DETERMINANTS OF EMPLOYEE PERFORMANCE: AN ANALYTICAL STUDY WITH REFERENCE TO PUBLIC POWER GENERATING ORGANIZATIONS OF WEST BENGAL

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ABSTRACT

The research has been conducted on state owned power sector of West Bengal to explore the factors which can influence performance of the employee. After 90s different private entrepreneurs are entering in this sector with modern technology which has actually made the business environment more challenging. State Public Sector Undertakings (PSUs) are trying to enhance their efficiency by improving performance of their employees. Since inception, these organizations have been operated almost without profit motive and largely as a social welfare purpose. Like other government organizations, pay is not related with performance of the employees rather it is governed by Revision of Pay and Allowance (ROPA) framed by the organization. Out of five state owned organizations, The West Bengal power Development Corporation Ltd (WBPDCL) has been identified as major stakeholder. The entire study focused on performance of the class III employees of WBPDCL who actually remain engage in Operation & Maintenance job of the organization. Out of 2072 number class III employees, 466 number employees have been identified as sample under stratified random sampling method. Respective reporting officers have been requested to rate the identified employees based on 18 parameters which has been identified from the review of existing literature in line with the research. On receipt of the response in prescribed questionnaire, the same has been classified under five dimensions using SPSS software. A model has been developed based on said factors which can predict potential performance of the Class III employees. A crystal clear understanding in this aspect will help the management to formulate appropriate strategy to manipulate performance of the employees.

Keywords: Employee, performance, state owned organizations, PSUs, reporting officers, reviewing officers.

Introduction:

West Bengal is situated in the eastern part of India and geographically located between 21.38' and 27.10' N latitude and 85.50' and 89.50' E longitude. The 88,752 square kilometres area of the state is rich in flora and fauna surrounded by rivers, hills and sea. Mineral resources, mainly coal fields are situated in western part of the state and are well-connected by road and rail. By virtue of its favourable infrastructural facility and available skilled manpower, industrialization started from the British regime. Wide economic activity propelled development of the other socio-economic activity and as a result, the state becomes one of the developed states of the country.
Industrialization and sustainable economic activity cannot run without energy resources, mainly electricity. Considering the requirement, West Bengal government established West Bengal State Electricity Board (WBSEB) on 1st May 1955 which was restructured and split into two companies, namely West Bengal State Electricity Distribution Company (WBSEDCL) and West Bengal State Electricity Transmission Company (WBSETCL)with effect from

1ˢᵗ April 2007 in compliance of Electricity Act 2003. In July 1985, state government established The West Bengal Power Development Corporation Limited (WBPDCL), a wholly-owned company of Government of West Bengal with the goal to carry on the business of thermal power generation in the state.

The Durgapur Projects Ltd (DPL) was incorporated on 6ᵗʰ September, 1961 for promotion of multiple activities like Coke Oven Plant, Bye-products Plant, Gas Grid Project, Thermal Power Plant and Water Works.

As far as the power scenario of the West Bengal is concerned, the state has altogether installed generation capacity around 5600 MW out of which average generation is around 3500 MW. Supply of uninterrupted and quality power has created the state attractive for destination of capital.

Importance of the Study:

The sector has become more competitive and challenging with the entrance of the private players into the market with supercritical and ultra-supercritical boiler technology. Per unit cost of production of electricity of state owned organizations is considerably high than that of private players. State regulatory commission is continuously providing safeguard to the Public Sector Undertakings (PSUs) for their survival. It is fact that, an organization cannot survive in long run with aid of any regulatory organization. Today or tomorrow such safeguard may be withdrawn by the government and the State PSUs have to face unhealthy competition with the private players. As a proactive measure, the organizations have to improve their performance so that they can face upcoming challenges. Organizational performance is dependent on individual performance of the employees. Improvement of individual performance of the employees will automatically lead the organizations to improve their performance.

The study aims to identify the influencing factors responsible for performance of employees and estimate degree of their influence. A clear understanding about the said factors will help the management to yield more outcomes by manipulating said factors.

Scope of the Study:

Initially research started with all 5 PSUs namely WBPDCL, WBSEDCL, DPL, WEBREDA and WBGEDCL. As our research progress, insignificant presence of the four organizations namely WBSEDCL, DPL, WEBREDA and WBGEDCL in the arena of public power generation has been identified and accordingly they have excluded from the study. We have concentrated only on WBPDCL, a major stakeholder in this sector which contributes around 90% of the total generation and entire research work has been conducted in all 5 power plants of

WBPDCL. This research work is based on ratings of the respective controlling officers about the class III employees who have been selected as sample.

Review of Existing Literature:

Different research studies have already been conducted worldwide in the area of Employee Performance, mainly to explore the key factors responsible for influencing performance of the employee. A clear understanding about such factors and the extent to which they can influence the performance of the employee is essential for conductance of research work. Accordingly, we have gone through available research publications in the concerned area and 18 numbers of such research publications have been found relevant for our Research Work. These literatures act as lighthouse and created a firm foundation for advancement of knowledge. Said literatures are as follows:

McDaniel et al. (1988) quantitatively summarizes data on the relation between job experience and job performance from a total sample of 16,058. They have found moderate correlation between job experience and job performance. The highest correlations were obtained in populations with low mean levels of job experience and for jobs that place low levels of cognitive demands on employees.

(Frese & Fay, 2001) Argued that Personal initiative enables people to deal with job difficulties more actively. High Personal initiative changes the work situation of employees and relates to success as an entrepreneur.

(Skirbekk, 2003) found that individual job performance decreases from around 50 years of age, which contrasts almost life-long increases in wages. Productivity reductions at older ages are particularly strong for work tasks where problem solving, learning and speed are needed, while in jobs where experience and verbal abilities are important, older individuals' maintain a relatively high productivity level.

Palumbo et al. (2005) in their research compared the efficacy of job knowledge test in predicting task performance and examined the mediating effect of job knowledge in the cognitive ability-performance relationship. Results demonstrated that job knowledge was a better predictor of task performance than cognitive ability. The results expand current understanding of job knowledge as a predictor of performance.

Judith et al. (2010) found that past performance may not be a good indicator of the suitability of an employee for a higher role. To take the business to the next level, organizations have to lay more emphasis on the potential appraisal of the employees in addition to their performance. The inference of the data analysis indicated that there were discrepancies in successors. This study implies that potential appraisal has a direct impact on business by enhancing competencies and capabilities of the employees,

developing leaders and building strong successors to raise the bar of business.

Holden et al. (2011) identified health conditions are associated with productivity loss in working Australians. They have found that, Health conditions impacted on both presentism and absenteeism. In this research it was conclude that, mental health conditions contributed more strongly to productivity loss than other investigated health conditions.

Resubun et al. (2013) aim to analyze the factor affecting employee performance in Regional Owned Enterprises Papua Province. They found that wrong promotion of employee would reduce the work quality of employee; therefore, the placement of a person in a particular position should be conducted in thorough consideration and not merely on the considerations of emotional closeness, kinship or other subjective considerations.

(Askarian, 2013) found that personality traits have an important role in enhancing the efficiency and effectiveness in performance. It was found that there exists significant relationship between job performance and personality traits.

Yusoff et al. (2014) aim to assess reliability and validity among 677 teachers working in seven public and three private universities of Pakistan. The reliability was determined by calculating Cronbach Alpha Coefficients and Inter-Items statistics, whereas validity was assessed by running Exploratory and Confirmatory Factor.

(Khan, Dongping, & Ghauri, 2014) investigated the impact of attitude related factors on employee performance. Result shows that all attitudes related factors positively affect the employee performance.

(Kotur & Anbazhagan, 2014)investigated the different performance levels of the workers in the Chittoor Sugar Factory located at the Chittoor town of South India. It was also studied how the factors education and work experience influence the performance levels of the workers in the firm. From this study, it has been understood that, the two variables under investigation have direct effect on the performance of the workers to varying degrees. Workers in the medium range on educational qualification perform better.

(Mohan & Gomathi, 2014) in their study found that an organizational excellence is mainly dependent on its employee capabilities, skills and talents. The model developed by this study aims to improve the employee capabilities in terms of their commitment in the work spot individually and collectively contributing for the achievement of the organizational goals.

(Arsyad, 2014) conducted his study to investigate the influence of working discipline on employee's working productivity of a motor vessel industry. The analysis shows that working discipline significantly influences employee's working performance.

Amjad et al. (2015) observe that workplace friendship has variety of positive functions for individual performance and job satisfaction positively.

(Chughtai & Lateef, 2015) in their Paper aim to examine the relationship between emotional intelligence and employee performance and ultimately its impact on organizational success. The overall results concludes that emotional intelligence is a vital tool having strong significant impact on both employees and organizations performance.

Adegboyega et al. (2015) examined the effect of absenteeism on corporate performance. The findings of study show that, there was a significant relationship between absenteeism and corporate performance. The F test carried out for the model revealed that $\rho < 0.05$ which means the model is statistically significant.

(Juma & Moronge, 2015) in their research tried to establish the influence of employee reprimand system, employee code of conduct, employee disciplinary procedures and employee rules and regulations on employee performance in Kenya with a case of Mukurwe-ini Wakulima Dairy in Nyeri County. The study concluded that, employee reprimand, code of conduct, employee rules and regulations and employee disciplinary procedures positively influenced employee performance.

Awaludin et al. (2016) in their study tried to analyze effect of Job Satisfaction, Integrity and Motivation on Performance. The populations of this study are all health workers in the government hospitals in the City of Kendari. The results of this study showed that integrity have positive and significant impact on the performance of health workers in the government Hospital in the City of Kendari.

Research Gap:

From the literature available worldwide in line with our study it appears that, in most of the cases emphasis have been given to explain the relationship between employee performance and one or two variables which influence the performance. Contribution of these studies in the relevant field is invaluable. However, some gap in the concerned field of study is yet to be addressed. In our study, we will address the following issue:

❖ A comprehensive investigation of the independent variables which may influence performance of the employees engaged in power sector and also estimation of degree of their influences.

Objectives of the Study:

After having a clear understanding about the problem area actually prevailing in the state-owned power generating companies, mainly WBPDCL and going through available research literatures pertaining to the performance management, prima facie it appears that there exists some reasons/factors which can significantly influence performance of the employees. To investigate the same with a view to contribute knowledge base for the interest of the State Owned power sector and the society as a whole, we have

categorically defined objective of the study which will provide a pathway to the entire research work. The objectives of the study are:

1. To examine existing Performance Management System in detail.
2. To explore the factors significantly influence the performance of the employees.
3. To measure the degree of influence of such significant factors responsible for determining/ influencing performance of the employees.

Hypothesis:

Hypothesis has been formulated based on objective of the study and we shall test the same with the data to be collected during our study.

H_0: Different factors associated with the job have no significant impact on performance of the employees.

H_1: Different factors associated with the job have significant impact on performance of the employees.

Research Methodology:

Research Design:
We have prepared a blueprint about the entire research work and proceed accordingly. Following steps shows plan-wise advancement of the research.

Step 1: We have done in-depth study of the available research publications on the concerned subject and tried to find out the actual research gap in conformity with the requirement of the State owned power sector of West Bengal. From the relevant literatures, it appears that there are 18 variables which can significantly influence performance of the employees.

Step 2: We have selected the target population for the research, identified appropriate technique for selecting sample size to determine who would be the respondents of the research.

Step 3: As far as collection of primary data from the employees of government PSU is concerned, necessary formal permission has been taken from the competent authority before collection of responses.

Step 4: Responses have been collected from the reporting officer of the class III employees through questionnaire. Reporting officer has been asked to assess his/her subordinate employees who have been identified as sample based on 18 parameters which have been identified from the available Review of Literatures.

Step 5: Collected data has been analysed with the help of SPSS. We have run Factor analysis to club 18 number variables into five factors. We have also run discriminant analysis based on said identified factors.

Step 6: Finally, conclusions and recommendations have been suggested based on the findings of the study.

Study of the Organization:

The West Bengal Power Development Corporation Limited (WBPDCL) since its inception has been operated almost without any profit motive and partly as a social welfare purpose. A large number of people whose land were acquisitioned for construction of power plant, have been appointed by virtue of commitment made during said land acquisition period. Naturally performance of those employees appointed on land-looser ground is less than the employees who have been selected trough stringent selection procedure of the corporation. Presently around 4600 number officers and employees and almost 8000 contractor's worker are engaged in five plants and corporate office of the organization. As far as man-megawatt ratio is concerned, the organization is running over the threshold limit framed by the regulatory authority.

Contractor's worker are engaged and managed exclusively by the respective contractors and there is no scope of management of performance of the said workforce. Performance of officers and employees are appraised once in a financial year. Employees submit their Performance Appraisal Report (PAR) in prescribed format before their reporting officer in confidential envelope at the beginning of the financial year. Reporting officer assign necessary rating in respect of 16 parameters of the concerned employee and forward the same to his next higher authority who again appraise the employee and offer his rating in respect of said 16 parameters. Average score of both reporting and reviewing officer are taken as final. In case of appraisal of officers, there is another one layer of assessor - Supervising officer and average score offered by reporting officer, reviewing officer and supervising officer are taken as final score.

Pay of the officers/employees is not linked with their individual performance. Salary, increment, etc. is exclusively governed by Revision of Pay and Allowance (ROPA) framed by the organization. Average score of PAR is considered while considering an employee for the next higher post in promotional decision making process. However this PAR score occupy 25% of the entire promotional process. Remaining 75% occupied by suitability test and attendance.

Sources of Data:

Entire research work has been conducted based on primary data collected from all 5 plants of the West Bengal Power Development Corporation Ltd. Like other government organizations, workforce can be divided into four categories Class I, Class II, Class III and Class IV. Class I and Class II belongs to Managerial cadre and Class III belongs to Staff cadre and remain engaged in Operation/Maintenance activity. Class IV employees provide peon service who are less than 1.5% of the total workforce and engaged only in compassionate ground. Since our research work is targeted towards performance of the employees, we have concentrated Class III employees

only who are directly associated with the Operation/Maintenance of the Organization.

Population:

It appears from available office records that 2072 number of Class III employees were engaged in all five plants of the WBPDCL as on 1st June 2016. Therefore, said 2072 number Class III employees will be our target population.

Collection of Data:

Entire research work has been carried out with the help of primary data. Responses received from the employees through questionnaire have been used in our research. As far as determination of the sample size is concerned, we have used Raosoft formula to determine appropriate sample size where population size is known. In our research, population size i.e. number of Class III employees is known and it is 2072 as on 1st June 2016. Therefore, sample size comes to 466 which is 22.49% of the target population.

Area of Study:

Ratings of the concerned controlling officers about 18 variables in respect of performance of 466 employees who are deployed in operation/ maintenance job in all 5 plants of the corporation have been taken into consideration.

Period of the Study:

Since, performance management is an on-going and continuous process, we have identified the employees as sample and requested their reporting officers to rate them based on their last one year activity i.e. July 2015 to June 2016.

Data Analysis:

In Our study, we have identified 18 variables based on available research work conducted in the respective area. Said 18 number variables are Age, Experience, Qualification, State of Health, Intelligence, Knowledge of Work, Quality of Work, Capability, Reliability, Judgement, Relation with Others, Discipline, Attendance, Integrity, Initiative, Attitude, Personality and Potentiality.

It is fact that, dealing with all such 18 number variables at a time is a difficult task. Therefore, we can go for factor analysis to club said variables into few groups. For this purpose, we can consider Kaiser-Meyer-Olkin (KMO) statistics to take decision whether Factor analysis will be appropriate for the available dataset or not. KMO varies between 0 to 1. If KMO is 0.60 or higher, we can proceed with factor analysis.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.921
Bartlett's Test of Sphericity	Approx. Chi-Square	4200.052
	df	153
	Sig.	.000

From the above table, it appears that KMO value is 0.921 which is higher than 0.60 which indicates that sample is adequate. It is further observed that the value of Bartlett's Test of

Sphericity is 4200.052 and the value is also significant. Therefore, we may proceed with Factor Analysis.*

From factor no 4; it appears that the coefficient value of Attendance and State of Health is high compared to the other variables. We, therefore club these two variables and named them as **"Health Factor"**.

Factor 3 reveals that, value of Attitude, , Discipline ,Reliability and Relation with Others is high compared to the other variables. Therefore we can club these fore variables together and assign name of the factor as **"Workplace Relationship"**.

From factor 2, it appears that value of Age, Experience and Qualification is high. Therefore, these three variables can be grouped together and called as **"Growth and Maturity"**.

At last but not the least, we can find that value of Intelligence, Capability, Judgement, Knowledge of Work, Quality of Work, Potentiality and Initiative is comparatively high compared to the other factors and all the variables are related with Worthiness. Therefore, we can club them into a factor and called it as **"Worthiness"**.

We shall now test whether Total performance Score which is summation of respective values of five identified factors, follows normality distribution or not to take decision about use of parametric test. From Descriptive statistics, we can get skewness is -.309. We can also get histogram diagram as follows.
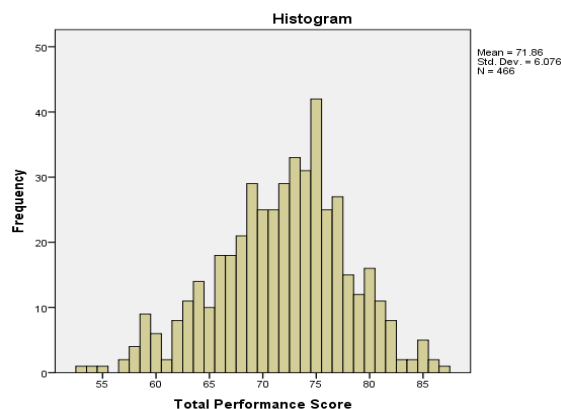
Since value of skewness is -.309 which lies between +1 and -1 and graphical representation of histogram almost follows normality curve, we may conclude that the total performance score follows normal

distribution. We may now run discriminant analysis in SPSS for further interpretation of the data.

Eigenvalues				
Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	1.832[a]	100.0	100.0	.804
a. First 1 canonical discriminant functions were used in the analysis.				

The magnitude of the eigenvalue expresses the functions' discriminating abilities. Here the Eigen value is 1.832 which is more than 1. Therefore, we can say that the function has strong discriminating power.

In order to cross examine whether the groups are statistically different or not, Wilks' Lambda have been computed.

Wilks' Lambda				
Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.353	480.461	5	.000

Wilks' lambda is a measure of how well each function separates cases into groups. Smaller value of Wilks' lambda indicates greater discriminatory ability of the function. In our study, it is 0.353 which is considered to be better. Chi-square statistic tests the hypothesis. Here chi-square is 480.461 at 95% level of confidence. Significance value implies the p-value associated with the Chi-square statistic which is 0.000. Here p-value $< \square\square$, therefore we may reject the null Hypothesis H_0 and accept the alternate Hypothesis H_1 and conclude that, there may be a statistically significant discriminating power in the variables included in the model.

From SPSS we have got Canonical Discriminant Function Coefficients Table which is as follows:

Canonical Discriminant Function Coefficients	
	Function
	1
Personal Characteristic	.246
Health Factor	.297
Workplace Relationship	.336
Growth and Maturity	.245
Worthiness	.250
(Constant)	-19.737
Unstandardized coefficients	

By using the said Coefficients, we can build a Discriminant Model to distinguish between Potentially Performer and Non-Performer employees which can be utilised by the management for taking decision in the process of consideration of their candidatures for the next higher post.

Therefore, the Discriminat Model will be as follows:

Z= 0.246 (Personal Characteristic) +0.297(Health Factor) + 0.336 (Workplace Relationship) + 0.245(Growth and Maturity) + 0.250 (Worthiness) - 19.737

Classification Results					
		Potentially Performer	Predicted Group Membership		Total
			0	1	
Original	Count	0	199	6	205
		1	0	261	261
	%	0	97.1	2.9	100.0
		1	.0	100.0	100.0
a. 98.7% of original grouped cases correctly classified.					

From Classification Results table, we get, out of 466 employees taken as sample, 261 employees are Potentially Performer and 205 employees are Potentially Non-performer based on actual observation. The analysis has correctly identified the Potentially Performer employees but 6 number employees who are supposed to be Potentially Non-performer have been classified as Potentially Performer. From the analysis it can be seen that, 460 cases out of 466 cases have been correctly classified which is 98.7% of the original grouped cases. As far as misclassification is concerned, it is 6 and in percentage it is 1.3% which is considerably very low.

By entering respective value in the above model a score can be obtained, which will predict whether an employee will be Potentially Performer or not. This Z score will be very much helpful before the management which will act as a deciding factor for promotion to the next higher post. The predictive power of our model is almost 98%. If Z score become greater than 0, employee will be Potentially Performer otherwise the employee will be Non-performer.

Findings of Study:

From the available research literature in line with our research it has observed that, there are 18 independent variables which can influence performance of the employees. These are Age, Experience, Qualification, State of Health, Intelligence, Knowledge of Work, Quality of Work, Capability, Reliability, Judgement, Relation with Others, Discipline, Attendance, Integrity, Initiative, Attitude, Personality and Potentiality. In our research, these 18 independent variables have been clubbed with the help of factor analysis and developed 5 new independent factors where "Worthiness" has strong influencing power followed by Growth and Maturity, Workplace Relationship, Health Factor and Personal Characteristic. We have developed a Discriminat model with the help of said five factors which can predict about potential performance of an employee with high degree of accuracy and in numeric term accuracy percentage is 98.7%.

Conclusions:

From the analysis it appears that, the null hypothesis has been rejected and alternative hypothesis has been accepted. Therefore, statistically it is established that different factors associated with the job have significant impact on performance of the employees. It reveals from the analysis that Worthiness is the most influential factor out of 5 factors identified through factor analysis. With the help of said 5 factors, we have developed a discriminat model which can predict whether a class III employee engaged in state owned power sector of West Bengal will be potential performer or not based on present activity of the employee concerned.

Recommendations:

At the end of our study we may recommend as follows:
(i) Management will create congenial and conducive atmosphere which will focused on the most influential factor "Worthiness" in order to get improved performance of the employees which will ultimately enhance overall performance of the organization.
(ii) The model so developed in our study, may be utilised in promotional decision making purpose. By entering respective values, we can predict about future performance of a class III employee with high degree of accuracy.

Limitations and Further Scope of Study:

The research has the following limitations:
(i) The study has been conducted in Public Power Generating Organization of West Bengal, specially The West Bengal Power Development Corporation Ltd.
(ii) The study have been conducted on class III employees of WBPDCl. Impact of the identified factors on performance of officers yet to be identified.
The influencing factors so identified in this study, may be tested in power sector of other states of India.
Reliable outcome in other states of India will establish it into a strong base.

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*From the Total Variance Explained Table, we can get as follows:

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.291	40.508	40.508	7.291	40.508	40.508	4.340	24.110	24.110
2	2.313	12.852	53.360	2.313	12.852	53.360	2.587	14.372	38.482
3	1.065	5.914	59.274	1.065	5.914	59.274	1.900	10.558	49.040
4	.813	4.518	63.792	.813	4.518	63.792	1.711	9.507	58.547
5	.732	4.065	67.857	.732	4.065	67.857	1.676	9.311	67.857
6	.713	3.960	71.817						
7	.619	3.437	75.254						
8	.599	3.329	78.583						
9	.531	2.950	81.534						
10	.508	2.824	84.358						
11	.448	2.488	86.846						
12	.436	2.425	89.270						
13	.410	2.280	91.551						
14	.387	2.150	93.700						
15	.370	2.056	95.756						
16	.342	1.901	97.658						
17	.309	1.716	99.373						
18	.113	.627	100.000						

Total Variance Explained

Extraction Method: Principal Component Analysis.

It reveals from the above table that, all five number factors have been extracted through factor analysis and these can explain 67.857% of the cumulative variance.

We have also constructed rotated component matrix in order to identify the factors in our study. This is represented as follows:

Rotated Component Matrix	Component				
	1	2	3	4	5
Intelligence	.734	.141	.100	.194	.237
Capability	.728	.082	.014	.283	.149
Judgement	.721	.035	.219	.054	.207
knowledge of Work	.692	.203	.348	.147	.005
Quality of Work	.685	.025	.308	.222	.054
Potentiality	.681	.093	.101	.201	.307
Initiative	.602	.122	.193	.140	.331
Age in Ordinal Scale	-.123	-.928	-.034	-.074	-.063
Experience in Ordinal Scale	-.106	-.917	-.015	-.092	-.064
Qualification	.101	.843	.044	-.012	.030
Attitude	.274	.044	.739	.054	.214
Reliability	.564	.126	.575	.138	-.039

<table>
<tr><td colspan="6" align="center">**Rotated Component Matrix**</td></tr>
<tr><td></td><td colspan="5" align="center">**Component**</td></tr>
<tr><td></td><td>**1**</td><td>**2**</td><td>**3**</td><td>**4**</td><td>**5**</td></tr>
<tr><td>Discipline</td><td>.138</td><td>-.055</td><td>.574</td><td>.460</td><td>.303</td></tr>
<tr><td>Relation with Others</td><td>.246</td><td>.020</td><td>.444</td><td>.389</td><td>.423</td></tr>
<tr><td>State of Health</td><td>.384</td><td>.202</td><td>.030</td><td>.734</td><td>.083</td></tr>
<tr><td>Attendance</td><td>.277</td><td>-.001</td><td>.267</td><td>.684</td><td>.201</td></tr>
<tr><td>Integrity</td><td>.193</td><td>.127</td><td>.315</td><td>.112</td><td>.713</td></tr>
<tr><td>Personality</td><td>.453</td><td>.035</td><td>.026</td><td>.203</td><td>.682</td></tr>
<tr><td colspan="6">Extraction Method: Principal Component Analysis.</td></tr>
<tr><td colspan="6">Rotation Method: Varimax with Kaiser Normalization.</td></tr>
<tr><td colspan="6">a. Rotation converged in 10 iterations.</td></tr>
</table>

From the above rotated component matrix table, it appears that coefficient value of Personality and Integrity is high in factor number 5 and we shall name the factor as **"Personal Characteristic"** since both Personality and Integrity is related with Personal Characteristic of an employee.

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