

CHAPTER 3

RESEARCH METHODOLOGY

This chapter reports the research methodology including theoretical framework of the study, development of the hypotheses, research methods and instruments used as well as sampling method and data analysis procedures.

3.1 Theoretical Framework of the Study

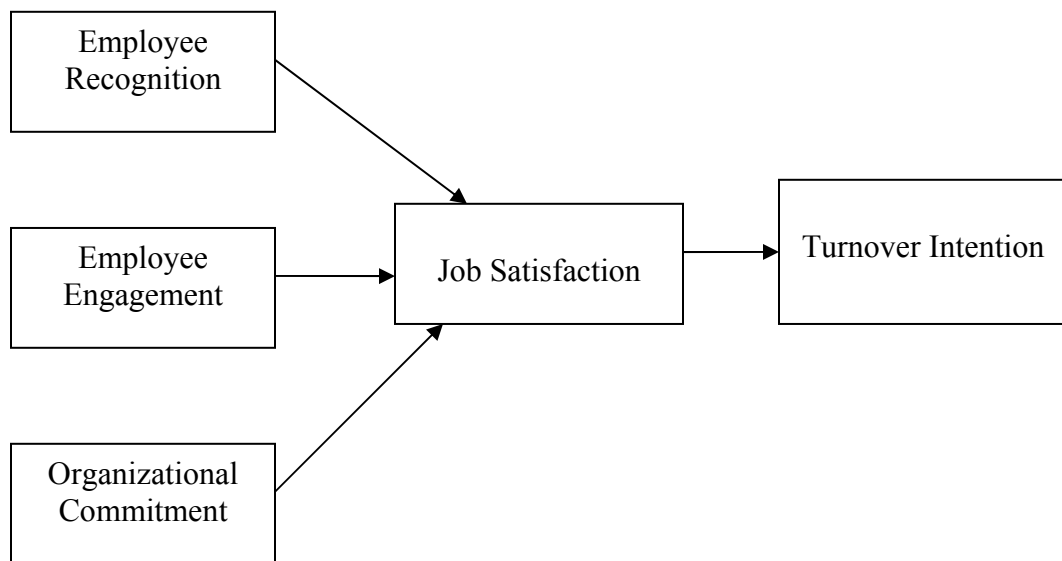


Figure 3.1: Theoretical Framework

The theoretical framework is made up of factors that influence turnover intention which are Employee recognition, Employee engagement and Organizational commitment and Job satisfaction. The independent variables are Employee recognition, Employee engagement and Organizational commitment. Job satisfaction acts as a mediator to the

relationship between the independent variables and turnover intention. Turnover intention is the dependent variable.

3.2 Development of Hypotheses

This study attempts to investigate the relationship between Employee recognition, Employee engagement, Organizational commitment, Job satisfaction and Turnover intention. In order to investigate the relationship, the following hypotheses were developed:

H1: Job satisfaction will positively mediate the relationship between employee recognition and turnover intention.

Employees take recognition as their feelings of value and appreciation and as a result it increase morale of employee which ultimately increases productivity of organizations. The state of satisfaction and happiness is achieved by the employees when they maximally put their abilities in performing the activities and functions at work which reduces turnover intention and extra costs of hiring (Csikszentmihalyi, 1990). Perceptions of work life including rewards had a direct impact on satisfaction and intentions to leave (Rosser, 2004).

H2: Job satisfaction will positively mediate the relationship between employee engagement and turnover intention.

The relationship between the work environment, job satisfaction and turnover intent was assessed by Lambert, Hogan and Barton (2001). For the study, the work environment was comprised of role conflict, task variety, financial rewards, and relationship with co-workers and participation. Their findings reveal that job satisfaction served as a key, mediating variable between employee engagement (work environment) and turnover intention (Lambert et al., 2001).

H3: Job satisfaction will positively mediate the relationship between organizational commitment and turnover intention.

The study by Samad (2006) supported the hypothesis that all key aspects of organizational commitment which include motivating and hygiene factors had inverse and significant influence on turnover intention among government medical doctors. Generally, satisfied and committed employees stayed with their organizations and dissatisfied and non-committed employees left their organizations (Mitchell et al., 2001b).

3.3 Selection of Measures

In this research, there are five key variables which are employee recognition, employee engagement, organizational commitment, job satisfaction and turnover intention. This study measures were generated from well established measurement scales using a quantitative cross sectional survey.

The questionnaire was divided into two sections. Section one requested respondents to provide their demographic information such as age, gender, monthly income, current job position, years worked with the current organization and highest education level achieved. On the other hand, Section 2 included items that measure the variables of the study which are employee engagement, employee recognition, organizational commitment, job satisfaction and turnover intention.

The reliability of the measures from past research used in this study is summarized in Table 3.1. Participant responded to a 7-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree). The measures were adopted and adapted to suit this study. The questionnaire includes both positive and negatively worded statements to ensure that the respondent reads each statement carefully before answering. The sequence of the items for the 5 variables in the questionnaire was mixed up to reduce common rater bias.

Instruments	Variable	Cronbach's Alpha (Past Research)	No. of Items
Henryhand, C.J. (2009)	Employee recognition	0.94	7
Schaufeli et al. (2006)	Employee engagement	0.72 - 0.83	5
Caldarola, N.T. (2010)	Organizational Commitment	0.81	11
Slugoski, E.V. (2008)	Job Satisfaction	0.87	11
Junak, J.A. (2007)	Turnover Intention	0.81	6

Table 3.1: Reliability of Measures

3.4 Sampling Design

Source of data collected was primary data taken from respondents using questionnaire. The target population consists of employees currently employed on a full-time basis in any organization. The method used in sampling is convenience sampling. The reason this method was chosen is because of the following:

- (i) Data can be collected quickly, conveniently and economically.
- ii) The need of enough data to meet the required sample size for quick diagnosis of the situation.
- iii) Time constraint

3.5 Data Collection Procedure

This study employed a questionnaire survey distributed to 267 full-time employees from various position and levels in various organizations. From the 267 questionnaire distributed, 200 questionnaires were completed and returned. The response rate was approximately 74.9 %.

Survey questionnaires attached with a cover letter were distributed personally by the researcher and also through friends. Questionnaires were also distributed via mail where a cover letter was included with clear instruction that the questionnaire should only be filled by permanently employed employees at all level of an organization. Participation in this survey was entirely voluntary on the part of respondents and responses were anonymous and were treated with strictest confidentiality.

3.6 Data Analysis

Survey questionnaires were collected and the responses were analyzed using the Statistical package for the Social Science SPSS Version 16 in this study. The data analysis techniques used in this study were correlation coefficient and multiple regressions to test the validity of the hypotheses.

3.7 Ethical Considerations

The researcher ensured the method and the activities of this research met with the following requirements:

- i) Understanding the intent and details of the study
- ii) Informed the respondents that participation in this study is voluntary.
- iii) Processed fairly and lawfully
- iv) All data provided will be kept confidential.