emp_Per	0.477	0.426	0.458	0.493	

Note: P values for absolute Warp3 bivariate causal direction differences.