

3.0 RESEARCH METHODOLOGY

3.1 Selection of Measures

3.1.1 Demographic Variables

Demographic variables such as gender, age, education level, monthly income are measured using nominal scale. While tenure in organization and work experience of employees are assessed by open-ended statement by allowing the respondents to self-report the number of service years. The nominal scales are dummy-coded used as control. For example, gender is grouped into two categories; where male as the first group is coded 1 while female is coded 0. On the second group, female is coded 1 while male is coded 0. Tenure and work experience are continuous variables, hence, they are included as control variables in the regression.

3.1.2 Knowledge Worker

Knowledge Work is measured via a 5 item scale developed by Withey, 2003. The questionnaire developed were judged to best meet this set of criteria by employing a seven-response likert-type ranged from Strongly Disagree (1), Neutral (4) to Strongly Agree (7). The questionnaires represent the 4 dimensions of knowledge work inclusive of finding existing knowledge (I learn new things when performing my job), creating new knowledge (I generate new ideas to improve current practices; I demonstrates creativity) , packaging and assembling existing knowledge for others (I take knowledge from various sources and package it in a new way), and applying and reusing knowledge (I solve

problems). In total, 20 combinations of items were tested according to several criteria, including face validity, lack of range restriction, internal consistency, factor structure, correlation with a theoretically-reasonable construct and the ability to discriminate among different levels of knowledge work. A value of Cronbach's Alpha for this scale is 0.729, well above the 0.70 level recommended by Nunnally and Bernstein (1994) for exploratory research.

3.1.3 Affective Commitment

Organization Commitment is evaluated by using Allen and Meyer organization commitment questionnaire, describing three types of organization commitment. (Allen and Meyer, 1990) Affective organization commitment measures employees' emotional attachment, organization attachment and identification. A 7-point scale ranging with strongly disagree (1), neutral (4) and strongly agree (7) is used as anchor points. The Cronbach's alpha for this scale ranged from 0.77 to 0.88. Some of the example statements are "I would be very happy to spend the rest of my career with this organization" and "I think that I could easily become as attached to another organization as I am to this one."

3.1.4 Pay satisfaction

Pay satisfaction is evaluated by using the 18-item Pay Satisfaction Questionnaire (PSQ) (Heneman & Schwab, 1985). A 7-point scale ranging with strongly disagree (1),

neutral (4), and strongly disagree (7) is used as anchor points. Employees' pay satisfaction is rated on factors pay level, pay benefit, pay raise, and pay structure and administration. The Cronbach's alpha for this scale is 0.933. Due to much of fragmenting phrases via the questionnaires, minor modifications to the wordings and structure of the scale is made inclusive of the addition of the phrase "I am satisfied with..." before the table of statements, and statement rewording as per the following table. Changes were made by adapting previous studies by Ng, C.N. (2009) where pilot test were carried out prior to PSQ were distributed. The phrase is necessary so that the participants will be able to gauge the intention of the hanging or fragmenting statements.

<i>Original PSQ</i>	<i>Modified PSQ</i>
Size of my current salary	The size of my current salary
Amount the company pays toward my benefits.	The amount the company pays towards my benefits.
The raises I have typically received in the past.	The raises I have typically received in the past.
How my raises are determined.	The way my increment are determined.
Information the company gives about pay issues of concern to me.	The information the company provided about pay issues of concern to me.
Pay of other jobs in the company.	The pay of other jobs in the company.
Differences in pay among jobs in the company.	Differences in pay among jobs in the company.

3.1.5 Formal Organization Career Management

Formal Organization Career Management is evaluated by using the 6 item scale which related to “formal” career management practices from Organization Career Management Items (Arnold, 1997) A 7-point scale with strongly disagree (1), neutral (4), and strongly agree (7) is used as anchor points. The Cronbach’s alpha for this scale is 0.77. Some of the examples statements are “I have been given training to help develop my career.” and “I have been given a personal development plan”.

3.1.6 Informal Organization Career Management

Formal Organization Career Management is evaluated by using the 4 item scale which related to “informal” career management practices from Organization Career Management Items (Arnold, 1997) A 7-point scale with strongly disagree (1), neutral (4), and strongly agree (7) is used as anchor points. The Cronbach’s alpha for this scale is 0.81. Some of the examples statements are “I have been introduced to people at work who are prepared to help me develop my career”, “My boss has introduced me to people who will help my career” and “I have been given a mentor to help my career development”.

3.2 Research Design

This research is designed to test hypotheses developed in as stated in section 3.1

by using self-administered structured questionnaires. The research interests are investigated by regression studies on the relationship of independent and dependant variables identified. The research is conducted with the objective to have least interference on the participants. The target unit of analysis is identified any working individual from any organization. Last but not least, this research is designed to be conducted in on a cross-sectional way, which data and responds are gathered just once for a period of one month in order to meet the research objectives (Cavana, Delahaye & Sekaran, 2001).

3.3 Data Collection Procedure

The data for this study is collected via self-administered structured questionnaire. 100 questionnaires were randomly and conveniently distributed by hand and 300 sets are e-mailed to working people from various industries in Klang Valley, Malaysia. Besides, electronic survey tool is used for data collection and notifications were made electronically across social network portal to invite more than 600 potential respondents. Volunteered respondents are requested to fill up the questionnaire. The questionnaire was structured with questions covering 5 sections inclusive of Level of Knowledge Workers, Employees' Affective Organization Behaviour, Formal Organization Career Management, Informal Organization Career Management and Employees' Pay Satisfaction in Section A. Each question was arranged randomly without specific grouping or sectional division to avoid potential errors due to generalization and stereotyping. All items covering the section A consists of 7 item likert scale items.

Respondents' profiles are captured in Section B where anonymity and confidentiality are assured.

3.3 Data Analysis Techniques

Collected and completed data are analysed by using SPSS 17.0. Data is generally screened to reduce potential errors during data entry. There are three items from Affective Organization Commitment need to be transformed due it's the scale were reversed. Normality test is assessed by measuring the central tendency and variability. The assessment is carried out by inspecting the Skewness and Kurtosis of the population (Coakes & Steed, 2007). Factor analysis is then being used to analyze each independent questionnaire items. After Factor Analysis, each questions and its scale is tested on its reliability by observing the reliability coefficients, Cronbach's alpha. Multiple regression analysis will then be conducted after normality test, factor analysis and reliability test are conducted. Multiple regression is used to test the relationship between the independent and dependant variable and its moderator.

3.4 Summary

Chapter 3 discussed the hypotheses, research framework, research design, data gathering methods, instrumentation and scales, and finally data analysis techniques that will be used in this research. Data analysis and findings from the analysis is discussed in Chapter 4.