DECLARATION OF ORIGINALITY

I declare that this thesis, entitled **"The Analysis of Dominant Factors that Cause High Turnover Issue in PT. X based on The Intrinsic Motivation Theory"** is, to best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree.

Cikarang, Indonesia, 30th of August 2010.

Ray Aditya Wong

ABSTRACT

This research aims to discover the dominant factors that lead to a turnover case in PT. X, a brokerage firm located in the middle of Jakarta. This company was chosen because the researcher used to have an internship there, and based on the researcher's observation, the company happened to suffer under a turnover issue. This was proved by looking at the number of new employees hired every week, and also the number of employees quit in the upcoming weeks after.

Quantitative method is applied in this research, by spreading out questionnaires to 50 people who used to work at PT. X. The questionnaires were distributed to those people via Google spreadsheet, and it used the intrinsic motivation theory as the main and fundamental theory that supports this research. The theory itself has four dimensions, which are The Sense of Meaningfulness, The Sense of Choice, The Sense of Competence, and The Sense of Progress.

This research uses SPSS 16.0 as the helping instrument in analyzing the data. The result from the data indicates that there are four new causal factors that affect people to quit their job. They are Employees' Feeling towards Management Error, Employees' Feeling towards Management's Improvement Method, Process of Socialization and Adaptation, and Employees' Perception towards Marketing Call.

The result of this research also gives useful recommendation for the related company to motivate their employees much more and also to provide a much better working environment in order to create a comfortable situation, so that the employees would be more enthusiastic to perform their job, and finally reduce the turnover issue.

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I. INTRODUCTION

1.1 Background of the Study

Every person in a company must have different responses toward their job. Some employees might find their job really satisfying, while the others might find it the opposite way. Those two types of condition are strongly related and may influence job satisfaction. It is also a topic of wide interest to both people who work in organization and people who study them. Job satisfaction itself has been defined as a set of favorable or unfavorable feelings and emotions in which employees view their work. Job satisfaction is an affective attitude-a feeling of relative like or dislike toward something (Newstorm, 2002).

There have been a lot of studies about job satisfaction affecting and job performance (Robbins, 2009). The study of causes and consequences of these employee attitudes is one of the major domains of industrial-organizational psychology and organizational behavior. In addition, the relationship between job satisfaction and organizational variables is either positive or negative. The strength of the relationship ranges from weak to strong. Strong relationships imply that managers can significantly influence the variable of interest by increasing job satisfaction (Kreitner & Kinicki, 2004). It is conducted in order to increase the job satisfaction that can contribute to both the efficiency and the effectiveness of a business. However, when an individual feels dissatisfied with his/her job, then it may lead to a poor job performance, such as turnover or withdrawal, lateness, and absenteeism.

Employee turnover is the rate in which a company gains or losses employees in a particular period of time. This occurs generally because of the incompatibility between individuals' need and the company's policy.

Turnover is important to managers, because it both disrupts organizational continuity and is very costly (Kreitner & Kinicki, 2004). Many factors play a role in the employee turnover rate of any company, and these may arise from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. So as lateness and absenteeism, they occur because of the similar reason. Those kinds of bad job performance might delay or cancel a company in reaching its goals or objectives. In order to prevent such things, a manager, especially the Human Resource department, should learn more and more about their employees' personalities, and try to understand clearly what they really like or dislike.

In this thesis, the researcher will try to figure out the dominant factors or the main causes that might lead a company to experience a turnover issue. There are some variables that the researcher will use in the measurement in this thesis, especially from the intrinsic side, starting from job as a choice, competency, meaningfulness, and the progress. If in the end, the variables are found to be affective to the job satisfaction of the employees, then the researcher will try to help the company by giving some kind of suggestions or recommendations in order for the company to avoid turnover. In this case, the researcher chooses to observe the turnover case in PT X.

1.2 Company Profile

PT. X. was established in 2000, it is a future broker company specializing in Foreign Exchange, Asian Stock Market indices and commodities trading. Via our round the clock trading office, PT. X. provides investors to trade 24-hours a day in all major markets including Hong Kong, Japan, London and New York. The company is dedicated to adding value for customers, employees, shareholders and the community through the delivery of total quality financial services.

PT. X. is a fully licensed member of the Jakarta Futures Exchange (BBJ) and a full clearing member of the Indonesian Derivatives Clearing House (KBI). PT. X. headquarters is in the middle of Jakarta, and it has many branches spread out all over Indonesia.

PT. X. has three major products to offer, they are:

1. Stock Market Index, which are Nikkei 225 (Japan index), Hang Seng (Hong Kong index), and Kospi 200 (Korea Index).
2. Foreign Exchange Market, including Euro Dollar (EUR/USD), Swiss Francs (CHF/USD), British Pound (GBP/USD), Australian Dollar (AUD/USD), and Dollar Yen (USD/JPY).
3. Commodities, especially Gold (XAU).

1.3 Problems Identified

Companies should take a deep interest in their employee turnover rate because it is a costly part of doing business. When a company must replace a worker, the company acquires direct and indirect expenses. These expenses include the cost of advertising, human resource costs, loss of productivity, and also new hire training (Beam, 2010)

There are some employers who do not really care about the importance of employee's perception and do not pay attention to employee's satisfaction although they know that it has a great influence in developing a successful business. Understanding only the general job satisfaction of employee is not enough in explaining job satisfaction's complexity.

The researcher found that PT. X happens to be a company with a high turnover. It is considered high because based on the researcher's observation while having an internship, the company seemed to intensively hold hiring and recruitment of new employees within a month. It recruits and hires new people every week, and also gives them training for 3 days starting from Monday to Wednesday. But in a period

of time less than a year, even a month, they have very less tendency to stay, and eventually quit the job, so the company needs to seek for new ones. For example, while working there, the researcher noticed that from ten to fifteen newly hired people, only one third from those people would stay more than a month. It happens over and over again, that the company must lose lots of energy and money. In this research, the researcher would like to help PT. X in fixing its turnover issue by observing the main causes of the problem itself.

1.4 Statement of the Problem

Based on the problem identification above, the researcher finally came up with these questions:

1. What are the dominant factors of the high turnover in PT. X?
2. What action could be taken in order to prevent job dissatisfaction in PT. X?

1.5 Research Objectives

In this research, there are some objectives that need to be achieved:

1. To figure out the main causes of high turnover issue in PT. X
2. To find out the ways that might satisfy the employee based on the model of intrinsic motivation by Kenneth Thomas (sense of choice, sense of competence, sense of meaningfulness, and sense of progress).

1.6 Significance of the Study

There are some key points from this research which are advantageous and beneficial, and they are dedicated to:

1. The academic community.

   The result of this research may provide a reference for the next research especially in studying the affective factors of employee turnover.

2. The participating company

   The result would also be beneficial for the participating company. It would help the company recognize things that they need to improve, and also help them prevent the employee from quitting the job, so that it will not lose too much energy and money.

3. The researcher.

   As this research is made and constructed, the researcher indirectly learns how to write, read, and analyze theories as well as presenting the ideas to the audience. This research also gives the researcher an opportunity to dig and understand theories, especially about the job satisfaction and the consequences, which is hopefully able to be implemented in the real life.

1.7 Theoretical Framework

In this research, the theory rooted from the consequences of job satisfaction, and the theoretical framework is as listed below:
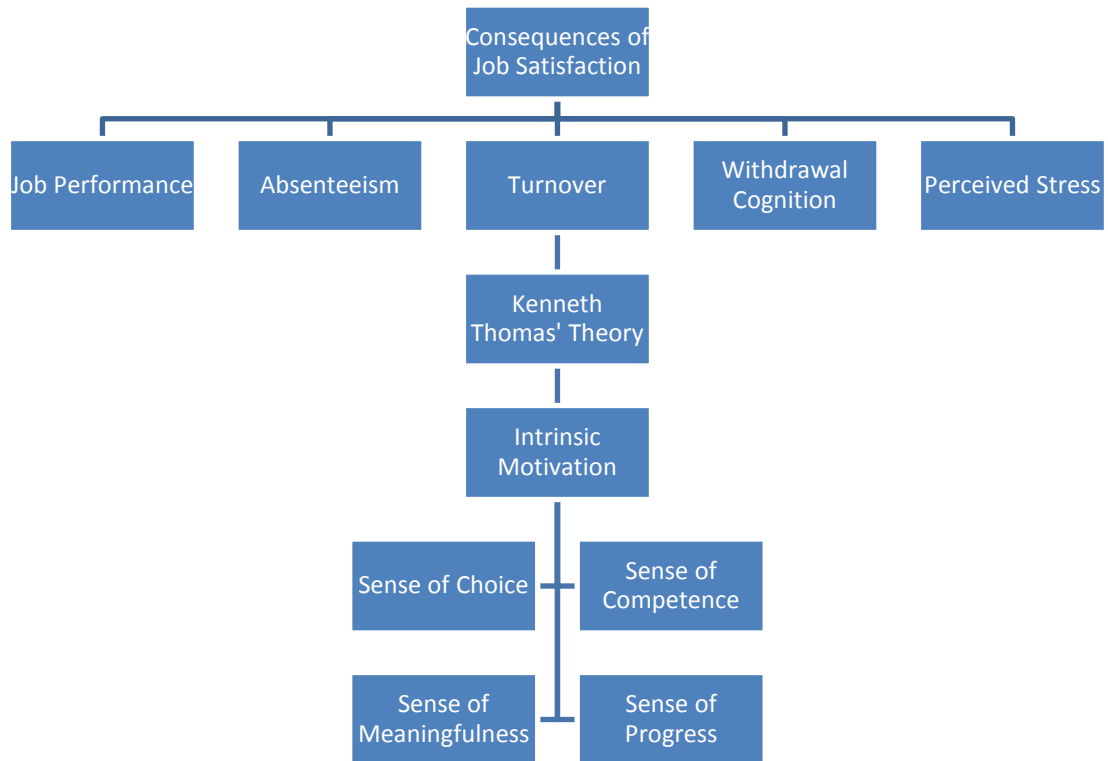
Figure 1.1 Theoretical Frameworks

Source: (Kreitner & Kinicki, 2004)

The consequences of job satisfaction might be positive and also negative. From the positive side, which means the employees are satisfied, will lead to a good job performance; or even better, the employees exhibit the behaviors that exceed work-role requirements, which is called the Organizational Citizenship Behaviors (OCBs). Examples of OCBs are the expression of interests in the work of others, suggestions for improvement, training new people, punctuality and attendance beyond standard, etc (Organ, 1990).

The results from the negative point of view come from the poor job performance, such as absenteeism, withdrawal cognition, perceived stress, and of course turnover. In this research, the researcher limited the study and only focused on turnover, which is the most prominent issue in the office where the researcher used to have internship in. firstly, the researcher wanted to figure out the causal factors of turnover based on extrinsic motivation theory, such as salary, working facility, rewards, etc; but then it was considered to basic, therefore, the researcher decided to use the intrinsic motivation theory by Kenneth Thomas, which consists of sense of choice, sense of meaningfulness, sense of competence, and sense of progress.

1.8 Scope and Limitation of the Study:

This study only covers specific areas as follow

1. The researcher did not limit the study of specific gender, education, level, and age.
2. The respondents will be the ex-employees of PT. X.
3. The researcher used primary data by spreading out questionnaires.
4. The researcher did not discuss about the indicator of job satisfaction because the researcher could not present the absenteeism and turnover data as a supporting data because the data is confidential and cannot be published.

1.9 Definition of Term

1. Turnover : The rate at which an employer gains or loses employees, or how long employees tend to stay, or the traffic through the revolving door.

2. Absenteeism : A habitual pattern of absence from a duty or obligation. It has been viewed as an indicator of poor individual performance.

3. Motivation: Factor, from both inside or outside, than encourages employees to work harder or more enthusiasm in completing their tasks.

4. Intrinsic Motivation : Motivation that is driven by an interest or enjoyment of the task itself, and exists within the individual rather than relying on any external pressure.

5. Extrinsic Motivation : Motivation caused by the desire to attain specific outcomes, such as wages, rewards, recognition, etc.

6. Likert Scale : A psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research. When responding to a Likert questionnaires, the respondents specify their level of agreement to a statement.

7. Google spreadsheet : A free web-based processor, spreadsheet, presentation, and data storage serviced offered by Google. It allows users to create and edit documents online while collaborating in real-time with other users.

II. LITERATURE REVIEW

2.1 Intrinsic Motivation

Some people seem to be motivated more by external inducements in their work, such as salary, rewards, and recognitions of other people. By contrast, some people seem to be driven by a passionate interest in their work, a deep level of enjoyment, and involvement in what they do. That's what is called as intrinsic motivation. In another word, intrinsic motivation can be defined as the motivation to engage in work primarily for its own sake, because the work itself is interesting, engaging, or in some way satisfying (Amabile, Hill, Hennessy, & Tighe, 1994).

2.1.1 The Foundation of Intrinsic Motivation

Intrinsic motivation was defined earlier as being driven by positive feelings associated with doing well on a task or job. Intrinsically motivated people are driven to act for the fun or challenge associated with a task rather than because of external rewards, pressures, or requests. Motivation comes from the psychological rewards associated with doing well on a task that one enjoys. It is important to note that individual differences exist when it comes to intrinsic motivation. People are intrinsically motivated for some activities and not others, and everyone is not intrinsically motivated by the same tasks (Ryan & Deci, 2001).

In contrast to completing tasks for the joy of doing them, extrinsic motivation drives people's behavior when they do things in order to attain a specific outcome. In other words, extrinsic motivation is fueled by a person's desire to avoid or achieve some type of consequence for his or her behavior. For example, a student who completes homework because he or she wants to avoid the embarrassment of being called on in class without knowing the answer is extrinsically motivated because he or she is doing it to avoid the negative outcome of being embarrassed. Similarly, a student who does homework because he or she believes it will help him or her obtain a job

also extrinsically motivated because he or she is studying for its instrumental value rather than because of pure interest. As you can see, extrinsic motivation is related to the receipt of extrinsic rewards. Extrinsic rewards do not come from the work itself; they are given by others (e.g. teachers, managers, parents, friends, or customers). At work, they include things like salaries, bonuses, promotions, benefits, awards, and titles.

There has been an extension amount of research on the topic of intrinsic motivation. The majority of this research relied on students performing tasks in laboratory experiments to determine whether or not to use of extrinsic rewards dampened their intrinsic motivation. Unfortunately, the overall pattern of results has created controversy and debate among researchers (Ryan, Deci, & Koestner, A Meta-Analytic Review of Experiments Examining the Effects of Extrinsic Rewards on Intrinsic Motivation, 1999). Nonetheless, this conclusion does not detract from the value of focusing on the positive application of intrinsic motivation at work.

2.1.2 A Model of Intrinsic Motivation

Kenneth Thomas proposed the most recent model of intrinsic motivation. He developed his model by integrating research on empowerment, with two previous models of intrinsic motivation (Thomas, Jansen, & Tymon, 1997).

The table below illustrates the four key intrinsic rewards underlying an individual's level of intrinsic motivation. Looking across the rows, rewards of meaningfulness and progress are derived from the purpose for completing various tasks, while the sense of choice and sense of competence come from the specific tasks one completes. Looking down the columns, the sense of choice and meaningfulness are related to opportunity to use one's own judgment and to pursue a worthwhile purpose. In contrast, accomplishment rewards-a sense of competence and progress-are derived from the extent to which individuals feel competent in completing tasks and successful in attaining their task purpose, respectively. Thomas believes intrinsic

motivation is direct result of the extent to which an individual experiences these four intrinsic rewards while working.

Figure 2.1 *A Model of Intrinsic Motivation*

	Opportunities Rewards	**Accomplishment** rewards
From task **activities**	Sense of choice	Sense of competence
From task **purpose**	Sense of meaningfulness	Sense of progress

Source: (Kreitner & Kinicki, 2004)

A. **Sense of Meaningfulness.** A sense of meaningfulness is the opportunity you feel to pursue a worthy task purpose. The feeling of meaningfulness is the feeling that you are on a path that is worth your time and energy-that you are on a valuable mission, that your purpose matters in the larger scheme of things. This description reveals that it is not the task itself that drives intrinsic motivation, but rather the overall purpose for completing tasks. People have a desire to do meaningful work, work that makes a difference. This conclusion was supported by results from a recent national survey of employees. Results revealed that the primary contributor to workplace pride was that employees were doing work that mattered (Barbian, 2001).

B. **Sense of choice.** A sense of choice is the opportunity you feel to select task activities that make sense to you and to perform them in ways that seem appropriate. The feeling of choice is the feeling of being free to choose-of being able to use your own judgment and act out of your own understanding of the task. Athleta Corp, a sports apparel company in Petaluma, California, for example, significantly reduced employee turnover and increase employee loyalty by allowing employees more choice in setting their schedules and handling personal matters during the workday (Dobbs, 2001).

C. **Sense of Competence.** A sense of competence is the accomplishment you feel in skillfully performing tasks activities you have chosen. The feeling of competence involves the sense that you are doing good, high-quality work on task. A sense of competence also is related to the level of challenge associated with completing tasks. In general, people feel a greater sense of competence by completing challenging tasks. Unfortunately, large-scale surveys conducted by the Gallup organization suggest that intrinsic motivation is being undermined by a lack of challenging work. Only 15% of Gallup's respondents indicated that they had the opportunity to use their skills on a daily basis; 69% revealed they did not even get to use their strengths once a week (Littman, 2001).

D. **Sense of Progress.** A sense of progress is the accomplishment you feel in achieving the task purpose. The feeling of progress involves the sense that the task is moving forward, that your activities are really accomplishing something. A sense of progress promotes intrinsic motivation because it reinforces the feeling that one is wisely spending his or her time. A low sense of progress leads to discouragement. Over time, a low sense of progress can lower enthusiasm and lead to feelings of being stuck or helpless.

2.1.3 Cultivating Intrinsic Motivation in Others

Managers enhance intrinsic motivation by increasing the amount of intrinsic rewards employees derive from their work. This requires managers to create a set of

conditions necessary to allow each reward to flourish. Thomas labeled this set of conditions the building blocks of intrinsic rewards. He used the term building blocks because they represent the essential ingredients of intrinsic motivation. Stated differently, the building blocks represent a host of work environment characteristics managers should strive to provide their employees. The building blocks for the intrinsic rewards are shown in figure 2.2.

There are four diverse sets of managerial behaviors needed to establish the building blocks of intrinsic rewards. Not surprisingly, different managerial behaviors are needed for each intrinsic reward.

Figure 2.2 *Building Blocks for Intrinsic Rewards*

Choice:	Competence:
• Delegated authority	• Knowledge
• Trust in workers	• Positive feedback
• Security (no punishment) for honest mistake	• Skill recognition
• A clear purpose	• Challenge
• Information	• High, non-comparative standards
Meaningfulness:	**Progress:**
• A non-cynical climate	• A collaborative climate
• Clearly identified passions	• Milestones
• An exciting vision	• Celebrations
• Relevant task purposes	• Access to customers
• Whole tasks	• Measurement of improvement

Source: (Kreitner & Kinicki, 2004)

A. Leading for Meaningfulness

Managers lead for meaningfulness by inspiring their employees and modeling desired behaviors. The figure above reveals managers can accomplish this by helping employees to identify their passions at work and creating an exciting organizational vision employees feel connected to. In support of this recommendation, results from Gallup surveys show that more employees are more engaged and productive at work when they see the connection between their work and the organization's vision (Ellingwood, 2001). This connection creates a sense of purpose for employees.

B. Leading for Choice

Managers lead for choice by empowering employees and delegating meaningful assignments and tasks. Gail Evan says delegating is essential. If you refuse to let your staff handle their own projects, you're jeopardizing their advancement, because they are learning new skills and adding successes to their resume, and you are wasting your precious hours doing someone else's work (Littman, 2001).

C. Leading for Competence

Managers lead for competence by supporting and coaching their employees. The table above provides several examples of how this might be done. Managers first need to make sure employees have the knowledge needed to successfully perform their jobs. Deficiencies can be handled through training and mentoring. Providing positive feedback and sincere recognition can also be coupled with the assignment of a challenging task to fuel employees' intrinsic motivation.

D. Leading for Progress

Managers lead for progress by monitoring and rewarding others. For example, Julie Stewart, the president of Applebee's division of Applebee's International, uses a trick she learned from a previous boss. After everyone is gone, she leaves a sealed note on the chair of an employee, explaining how critical that person's work is or how much

she appreciates the completion of a recent project. Sometimes she leaves voice mail; other times she might send flowers. "For a lot of people, it means more than any raise", Stewart says. "I do not leave the office without doing this".

2.2 Job Satisfaction

Job satisfaction essentially reflects the extent to which an individual likes his or her job. Formally defined, job satisfaction is an affective or emotional response toward various facets of one's job. This definition implies job satisfaction is not a unitary concept. Rather a person can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects.

2.2.1 The Causes of Job Satisfaction

Five predominant models of job satisfaction focus on different causes. They are need fulfillment, discrepancy, value attainment, equity, and dispositional/genetic components. A brief review of these models will provide insight into the complexity of this seemingly simple concept (Kreitner & Kinicki, 2004).

1. Need Fulfillment

   These models propose that satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfill his or her needs. For example, a survey of 30 Massachusetts law firms revealed that 35% to 50% of law firm associates left their employees within three years of starting because the firms did not accommodate family needs. This example illustrates that unmet needs can affect both satisfaction and turnover.

2. Discrepancies

   These models propose that satisfaction is a result of met expectations. Met expectations represent the differences between what an individual expects to receive from a job, such as good pay and promotional opportunities, and what he or she actually receives. When expectations are greater than what is received, a

person will be dissatisfied. In contrast, this model predicts the individual will be satisfied when he or she attains outcomes above and beyond expectations.

3. Value Attainment

The idea underlying value attainment is that satisfaction results from the perception that a job allows for fulfillment of an individual's important work values (Gruneberg & Wall, 1984). In general, research consistently supports the prediction that value fulfillment is positively related to job satisfaction. Manager can thus enhance employee satisfaction by structuring the work environment and its associated rewards and recognition to reinforce employees' values.

4. Equity

In this model, satisfaction is function of how "fairly" an individual is treated at work. Satisfaction results from one's perception that work outcomes, relative to inputs, compare favorably with a significant other's outcome/inputs. Employees' perceptions of being treated fairly at work were highly related to overall job satisfaction (Cohen & Spector, 2001). Managers thus are encouraged to monitor employees' fairness perceptions and to interact with employees in such way that they feel equitably treated.

5. Dispositional/Genetic Components

This model of satisfaction attempts to explain a pattern in which employees notice that some of their co-workers or friends appear to be satisfied across a variety of job circumstances, whereas others always seem dissatisfied. Specifically, the dispositional/genetic model is based on the belief that job satisfaction is partly a function of both personal traits and genetic factors. As such, this model implies that stable individual differences are just as important in explaining job satisfaction as are characteristics of the work environment.

2.2.2 Major Correlates and Consequences of Job Satisfaction

This area has significant managerial implications because thousands of studies have examined the relationship between job satisfaction and other organizational variables. Because it is impossible to examine them all, a subset of the more important variables from the standpoint of managerial relevance is considerable. As mentioned before, the relationship between job satisfaction and these other variables is either positive or negative (Kreitner & Kinicki, 2004). Here are seven key correlates of job satisfaction.

1. Motivation

   Several studies have revealed a significant positive relationship between motivation and job satisfaction. Because satisfaction with supervision also was significantly correlated with motivation, managers are advised to consider how their behavior affects employee satisfaction. Managers can potentially enhance employees' motivation through various attempts to increase job satisfaction.

2. Organizational Citizenship Behavior

   Organizational Citizenship Behaviors (OCBs) consist of employee behaviors that are beyond the call of duty. Examples include such gestures as constructive statements about the department, expression of personal interest in their work of others, suggestions for improvement, training new people, respect for the spirit as well as the letter of housekeeping rules, care of organizational property, and punctuality and attendance beyond standards or enforceable levels. Manager certainly would like employees to exhibit these behaviors. Additional research demonstrated that employees' citizenship behaviors were determined more by leadership and characteristics of work environment than by an employee's personality. It thus appears that managerial behavior significantly influences an employees' willingness to exhibit citizenship behaviors. This relationship is important to recognize because employees' OCBs were positively correlated with

their conscientiousness at work, organizational commitment, and performance ratings. Because employees' perceptions of being treated fairly at work are related to their willingness to engage in OCBs, managers are encouraged to make and implement employee related decisions in an equitable fashion.

3. Absenteeism

Absenteeism is costly, and managers are constantly on the lookout for ways to reduce it. One recommendation has been to increase job satisfaction. If this is a valid recommendation, there should be a strong negative relationship (or negative correlation) between satisfaction and absenteeism. In other words, as satisfaction increases, absenteeism should decrease.

4. Withdrawal Cognitions

Although some people quit their jobs impulsively or in a fit of anger, most go through a process of thinking about whether or not they should quit (Hackett, 1989). Withdrawal Cognitions encapsulate this thought process by representing an individual's overall thoughts and feelings about quitting his or her job. Job satisfaction is believed to be one of the most dominant contributors of employees quitting their job.

5. Perceived Stress

Stress can have very negative effects on organizational behavior and an individual's health. Stress is positively related to absenteeism, turnover, coronary heart disease, and viral infections (Kalb & Rogers, 1999). Because perceived stress has a strong negative relationship with job satisfaction, It is hoped that managers would attempt to reduce the negative effects of stress by improving job satisfaction.

6. Job Performance

One of the biggest controversies within OB research centers on the relationship between job satisfaction and job performance. Although researchers have identified seven different ways in which these variables are related, the dominant beliefs are either that satisfaction causes performance or performance causes satisfaction. There were two key findings from this study. First, job satisfaction and performance are moderately related. This is an important finding because it supports the belief that employee job satisfaction is a key work attitude managers should consider when attempting to increase employees' job performance. Second, the relationship between job satisfaction and performance is much more complex than originally thought. It is not as simple as satisfaction causing performance or performance causing satisfaction. Rather, the researchers now believe both variables indirectly influence each other through a host of individual differences and work-environment characteristics.

7. Turnover

Turnover is important to managers because it both disrupts organizational continuity and is very costly. For example, turnover increases the direct costs of recruiting and training new employees and the indirect costs associated with impaired service quality, lost business to competitors, loss of technical knowledge and human capital, and decreased morale and increased turnover among remaining workers (Griffeth & Hom, 2001). Although there are many things a manager can do to reduce employee turnover, many of them revolve around attempts to improve employees' job satisfaction.

III. METHODOLOGY

3.1 Research Method

In this chapter, the researcher will explain about the methodology applied in this research. This research will apply quantitative method which is using a factor analysis.

Quantitative research is a type of research that uses structured data in the form of numbers, or data that can be immediately transported into numbers. Quantitative research is about the collection of numerical data and it is conducted by using statistical analysis with structured questionnaires, which mainly use closed questions with set responses. Quantitative research uses numbers to prove or disprove a notion or hypothesis. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships (Ritchie & Lewis, 2003)

The choice of whether to use qualitative or quantitative data depends on the specified research question or questions. When you have quite good previous knowledge about the subject studied and when the study's problems are clear, the most suitable method is the quantitative.

The advantages of quantitative method are that it standardizes the information and makes it easier to take care of the information. Variations and connections of relationships can be exhibited, so it is easier to structure the information and discover the typical, the usual, the varied, and the main features.

In this research, the researcher used primary data by spreading out questionnaires, using the Likert Scale questionnaires. The researcher chose primary data because of the availability of the data. The researcher also may gather the information and

measure it accurately and consistently. It can provide useful information in reaching conclusion or consideration to make a decision.

3.2 Research Framework
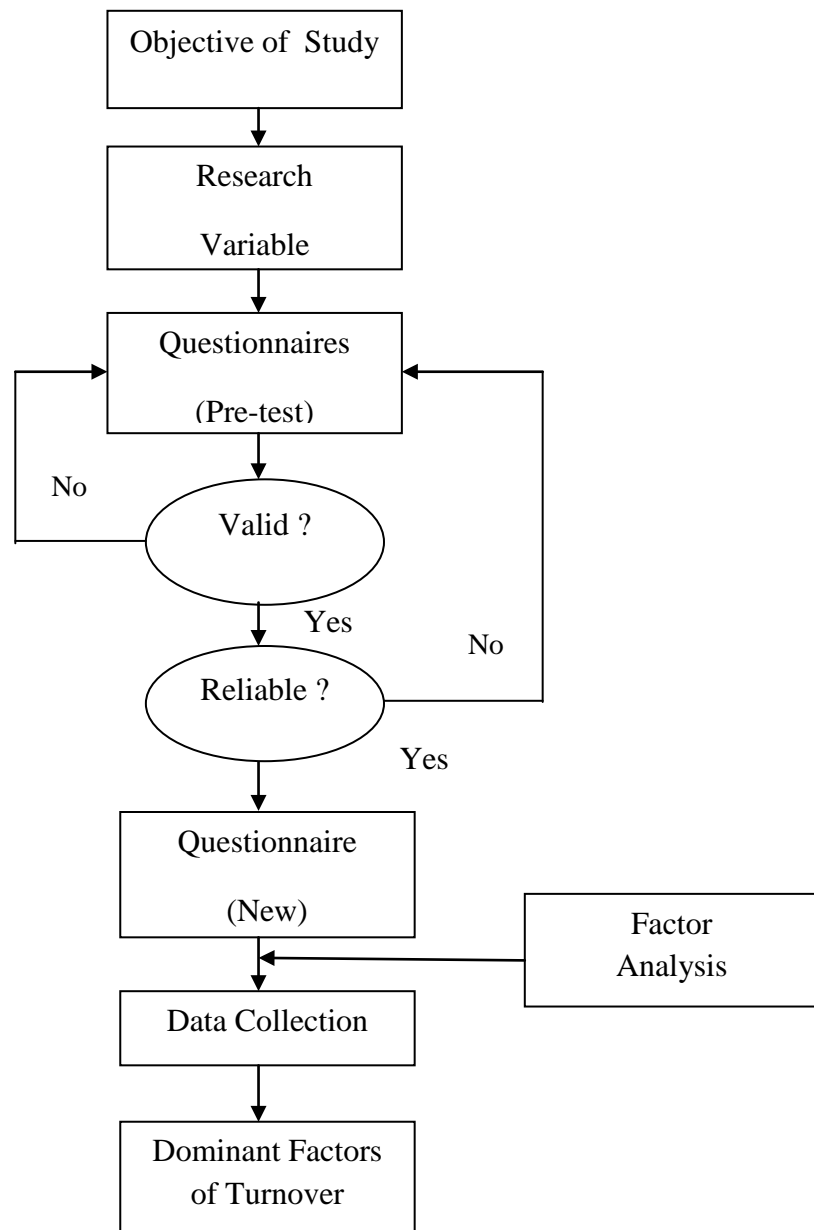
Figure 3.1 Research Framework

Source: Created by the researcher

3.3 Research Time and Place

The research was conducted by delivering the pre-research or pre-test questionnaires through Google spreadsheet. The questionnaire was made on August 12th 2010, and the link was shared to the respondents at the same day as well. After having a test of validity and reliability, the final questionnaire once again distributed to 50 respondents via Google spreadsheet on August 17th 2010.

3.4 Research Instruments

3.4.1 Data Collection
1. Pre-Research Survey

At the beginning of this research, the researcher realized the problem that occurred in PT. X. The researcher was having a little difficulty while asking the HR person regarding the supporting data needed for this research. The data needed was turnover data, which can be used as an indicator to help the researcher in measuring job satisfaction in the related organization. The HR person said that the data was confidential and the top level management did not allow anyone to use such data for a research. Therefore, the researcher decided to continue the research by using primary data, survey through questionnaire.

Before having fixed questions to be asked, the researcher conducted a pre-research which took 20 respondents. The respondents are those who used to work at PT.X. The questions in the pre-research consisted of 32 questions that only 20 questions of them were valid and eventually went through to questionnaire. The questions were presented in Bahasa in order to make the respondents easy to understand and answer. All the respondents answered the questions from the link given by the researcher, and the result was obtained on August 14th 2010. The ex-employees of PT. X are very friendly and helpful in this research.

2. Literature Review

Literature Reviews are used to support and strengthen a research, based on valid statement and theories stated in the book or journal. The theories in this research come mostly from organizational behavior area and strongly related to job satisfaction. These literatures are used to construct the questions in the questionnaires. The main theory used primarily in making the questions is the Intrinsic Motivation theory by Kenneth Thomas.

3. Questionnaires

The questionnaire was made based on four dimensions of intrinsic motivation. The questionnaires were distributed only in Bahasa, in order to ease the respondents in filling in the questions. All the questions in the questionnaire are those that have passed the reliability and validity testing after the pre-research. The questionnaires were distributed to 50 people on August 17th 2010, and were collected on August 20th 2010.

The researcher used Five-Likert Scale to score the questionnaires. The Likert Scale was introduced and developed by Rensis Likert and has been the most frequently used variation of the summated rating scale. Summated rating scale consists of statements expressing either a favorable or an unfavorable attitude toward object of interest.

In Likert type of questionnaire, the respondents were asked to score each statement based on rating scale that the researcher provides. The respondents were given five options in each statement. The figure and regulations are shown below. Give checklist to the answer.

Table 3.1 Likert Scale

No.	Statement *(Pernyataan)*	1	2	3	4	5
1.						
2.						

Note (Keterangan):

1 = Strongly Disagree *(Sangat Tidak Setuju)*

2 = Disagree *(Tidak Setuju)*

3 = Neutral, neither Agree nor Disagree *(Netral)*

4 = Agree *(Setuju)*

5 = Strongly Agree *(Sangat Setuju)*

3.4.2 Data Analysis

The combination between Microsoft Excel 2007 and SPSS *(Statistical Package for Social Science)* version 16.0 were used to process statistical data for questionnaires.

a. Microsoft Excel 2007

b. SPSS Version 16.0

This computer software is used to input the respondents' answers, test the instrument validity and reliability, and then present the answers.

3.5 Sampling Design

3.5.1 Size of the Population

Population is a collection of all possible individuals, objects, or measurement of interest. In this research, the population is all the people from PT. X, especially those who used to work at PT. X. That means people who are no longer working in PT. X. That made the number of population in this research is unknown, because it is almost impossible to cover all the people who used to work there, besides it is expensive and time consuming even for relatively small amounts of data. The most frequently way used while doing questionnaire is by taking a sample of the population. As mentioned before, it is really difficult to examine the whole population. Therefore, the researcher took only 50 people from the population as the sample which will be able to represent the whole population if the sampling is done correctly.

3.5.2 Sample Technique

The technique to determine sample size in this research is according to the theory stated in the book by (Hair, Black, Babin, & Anderson, 2006). For sample size:

a) The sample must have more observations than variables.
b) The minimum absolute sample size should be 50 observations.

According to the theory above, the researcher expects the population will be normal, and for this reason, the minimum sample is at least 20 respondents for unknown population. The sample of this study is at least 50 ex-employees from PT. X.

3.6 Pilot Testing

3.6.1 Validity Testing Using SPSS

Validity testing shows how far the instrument, in this case questionnaire, can measure what the researcher aims to measure. Through this test, the researcher might find out what variables best suited to be asked in the questionnaire to achieve the research objective.

The Pearson's correlation coefficient is used to measure the validity of variables in a research. The coefficient of correlation of Pearson Product Moment is based on the actual values of X and Y. The equation as follow:

Equation 3.1 Mean Correlation Coefficient between Variables

The formula is:

$$r = \frac{n\left(\sum XY\right) - \left(\sum X\right)\left(\sum Y\right)}{\sqrt{\left(n\sum x^2 - (\sum x)^2\right)\left(n\sum y^2 - (\sum y)^2\right)}}$$

Source from (Lind, Marchal, Mason, & R.D, 2002)

Where:

- n $\quad$ = the number of paired observations
- $\sum X$ $\quad$ = the X variable summed
- $\sum Y$ $\quad$ = the Y variable summed
- $\sum X^2$ $\quad$ = the X variable squared and squares summed
- $(\sum X)^2$ $\quad$ = the X variable summed and the sum squared
- $\sum Y^2$ $\quad$ = the Y variable squared and the squared summed
- $(\sum Y)^2$ $\quad$ = the Y variable summed and the sum squared
- $\sum XY$ $\quad$ = the sum of the product of X and Y

3.6.2 Reliability Testing

Reliability is a characteristic of measurement concerned with accuracy, precision, and consistency (Cooper & Schinder, 2006). To measure the reliability here, the researcher uses Cronbach Alpha formula. Reliability test is used to show how far the measurement result is relatively consistent if the measurement re-done once again or twice. Reliability test works as an index to show the degree how reliant and trustworthy the instrument is. In this research, it refers to questionnaire (Lind, Marchal, Mason, & R.D, 2002).

$$\alpha = \frac{K.r}{1+(K-1)r}$$

Equation 3.2 Cronbach Alpha

Source from (Lind, Marchal, Mason, & R.D, 2002)

Where:

- α = instrument reliability's coefficient
- r = mean correlation coefficient between variables
- k = number of questions

3.6.3 Data Result of Validity and Reliability Testing

The researcher used SPSS 16.0 to test the validity and the reliability of the questions in the pre-test questionnaires. Based on the calculation, the result of pre-test questionnaires with 32 questions to 20 respondents, the mean correlation coefficient between variables or r = 0.444. It means that according to corrected item-total correlation table, if the result is below 0.444, it will be not use or rejected. If the corrected item-total correlation results above 0.444, the variable will be used as part of the questionnaires to find the dominant factor. Based on table 3.2 below, it shows the result of validity checking.

The data shows that there are 12 invalid items that is going to be removed and will not appear in the final questionnaires. Those variables are variable number 4, 7, 9, 10, 11, 12, 21, 25, 27, 28, 30, 32. Those invalid items are determined based on the analysis result from SPSS 16.00 and corrected items-total correlation compare to r table.

Based on the table below, there are 20 variables valid and go through to final questionnaire. Those 20 variables or questions represent the factors causing high turnover in PT. X. The complete validity testing result is as follow:

Table 3.2 Result of Validity Testing

Variable	Statement	Corrected Item-Total Correlation	r table	status
V1	Negative responses	0.560	0.444	Valid
V2	Self-evaluation	0.551	0.444	Valid
V3	Preferences	0.629	0.444	Valid
V5	Ways in trading	0.641	0.444	Valid
V6	New Experience	0.643	0.444	Valid
V8	Socialization	0.626	0.444	Valid
V13	Independency	0.518	0.444	Valid
V14	Emotion	0.596	0.444	Valid
V15	Data-base look-up	0.500	0.444	Valid
V16	Consequence	0.498	0.444	Valid
V17	Skill mastery	0.468	0.444	Valid
V18	Market Talk	0.517	0.444	Valid
V19	Challenge	0.698	0.444	Valid
V20	Skill recognition	0.720	0.444	Valid

V22	Curiosity	0.548	0.444	Valid
V23	Evaluation	0.616	0.444	Valid
V24	Supportive climate	0.468	0.444	Valid
V26	Idea	0.656	0.444	Valid
V29	Comfort	0.598	0.444	Valid
V31	Facility	0.456	0.444	Valid

Source: SPSS 16.0, constructed by the researcher

Reliability

Table 3.3 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha based on Standardized Item	N of items
.913	.914	32

Source: SPSS 16.0, constructed by the researcher

The SPSS data above shows that the Cronbach's Alpha shows at level 0.913, which means that the questionnaire is reliable to be asked to the respondents.

IV. ANALYSIS OF DATA AND INTERPRETATION OF RESULTS

4.1 Data Processing

In this research, factor analysis is used to figure out the dominant factors that cause people to quit their jobs. The researcher decided to use this method because it may decrease the number of variables that has been analyzed, therefore it will identify only the most influential variables in answering the problem.

Factor analysis is a technique to discover patterns among large number by defining sets of variables that are highly interrelated.

There will be two types of variables in factor analysis, which are:

1. Manifest Variable

Manifest variable is an observable variable that can be measured directly. A manifest variable can be continuous or categorical (Statistical Glossary, 2004).

2. Latent Variable

Latent variable is an unobservable construct and cannot be observed or measured directly. Latent variables are essential elements of latent variable models (Statistical Glossary, 2004). A latent variable model is a statistical model that relates a set of manifest variables to set of latent variables.

In order to find out the dominant factors of hig turnover issue in PT. X., the researcher used factor analysis. The steps in using factor analysis are as follow:

4.1.1 Step One : Raw Data Matrix

This matrix is obtained by arranging the questionnaire results that have been filled by the respondents. The matrix with m x n matrices is used to arrange the raw data, which is the respondents' answers in the questionnaire sheets. It is explained that *m* is refers to the number of respondents (50 respondents), and *n* refers to the number of questions or variables (20 variables). The complete raw data for validity, reliability, and for research are attached in appendix.

4.1.2 Step Two : Data Transformation

In order to have an appropriate factor analysis, it is important that the variables are properly measured in an interval data. Therefore, it is necessary for the researcher to firstly transform the raw data, which is the ordinal data (scoring 1-5), into the interval data. The transformation process was supported by Microsoft Excel 2007 as a tool and converter software obtained from (Virtual Class Room - Azuarjuliandi, 2005). The methodology used in this transformation data is called Successive Interval Method. The interval value is attached in appendix.

4.1.3 Step Three : Correlation Matrix

In order to have an appropriate factor analysis, the variables have to be correlated. The main purpose of creating this matrix is to find the relationship degree between variables.This degree will be used for further process in factor analysis. In order to have a good factor analysis, a high correlation value will be needed. High correlation value refers to correlation value, in which the determinant value is close to 0. Based on the computation, the researcher's matrix determinant value is 0.011. This value shows that there is a correlation between manifest variable. For that reason. The condition of using factor analysis is fulfilled.

According to Malhotra (2006), Kaiser-Meyer-Olkin (KMO) is used to measure the sampling adequacy. Small values of the KMO statistic shows that the correlation between pairs of variables can not be explained by other variables and it means that factor analysis may not be appropriate. Generally, KMO should be greater than 0.5.

The researcher's Kaiser-Meyer-Okin (KMO) is 0.763. Based on the criteria of KMO, the value is showing that the correlation between pairs of variables can be explained by other variables and it is appropriate to use factor analysis.

Bartlett's test of sphericity can be used to test the null hypothesis that the variables are uncorrelated in the population. In other words, the population correlation matrix is an identity matrix. A large value of the test statistic will favor the rejection of the null hypothesis. If this hypothesis can not be rejected, the the appropriateness of factor analysis should be inquired.

The result of Bartlette Test of Sphericity value is 198.528 with a significant level 0.000. It shows that the variables are correlated in the population and the population correlation matrix is not an identity matrix. An identity matrix of correlation matrix cannot be measured by using factor analysis method. Therefore the use of factor analysis can be continued. Here is the table:

Table 4.1. KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.763
Bartlett's Test of Sphericity	Approx. Chi-Square	198.528
	df	66
	Sig.	.000

Source: SPSS 16.0 and Primary Data

From the explanation and table 4.1., factor analysis can be considered an appropriate technique in this research for analyzing the correlation remix.

4.1.4 Step Four : Factor Extraction

Once it is determined that the factor analysis is an appropriate technique in analyzing the data, an appropriate method must be selected to extract the manifest variables in order to form the latent variables. Principal Component Analysis selected to make a final statistic of factor extraction.

Table 4.2. Communality, Eigen values, % of Variance, Cumulative %

Factors	Communality	Eigen Value	% of Variance	Cum %
1	0.806	4.183	34.855	34.855
2	0.702	1.562	13.018	47.874
3	0.656	1.407	11.721	59.595
4	0.795	1.067	8.896	68.490

Source: SPSS 16.0, and Primary Data, created by research

a. Communality

A variable's communality shows the average amount of variance between original variable and all other variables. The range of communality value is between 0 and 1. The bigger the communality value, the better it is, because the variables can be explained more by factors formed.

A factor loading represents the correlation between an original variable and its factor (Hair, Black, Babin, & Anderson, 2006). The researcher can employ the concept of statistical power to specify factor loadings considered significant for differing sample size. The table below contains the sample sizes necessary for each factor loading value to be considered significant.

Table 4.3. Factor Loading

Guidelines to identify Significant Factor Loading Based on Sample Size

Factor Loading	**Sample Size Needed for Significant***
0.3	350
0.35	250
0.40	200
0.45	150
0.50	120
0.55	100
0.60	85
0.65	70
0.70	60
0.75	50

Source: (Hair, Black, Babin, & Anderson, 2006)

Based on the table above, this research's factor loading should be 0.75 since the real number of total respondent in this research is 50 respondents.

b. Eigen Value

Eigen value or sometimes called latent root criteria shows the size of the total variance on each factor. It is used to determine the number of factors that will be formed. Factors that have the Eigen value bigger than 1 are considered as the new factors identified. Table 4.2 shows that Factor 1 has the biggest Eigen value, which are 4.183. From the processing data result, it shows that there are 4 factors that have Eigen value bigger than one.

c. Cumulative Percentage

Total value that can be explained by those four factors is relatively strong, which is 68.490. It means only 31.51 % variable variance are error and cannot be presented in this research. In this factor extraction step, some factors are still hard to be interpreted because the number of manifest variables is bigger in one factor. Therefore, Rotated Component Matrix is needed for the next process.

4.1.5 Step Five : Rotated Factor Matrix

Rotated component matrix is used to acquire simpler factor structure which will be easier to be interpreted. Interpretation starts from the left side (factor 1) to the right factor (factor 4) on each line variable to find a variable that has minimum loading value 0.75 with the consideration of 50 sample size , and that becomes the biggest loading value in that line. The value of factor loading shows correlation between one variable with the factor formed.

In this research, orthogonal varimax is used to rotate the beginning factor of extracted result, so at the end, there will be many variables whose value is closer to zero in a column, as much as possible so that there will be fewer variables contained in one factor. The result of factor rotation based on the factor loading values can be seen in the table 4.4:

Table 4.4. Factor Loading Value

Factors	Manifest Variable	Factor Value
1	V10	0.842
	V16	0.794
2	V8	0.789
3	V17	0.781
4	V1	0.880

Source: SPSS 16.0 and Primary Data, constructed by researcher

4.2 Interpretation of Result

After finishing the data processing, the researcher will determine factors that represent manifest variables which then will construct the latent variables. Based on the factor analysis calculation, 20 manifest variables that have been analyzed can be extracted into 4 factors that are considered to be the causal factors of high turnover issue in PT. X. From the 4 factors formed, it is identified that the cumulative percentage is 68.490 %, which means that there is 31.51 % variance that is not explained by four latent variables.

Factor analysis is paying more attention in the discussion about the factors formed by manifest variables. In the manifest grouping, it is important to pay attention on the factor loading value of each variable that formed the factor. If the variable that forms a factor has the biggest value, it means there is a strong relationship between that variable and the factor, meaning that the variable has the biggest influence towards that factor. The second biggest loading factor value means that variable has the biggest influence towards that factor after the first one, and so on.

While answering the variables, the respondents must have different responses; therefore, a researcher has to do an analysis, such as looking at the loading value in each factor named. Loading value shows the contribution of a manifest variable to a factor. In naming the formed factors, a consideration is needed according to the statistic signification from loading correlation to the degree of each relationship from the manifest variables that form the factor.

4.2.1 Factor One

The first factor has 34.855 % from the total variance, which means the highest and the first most dominant factor of turnover issue in PT. X. which influence people to quit their job. This factor contains two manifest variables. Those variables are as follow:

Table 4.5. Factor One

No.	Variable	Explanation	Factor Loading
1	**V10**	My boss would be mad if I fail in getting a client after prospecting	0.842
2	**V16**	My boss rarely evaluates the way I perform the job	0.794

Source: SPSS 16.0 and Primary Data, constructed by the researcher

The variables that construct factor one come from different research dimension. Variable ten (V10) comes from the sense of choice, and variable sixteen (V16) comes from the sense of competence. Those manifest variables can be grouped into one latent variable, which is related with **employees' feeling towards management error.**

4.2.2 Factor Two

The second factor has 13.018 % from the total variance, which means the second most dominant factor that causes high turnover issue in PT. X. This factor contains only one manifest variable, which is variable eight (V8), and it comes from the sense of choice dimension. The variable is as follow:

Table 4.6. Factor Two

No	Variable	Explanation	Loading Factor
1	**V8**	My boss would be mad if I make mistakes while calling people	0.789

Source: SPSS 16.0 and Primary Data, constructed by the researcher

The second factor consists of one manifest variable that can be turned into one latent variable as well. It can be named as **employees' feeling towards management's improvement method**.

4.2.3 Factor Three

The third factor has 11.721 % from the total variance, which also means the third most dominant factor that causes high turnover issue in PT.X. This factor contains one manifest variable, which is variable 17 (V17), and it comes from the sense of progress dimension. The variable is as follow:

Table 4.7. Factor Three

No	Variable	Explanation	Factor Loading
1	**V17**	I don't really like working here because the members are not collaborative	0.781

Source: SPSS 16.0 and Primary Data, constructed by the researcher

The third factor consists of only one manifest variable that is turned into one latent variable, which can be named as **the process of socialization and adaptation**.

4.2.4 Factor Four

The fourth factor takes 8.896 % of the total variance, which means the fourth most dominant factor that causes high turnover issue in PT. X. this factor, once again, consists of only one variable, which is variable one (V1), and it comes from the sense of meaningfulness dimension. The variable is as follow:

Table 4.8. Factor Four

No	Variable	Explanation	Factor Loading
1	**V1**	I don't like to hear different responses from the prospective clients whom I talk with on the phone.	0.880

Source: SPSS 16.0 and Primary Data, constructed by the researcher

The fourth factor, again, consists of only one manifest variable that can be turned into a latent variable, which can be called as **employees' perception towards marketing call**.

4.3 Explanation of Result

In brief, the new latent variables, which are also the most dominant causal factors of turnover in PT. X. are listed below:

Table 4.9 Dominant Factors

No	New Latent Variable	% of Variance
1	Employees' Feeling towards Management Error	34.855 %

2	Employees' Feeling towards Management's Improvement Method	13.018 %
3	Process of Socialization and Adaptation	11.721 %
4	Employee's perception towards Marketing Call	8.896 %

Source: SPSS 16.0, constructed by the researcher

Employees' Feeling towards Management Error

In this case, the top level management, or the boss, seems to be greedy and irresponsible. The employees consider their boss selfish because the boss can only scold them over and over when they do something wrong, but he/she never or rarely evaluates the performance of his/her own employees. This makes the employees difficult to recognize their own mistakes and it will take quite a long time for them to improve, and the company's objective will be hard to achieve.

Employees' Feeling towards Management's improvement Method

The management of any company must have different way or policy to motivate or improve its employees. In PT. X, the management's manner is not really acceptable. The employees don't like the way their boss scolds them when they make mistakes, especially while talking to the people on the phone. They think small mistakes in a conversation are normal, besides not everybody is talkative or has a good persuasion skill.

Process of Socialization and Adaptation

In this case, some people find it difficult to adapt and interact, or even to cooperate with the other members in the company. Some of them are not communicative or more into introvert kind of person. Some of them are just busy with their own clients, or maybe the other employees are actually not bad people, but only the person's way of perceiving the others' action and behavior is not truly correct.

Employees' Perception towards Marketing Call

Each person in the company must have different perception in doing their tasks, in this case, the marketing call. While contacting people by phone, most responses obtained are negative. The prospective clients rarely accept the invitation to meet directly, because they are all busy people doing stuff at their offices. Therefore, they often reject to make an appointment by making any kind of excuses, sometimes the way they speak is impolite or in a rude way. Some employees of PT. X. find it as a motivator to call more people, but based on this data results, a bigger number of employees are demotivated while hearing negative responses from the people they call, and they find it a little bit useless.

V. CONCLUSION AND RECOMMEDATION

5.1 Conclusion

Based on the result of this research, the researcher has found 4 dominant factors that cause a turnover issue in PT. X. The factors are as follows:

1. Employees' Feeling towards Management Error

This is the most dominant factor which takes 34.855 % of the total variance. It is all about the wrong and irresponsible manner of the company's management in achieving the objectives.

2. Employees' Feeling towards Management's Improvement Method

This second most dominant factor takes 13.018 % of the total variance, and it explains about the boss being so emotional towards small mistakes made by the employees.

3. Process of Socialization and Adaptation

This third factor takes 11.721 % of the total variance. It explains about how collaborative the climate in the office is.

4. Employee's Perception towards Marketing Call.

This is the fourth factor that takes 8.896 % of the total variance. It tells about different perceptions of people that sometimes make them down when they perform a certain task, especially marketing call.

5.2 Recommendation

5.2.1 For PT. X

The action that could be taken in order to overcome the problem from the first most dominant factor, which is **"Employees' Feeling towards Management Error"** is that the manager or the boss should be able to resist or keep his/her temper on the low. The employees working at PT. X. are approximately above twenty years old. They don't like to be scolded like children. The boss should teach them or warn them more patiently in a soft way. Another action is that the boss should always evaluate the way the employees work, so that the employees would recognize their mistakes and would not repeat the same thing later in the future. It will surely help the employees to improve themselves.

The second most dominant factor, which is **"Employees' Feeling towards Management's Improvement Method"** could be solved also by the similar manner in factor one. The management should understand that not every person has a good persuasion or marketing skill. Those who have under-average communication skill should be taught step by step, slow but sure. The boss has to let them use their own way first and correct them when there is a mistake. The boss should also give them examples of how to talk nicely and persuade people on the phone properly, and again, in a soft way.

The third dominant factor, which is **"The Process of Socialization and Adaptation",** could be solved by holding a kind of celebration, or hanging out together sometimes, in order to create a good fellowship. It will surely make them more passionate and enjoy their work if they are close with each other. It will also reduce absenteeism and turnover.

The last factor, which is **"Employees' Perception towards Marketing Call"** might be handled by motivate the employees whenever they receive negative responses from the people they call. The manager or the boss should convince them that there

are a lot of other people who might probably accept their invitation. The manager should tell them not to stick to one person, and try to consider such response as a challenge instead of demotivator, because there will be no success without failing.

5.2.2 For Future Research

In order to improve the quality of the future research, the researcher expresses these following recommendations:

- Discuss deeper about dimensions in the intrinsic motivation theory.
- Select a bigger company to conduct the research in order to have a clearer image of factors affecting people to quit a job.

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APPENDICES

APPENDIX A. Questionnaire

1= Strongly Disagree; 2= Disagree; 3= Neutral; 4=Agree; 5= Strongly Agree

No	Statement	1	2	3	4	5
Sense of Meaningfulness						
1	I don't like to hear negative responses from the prospective clients whom I call					
2	I don't really care about how I perform the job					
3	I prefer using my friend's way in talking to people on the phone					
4	I don't really care about the way in trading					
5	I feel dissatisfied if I don't gain a new experience					
6	I don't really like working here because the people are not too friendly					

No	Statement	1	2	3	4	5
Sense of Choice						
7	My manager doesn't allow me to go prospecting alone					

No	Statement	1	2	3	4	5
8	My boss would be mad if I make mistakes while calling people					
9	My boss doesn't let me find my own data-base					
10	My boss would be mad if I fail in getting a client after prospecting					

No	Statement	1	2	3	4	5
Sense of Competence						
11	I don't master the skills necessary for my job					
12	I don't enjoy Market talk, because it is useless					
13	It doesn't matter if my friends have more clients than me					
14	My boss never recognizes when I competently perform my job					
15	The uncertainty of market movement doesn't really encourage to learn many indicators in trading					
16	My boss rarely evaluates the way I perform the job					

No	Statement	1	2	3	4	5
Sense of Progress						
17	I don't really like to work here because the members are not collaborative					
18	My idea is never used in any company's celebration					
19	This company makes me feel uncomfortable in contacting prospective clients					
20	This company doesn't give me facility in contacting prospective clients					

APPENDIX B. Validity Test Result

Variable	Corrected-Item Total Correlation	r table	Status
1	0.560	0.444	Valid
2	0.551	0.444	Valid
3	0.629	0.444	Valid
4	0.396	0.444	Invalid
5	0.641	0.444	Valid
6	0.643	0.444	Valid
7	0.273	0.444	Invalid
8	0.626	0.444	Valid
9	0.373	0.444	Invalid
10	0.434	0.444	Invalid
11	0.431	0.444	Invalid
12	0.238	0.444	Invalid
13	0.518	0.444	Valid
14	0.596	0.444	Valid
15	0.500	0.444	Valid
16	0.498	0.444	Valid
17	0.468	0.444	Valid
18	0.517	0.444	Valid
19	0.698	0.444	Valid

20	0.720	0.444	Valid
21	0.343	0.444	Invalid
22	0.548	0.444	Valid
23	0.616	0.444	Valid
24	0.468	0.444	Valid
25	0.276	0.444	Invalid
26	0.656	0.444	Valid
27	0.269	0.444	Invalid
28	0.331	0.444	Invalid
29	0.598	0.444	Valid
30	0.413	0.444	Invalid
31	0.456	0.444	Valid
32	-0.010	0.444	Invalid

APPENDIX C. Pre-Test Interval

		Statements															
	NO	V1	V2	V3	V4	V5	V6	V7	V8	V9	V10	V11	V12	V13	V14	V15	V16
Respondents	1	2.36	2.36	1.82	1	3.01	3.01	4.01	1.82	3.01	1	1	3.01	4.01	3.01	2.36	3.01
	2	3.01	3.01	3.01	3.01	3.01	2.36	3.01	2.36	3.01	2.36	1.82	2.36	4.01	4.01	1.82	2.36
	3	3.01	4.01	3.01	2.36	4.01	1.82	1.82	1.82	2.36	1.82	1	3.01	3.01	3.01	3.01	2.36
	4	4.01	4.01	4.01	3.01	4.01	4.01	3.01	4.01	4.01	4.01	3.01	4.01	4.01	4.01	4.01	4.01
	5	2.36	4.01	2.36	4.01	4.01	4.01	3.01	3.01	4.01	2.36	1	2.36	4.01	4.01	2.36	3.01
	6	1.82	3.01	4.01	4.01	4.01	4.01	2.36	3.01	3.01	1.82	1	4.01	4.01	4.01	4.01	4.01
	7	3.01	2.36	3.01	3.01	4.01	4.01	3.01	3.01	4.01	4.01	3.01	4.01	4.01	4.01	3.01	3.01
	8	4.01	2.36	3.01	3.01	3.01	2.36	1.82	1	3.01	1	1	3.01	2.36	4.01	1.82	2.36
	9	4.01	4.01	3.01	3.01	3.01	4.01	3.01	2.36	3.01	3.01	1.82	3.01	3.01	3.01	3.01	2.36
	10	3.01	2.36	2.36	2.36	3.01	3.01	1.82	1.82	2.36	3.01	1.82	4.01	2.36	4.01	2.36	1.82
	11	1	1.82	1	1	1	1	2.36	2.36	1.82	4.01	3.01	3.01	1.82	2.36	1	3.01
	12	1.82	2.36	1	3.01	2.36	1.82	1.82	2.36	1	3.01	1	4.01	1	1.82	2.36	1
	13	3.01	1.82	2.36	4.01	2.36	3.01	3.01	2.36	3.01	4.01	1.82	4.01	2.36	4.01	1.82	4.01
	14	1.82	2.36	1	1.82	3.01	1.82	3.01	1.82	4.01	2.36	1	3.01	3.01	1	1.82	2.36
	15	1.82	2.36	3.01	4.01	3.01	2.36	2.36	3.01	4.01	2.36	4.01	3.01	4.01	2.36	1.82	4.01
	16	4.01	3.01	2.36	3.01	4.01	4.01	3.01	2.36	3.01	4.01	4.01	2.36	3.01	4.01	2.36	3.01
	17	1	1.82	2.36	3.01	1	1	1	1.82	3.01	1	1.82	1.82	2.36	3.01	1	2.36
	18	2.36	3.01	2.36	4.01	3.01	2.36	4.01	2.36	3.01	4.01	2.36	2.36	3.01	4.01	4.01	3.01
	19	1.82	2.36	3.01	1	2.36	1.82	2.36	3.01	3.01	2.36	1.82	1	4.01	2.36	4.01	2.36
	20	1	1.82	3.01	3.01	1	1	4.01	1.82	3.01	1	1.82	2.36	3.01	1	3.01	1

		Statements															
	NO	V17	V18	V19	V20	V21	V22	V23	V24	V25	V26	V27	V28	V29	V30	V31	V32
Respondents	1	4.01	1	2.36	3.01	1	1	1.82	3.01	3.01	1	1.82	1	1.82	3.01	3.01	2.36
	2	3.01	2.36	3.01	4.01	4.01	3.01	3.01	4.01	4.01	3.01	4.01	3.01	4.01	4.01	3.01	3.01
	3	3.01	3.01	3.01	3.01	1.82	2.36	3.01	3.01	1.82	1.82	1.82	1.82	3.01	3.01	3.01	3.01
	4	4.01	4.01	4.01	4.01	4.01	4.01	4.01	4.01	4.01	3.01	1.82	3.01	4.01	4.01	4.01	4.01
	5	2.36	3.01	2.36	2.36	4.01	4.01	4.01	2.36	1	1	1.82	2.36	1	1	1.82	1
	6	3.01	2.36	3.01	3.01	3.01	3.01	2.36	1.82	1.82	1.82	2.36	2.36	1.82	3.01	3.01	2.36
	7	4.01	4.01	2.36	2.36	3.01	3.01	3.01	3.01	3.01	2.36	3.01	1.82	2.36	2.36	3.01	2.36
	8	1.82	2.36	3.01	3.01	1.82	1.82	2.36	3.01	1.82	1.82	1.82	1	3.01	3.01	3.01	3.01
	9	3.01	3.01	2.36	3.01	3.01	3.01	2.36	2.36	1	1	1	1	3.01	3.01	3.01	3.01
	10	3.01	2.36	3.01	3.01	1.82	1.82	2.36	4.01	2.36	2.36	3.01	2.36	2.36	3.01	3.01	3.01
	11	1.82	1	2.36	1.82	3.01	3.01	1	1.82	3.01	1	3.01	4.01	2.36	1.82	1	4.01

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
12	4.01	3.01	1.82	2.36	1	3.01	1.82	3.01	4.01	1	1	1.82	2.36	1	1.82	3.01
13	2.36	1	2.36	4.01	2.36	1	1.82	3.01	1	3.01	1	1.82	3.01	1	3.01	1.82
14	1	1.82	2.36	1	1.82	2.36	1	1	1	1	1	1	1	1	3.01	4.01
15	2.36	3.01	4.01	4.01	2.36	3.01	1.82	4.01	2.36	4.01	1.82	4.01	4.01	3.01	1.82	2.36
16	2.36	1.82	3.01	4.01	1.82	3.01	4.01	1.82	2.36	4.01	2.36	1.82	4.01	2.36	1.82	2.36
17	2.36	1.82	1.82	1	2.36	1.82	1	1.82	2.36	1	1.82	1.82	1	1.82	2.36	1.82
18	3.01	2.36	4.01	3.01	3.01	4.01	3.01	2.36	4.01	3.01	3.01	4.01	2.36	3.01	4.01	2.36
19	1.82	1.82	1	2.36	4.01	2.36	1.82	1	3.01	1.82	3.01	1	3.01	4.01	1	3.01
20	1.82	3.01	1.82	2.36	4.01	1	4.01	3.01	2.36	1.82	2.36	3.01	1	4.01	1	1.82

APPENDIX D. Final Questionnaire Interval

Questions

		V1	V2	V3	V4	V5	V6	V7	V8	V9	V10
	1	1.00	2.24	2.24	1.00	1.00	1.00	2.24	1.00	1.00	1.00
	2	3.14	2.24	3.90	3.90	2.24	3.90	2.24	2.24	3.90	3.90
	3	2.24	2.24	2.24	3.90	2.24	4.98	3.90	2.24	4.98	4.98
	4	2.24	2.24	3.14	3.90	3.14	2.24	2.24	2.24	3.14	2.24
	5	3.90	2.24	2.24	3.90	2.24	3.90	2.24	2.24	3.90	3.90
	6	1.00	2.24	2.24	2.24	1.00	3.90	2.24	2.24	3.14	3.90
	7	2.24	2.24	3.90	3.90	2.24	3.90	2.24	2.24	3.90	3.90
	8	2.24	2.24	2.24	3.14	1.00	3.90	2.24	2.24	3.90	3.90
	9	2.24	2.24	2.24	3.14	2.24	2.24	1.00	1.00	2.24	2.24
	10	2.24	3.14	3.14	2.24	1.00	2.24	3.90	1.00	3.14	1.00
	11	2.24	1.00	3.14	3.90	4.98	3.14	1.00	2.24	2.24	1.00
	12	2.24	1.00	3.14	2.24	3.14	2.24	2.24	1.00	1.00	2.24
	13	2.24	3.14	3.14	2.24	3.14	3.90	3.14	1.00	2.24	2.24
	14	1.00	3.90	2.24	2.24	1.00	3.14	2.24	2.24	2.24	2.24
	15	3.14	3.14	3.14	3.14	3.14	4.98	3.90	3.14	3.14	3.90
Respondents	**16**	1.00	1.00	4.98	3.90	4.98	4.98	2.24	3.14	3.90	2.24
	17	1.00	1.00	2.24	1.00	3.90	3.14	2.24	2.24	2.24	1.00
	18	3.90	3.90	3.90	3.14	2.24	2.24	2.24	2.24	3.90	3.14
	19	1.00	2.24	2.24	2.24	3.14	3.90	3.14	2.24	2.24	3.90
	20	1.00	2.24	3.14	2.24	3.14	3.14	3.14	2.24	2.24	2.24
	21	3.14	3.14	3.14	3.14	3.14	3.14	3.14	3.14	3.14	2.24
	22	2.24	2.24	2.24	2.24	2.24	2.24	2.24	1.00	1.00	1.00
	23	1.00	1.00	3.14	3.14	3.90	3.90	2.24	2.24	2.24	3.14
	24	2.24	2.24	2.24	2.24	3.14	3.14	2.24	2.24	2.24	2.24
	25	3.14	3.14	3.14	2.24	2.24	3.14	2.24	1.00	2.24	3.14
	26	3.14	2.24	2.24	2.24	2.24	2.24	2.24	2.24	2.24	2.24
	27	2.24	2.24	2.24	2.24	1.00	2.24	2.24	2.24	2.24	1.00
	28	2.24	2.24	2.24	1.00	1.00	2.24	2.24	2.24	2.24	2.24
	29	2.24	2.24	2.24	3.90	2.24	2.24	1.00	1.00	3.90	2.24
	30	2.24	3.14	3.90	3.90	2.24	3.90	2.24	2.24	3.90	3.14
	31	2.24	2.24	2.24	3.90	1.00	3.90	2.24	2.24	2.24	3.14
	32	2.24	2.24	3.14	3.14	2.24	3.90	2.24	2.24	3.90	3.14
	33	2.24	2.24	3.14	3.90	1.00	3.90	2.24	2.24	3.14	3.90
	34	1.00	1.00	2.24	2.24	1.00	2.24	3.90	2.24	3.90	3.90
	35	2.24	1.00	3.14	2.24	1.00	3.90	3.90	2.24	3.90	3.90

36	2.24	2.24	3.90	3.90	2.24	3.90	3.90	2.24	3.90	3.90
37	1.00	1.00	1.00	1.00	2.24	2.24	2.24	1.00	3.14	3.14
38	2.24	2.24	2.24	3.14	1.00	1.00	2.24	1.00	2.24	2.24
39	3.14	3.14	3.14	1.00	2.24	3.90	3.14	2.24	2.24	3.14
40	2.24	2.24	3.14	2.24	2.24	3.90	3.14	2.24	1.00	3.14
41	1.00	2.24	2.24	1.00	1.00	3.90	2.24	1.00	3.14	3.14
42	1.00	1.00	2.24	2.24	1.00	2.24	1.00	2.24	2.24	3.14
43	2.24	3.14	2.24	3.14	2.24	3.14	2.24	1.00	2.24	2.24
44	2.24	2.24	3.14	3.90	2.24	3.90	3.90	2.24	3.90	3.90
45	2.24	1.00	2.24	2.24	1.00	4.98	2.24	2.24	3.90	3.90
46	2.24	1.00	2.24	2.24	1.00	3.90	3.14	2.24	3.90	3.90
47	2.24	3.14	3.14	3.14	3.14	3.90	2.24	1.00	3.14	2.24
48	2.24	3.14	2.24	2.24	2.24	3.90	1.00	1.00	3.14	3.90
49	3.14	2.24	3.14	3.14	3.14	3.90	3.14	1.00	3.14	3.14
50	3.14	2.24	2.24	3.14	2.24	3.90	3.14	1.00	2.24	3.90

		Questions									
		V11	**V12**	**V13**	**V14**	**V15**	**V16**	**V17**	**V18**	**V19**	**V20**
	1	1.00	1.00	2.24	1.00	1.00	1.00	1.00	2.24	1.00	1.00
	2	3.90	3.14	3.90	3.90	3.90	3.14	3.90	4.98	2.24	2.24
	3	2.24	2.24	3.90	2.24	2.24	4.98	2.24	4.98	2.24	2.24
	4	2.24	2.24	2.24	2.24	3.90	3.90	2.24	4.98	2.24	2.24
	5	3.14	2.24	3.90	2.24	3.90	3.90	2.24	4.98	2.24	2.24
	6	2.24	2.24	2.24	2.24	3.90	3.90	2.24	3.90	2.24	2.24
	7	2.24	2.24	3.14	3.14	3.90	3.90	3.90	3.90	3.14	2.24
	8	2.24	2.24	3.14	3.90	3.90	4.98	2.24	3.14	2.24	2.24
	9	3.14	2.24	3.14	3.14	2.24	2.24	2.24	3.14	3.14	2.24
	10	2.24	4.98	4.98	3.90	3.90	1.00	3.90	2.24	2.24	3.90
	11	3.14	3.90	4.98	2.24	1.00	2.24	3.14	4.98	1.00	3.14
	12	3.14	3.14	3.14	2.24	2.24	2.24	2.24	3.14	3.90	3.14
	13	3.14	3.90	3.14	2.24	3.90	2.24	1.00	3.14	3.90	2.24
	14	3.90	2.24	1.00	3.14	2.24	1.00	1.00	2.24	2.24	3.14
	15	3.90	1.00	2.24	3.90	1.00	1.00	3.14	3.90	2.24	3.14
Respondents	**16**	3.14	2.24	3.14	2.24	2.24	2.24	2.24	2.24	2.24	2.24
	17	3.90	4.98	4.98	2.24	3.14	2.24	3.90	3.90	3.90	3.90
	18	3.14	2.24	3.90	3.90	3.14	3.14	2.24	3.14	3.90	2.24
	19	4.98	3.14	3.14	3.14	3.90	2.24	2.24	2.24	2.24	2.24
	20	2.24	3.14	2.24	2.24	2.24	3.14	2.24	2.24	2.24	1.00
	21	2.24	2.24	3.14	3.14	2.24	1.00	1.00	1.00	2.24	1.00
	22	2.24	3.14	2.24	1.00	2.24	1.00	1.00	1.00	1.00	1.00
	23	2.24	1.00	3.14	3.14	2.24	3.14	3.14	3.90	3.14	3.14
	24	3.14	2.24	2.24	2.24	3.14	3.14	2.24	3.14	3.14	1.00
	25	3.90	3.14	2.24	1.00	3.14	2.24	2.24	3.14	3.14	1.00
	26	2.24	3.14	2.24	2.24	2.24	3.14	3.14	3.14	2.24	2.24
	27	2.24	3.90	2.24	2.24	2.24	1.00	1.00	2.24	2.24	2.24
	28	2.24	3.14	3.14	2.24	1.00	1.00	2.24	2.24	2.24	1.00
	29	3.14	3.90	2.24	3.14	2.24	3.14	2.24	3.14	2.24	3.90
	30	2.24	3.90	3.90	3.90	2.24	3.90	2.24	3.90	2.24	2.24
	31	3.14	2.24	3.90	3.90	3.90	3.90	2.24	3.90	2.24	2.24
	32	2.24	2.24	3.14	3.14	3.90	3.90	2.24	3.14	2.24	2.24
	33	3.90	3.90	3.90	2.24	3.14	2.24	2.24	2.24	2.24	1.00
	34	3.14	2.24	3.90	3.90	2.24	2.24	1.00	2.24	2.24	1.00
	35	2.24	2.24	3.90	3.14	2.24	2.24	1.00	3.90	2.24	1.00

36	3.14	2.24	2.24	2.24	3.90	3.90	2.24	3.90	2.24	1.00
37	3.90	2.24	2.24	2.24	2.24	1.00	1.00	3.90	3.14	2.24
38	2.24	2.24	2.24	2.24	2.24	2.24	2.24	3.14	3.14	2.24
39	3.90	3.14	2.24	3.14	3.14	1.00	1.00	2.24	2.24	3.14
40	2.24	1.00	1.00	2.24	3.14	2.24	2.24	3.14	3.14	2.24
41	3.90	3.14	3.14	3.90	2.24	3.14	1.00	3.14	3.14	2.24
42	3.14	3.14	2.24	2.24	2.24	2.24	2.24	3.14	3.14	3.14
43	2.24	3.14	2.24	2.24	2.24	2.24	3.14	2.24	2.24	2.24
44	3.90	2.24	2.24	2.24	3.90	3.90	2.24	3.90	2.24	2.24
45	3.90	2.24	2.24	2.24	3.14	3.90	2.24	3.90	2.24	2.24
46	3.90	2.24	2.24	2.24	3.90	3.90	2.24	3.90	2.24	2.24
47	3.90	2.24	2.24	2.24	2.24	2.24	2.24	3.14	2.24	2.24
48	3.14	3.14	2.24	1.00	3.90	2.24	1.00	2.24	2.24	2.24
49	3.90	2.24	2.24	3.14	3.14	2.24	2.24	3.14	2.24	1.00
50	4.98	2.24	2.24	2.24	2.24	2.24	1.00	3.14	3.14	2.24