# APPENDIX 1

# SURVEY QUESTIONNAIRES

# QUESTIONNAIRES FORM

Dear Mr/Mdm/Miss,

My name is Raida Abu Bakar and I am pursuing my Masters in Business Administration (MBA) at University of Malaya. I am currently working on my thesis paper which entitled "An empirical analysis of the relationship between training and organizational commitment : A study on the Malaysian's organizations".

The purpose of this paper is to explore the role of training in enhancing employees' commitment towards their organization. Much detail will be examined to strengthen our understanding of the antecedents of organizational commitment, and whether training plays an important part in individual's behavior.

Your participation is critical in this study. Your effort and honest feedback in answering the questions is greatly appreciated. Please be assured that your responses will be treated as strictly confidential and your identity will not be reviewed.

Thank you very much for your participation.

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(Raida Abu Bakar)
Masters in Business Administration, 2002
University of Malaya

**SECTION A**

Instruction : Please tick where applicable

| | |
|---|---|
| 1. Gender | □ Male<br>□ Female |
| 2. Age | □ < 30<br>□ 30 - 39<br>□ 40 – 49<br>□ 50 + |
| 3. Race | □ Malay<br>□ Chinese<br>□ Indian<br>□ Other |
| 4. Education Level | □ High School and below<br>□ Diploma<br>□ Bachelor Degree<br>□ Masters<br>□ Doctorate and higher |
| 5. Annual Income | □ < $25,000<br>□ $25,001 - $50,000<br>□ $50,001 - $100,000<br>□ $100,001 - $150,000<br>□ $150,001 and above |
| 6. Job Status | □ Managerial level and above<br>□ Supervisory level<br>□ Executive level and below |
| 7. Sector / Industry | □ Services<br>□ Manufacturing<br>□ Other. Please specify _____ |
| 8. Time with current organization | □ Less than 1 year<br>□ 1 – 5 years<br>□ 6 – 10 years<br>□ More than 10 years |
| 9. Types of training used in organization | □ Informal training (On-the-job, coaching, personal discussions)<br>□ Formal training (Seminar, focus groups, lectures, etc)<br>□ Both (Informal and formal training) |

10. Frequency of training

- □ Less than once a year
- □ Once a year
- □ Twice a year
- □ Three times a year or more

11. Duration of each training

- □ Less than 1 day
- □ 1 day – 1 week
- □ Less than a month
- □ More than a month

Instruction : Please circle the number that reflects the extent to which you agree with the statement. Indicate your answers by using the following scale of 1 to 5 where :

1 – Strongly Disagree
2 – Disagree
3 – Uncertain
4 – Agree
5 - Strongly Agree

## SECTION B : COMMITMENT

| No | Statement | Scale |
|---|---|---|
| | **Affective Commitment** | |
| 1 | I feel a strong sense of belonging to my organization | 1 2 3 4 5 |
| 2 | I feel emotionally attached to the organization for which I work | 1 2 3 4 5 |
| 3 | I really feel that any problems faced by my organization are also my problems | 1 2 3 4 5 |
| 4 | I feel like I am part of the family at the company for which I work | 1 2 3 4 5 |
| 5 | Working at my organization has a great deal of personal meaning for me | 1 2 3 4 5 |
| 6 | I am proud to tell others that I work at my organization | 1 2 3 4 5 |
| 7 | I would be happy to work at my organization until I retire | 1 2 3 4 5 |
| | **Normative Commitment** | |
| 8 | Even if it were to my advantage, I do not feel it would be right to leave my organization now | 1 2 3 4 5 |
| 9 | My employer would be very disappointed if I left my job | 1 2 3 4 5 |
| 10 | I feel a strong obligation to stay on my job | 1 2 3 4 5 |
| 11 | I stay on my job because people would think poorly of me for leaving | 1 2 3 4 5 |
| 12 | My organization deserves my loyalty | 1 2 3 4 5 |
| 13 | It would be wrong to leave right now because of my obligation to the people in it | 1 2 3 4 5 |
| | **Continuance Commitment** | |
| 14 | At this point, I stay on my job because I have to more than because I want to | 1 2 3 4 5 |
| 15 | Leaving my job would entail a great deal of personal sacrifice, another organization may not match the overall benefits I have here | 1 2 3 4 5 |
| 16 | I don't have any other choice but to stay on my present job | 1 2 3 4 5 |
| 17 | My life would be greatly disrupted if I left my present job | 1 2 3 4 5 |
| 18 | It would be too costly for me to leave my organization now | 1 2 3 4 5 |
| 19 | At the moment, staying with my organization is a matter of necessity as much as desire | 1 2 3 4 5 |

## SECTION C : TRAINING

| No | Statement | Scale |
|---|---|---|
| | **Support For Training** | |
| 20 | Organization give me opportunity to develop my strengths in training | 1 2 3 4 5 |
| 21 | The management takes pride in my accomplishment | 1 2 3 4 5 |
| 22 | The management is willing to help me personally if I needed any help in the training course | 1 2 3 4 5 |
| 23 | The management values my contributions to the organization | 1 2 3 4 5 |
| 24 | The management strongly considers my personal goals and values | 1 2 3 4 5 |
| 25 | My organization encourages me to use my skills and abilities | 1 2 3 4 5 |
| 26 | The management welcome my ideas in the training program | 1 2 3 4 5 |
| | **Motivation** | |
| 27 | I am willing to put in a great deal of effort in training, beyond what is normally expected, in order to improve my performance and the organization as a whole | 1 2 3 4 5 |
| 28 | Organization can expect my participation in training | 1 2 3 4 5 |
| 29 | I want to learn because it is significant that I work effectively | 1 2 3 4 5 |
| 30 | I want to learn what is being taught in training so that I can be more independent at work | 1 2 3 4 5 |
| | **Training Environment** | |
| 31 | My organization provides a good physical training environment | 1 2 3 4 5 |
| 32 | The work space that is designed for training is comfortable | 1 2 3 4 5 |
| 33 | I have easy access to any written rules, guide and procedures during training | 1 2 3 4 5 |
| 34 | There are clear guidelines about what is to be learned in which I could always refer to | 1 2 3 4 5 |
| 35 | There is always enough time to practice the things I need to know how to do | 1 2 3 4 5 |
| | **Benefits Of Training** | |
| 36 | Training allows me to acquire new knowledge and skills | 1 2 3 4 5 |
| 37 | Training give me great self-confidence in my work | 1 2 3 4 5 |
| 38 | Because of extra knowledge obtained during training, I expect a greater reward for a better performance at work | 1 2 3 4 5 |
| 39 | Training allows me to work more effectively at a faster rate | 1 2 3 4 5 |
| 40 | The understanding I gained from training allows me to work flexibly around my working hour | 1 2 3 4 5 |
| 41 | Training helps me to enhance my performance and thus allows me to get a promotion sooner | 1 2 3 4 5 |

**SECTION D**
Please answer the following questions:

(1) Please list the type(s) of training (formal or informal) that is being used at your current organization.

_____
_____
_____
_____
_____
_____
_____

(2) List other benefits that you can gain from training.

_____
_____
_____
_____
_____
_____
_____
_____

# APPENDIX 2

# REALIBILITY ANALYSIS

R E L I A B I L I T Y  A N A L Y S I S  (S1 - S7)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 23.0000 | 17.3793 | 4.1689 | 7 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S1 | 19.5667 | 12.8747 | .6117 | .7482 |
| S2 | 19.9000 | 13.6103 | .5273 | .7645 |
| S3 | 19.9333 | 13.5816 | .5102 | .7672 |
| S4 | 19.5333 | 12.6023 | .5255 | .7650 |
| S5 | 19.4000 | 13.0759 | .6188 | .7483 |
| S6 | 19.3333 | 13.8161 | .4895 | .7709 |
| S7 | 20.3333 | 12.9195 | .4153 | .7924 |

Reliability Coefficients

N of Cases = 30.0 N of Items = 7

Alpha = .7918

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R E L I A B I L I T Y  A N A L Y S I S  (S8 - S13)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 17.8667 | 11.7057 | 3.4214 | 6 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S8 | 14.7333 | 8.5471 | .4467 | .6351 |
| S9 | 14.8333 | 7.6609 | .4927 | .6174 |
| S10 | 14.6000 | 9.2828 | .3778 | .6578 |
| S11 | 15.7333 | 9.6506 | .1659 | .7322 |
| S12 | 14.7333 | 9.0299 | .4446 | .6393 |
| S13 | 14.7000 | 7.6655 | .6344 | .5683 |

Reliability Coefficients

N of Cases = 30.0 N of Items = 6

Alpha = .6860

R E L I A B I L I T Y  A N A L Y S I S  (S14 - S19)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 16.3333 | 15.3333 | 3.9158 | 6 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S14 | 12.8333 | 11.3851 | .3851 | .7034 |
| S15 | 13.3667 | 12.5851 | .2467 | .7400 |
| S16 | 13.8667 | 9.9816 | .6184 | .6264 |
| S17 | 13.9667 | 11.3437 | .4198 | .6918 |
| S18 | 13.6333 | 9.4816 | .6676 | .6064 |
| S19 | 14.0000 | 12.6897 | .4220 | .6957 |

Reliability Coefficients

N of Cases = 30.0 N of Items = 6

Alpha = .7200

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R E L I A B I L I T Y  A N A L Y S I S  (S20 - S26)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 24.9667 | 14.7920 | 3.8460 | 7 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S20 | 21.2000 | 11.6828 | .4370 | .8191 |
| S21 | 21.5667 | 11.4954 | .6211 | .7907 |
| S22 | 21.5000 | 10.1897 | .6225 | .7881 |
| S23 | 21.5333 | 12.9471 | .3225 | .8308 |
| S24 | 21.6333 | 10.8609 | .6717 | .7800 |
| S25 | 21.0333 | 10.3782 | .6992 | .7732 |
| S26 | 21.3333 | 10.7816 | .5887 | .7934 |

Reliability Coefficients

N of Cases = 30.0 N of Items = 7

Alpha = .8215

R E L I A B I L I T Y  A N A L Y S I S  (S27 - S30)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 16.2333 | 3.3575 | 1.8323 | 4 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S27 | 12.2333 | 1.8402 | .6323 | .6858 |
| S28 | 12.3333 | 2.1609 | .4634 | .7755 |
| S29 | 12.1000 | 2.0241 | .6193 | .6951 |
| S30 | 12.0333 | 2.1023 | .5958 | .7086 |

Reliability Coefficients

N of Cases = 30.0 N of Items = 4

Alpha = .7723

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R E L I A B I L I T Y  A N A L Y S I S  (S31 - S35)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 17.9000 | 8.9897 | 2.9983 | 5 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S31 | 14.2000 | 5.5448 | .5659 | .7590 |
| S32 | 14.3333 | 5.4713 | .6927 | .7098 |
| S33 | 14.3333 | 5.9540 | .6452 | .7295 |
| S34 | 14.1667 | 6.7644 | .5458 | .7644 |
| S35 | 14.5667 | 6.5299 | .4429 | .7919 |

Reliability Coefficients

N of Cases = 30.0 N of Items = 5

Alpha = .7918

R E L I A B I L I T Y  A N A L Y S I S (S36 - S41)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 22.8667 | 17.3609 | 4.1666 | 6 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S36 | 18.5667 | 13.4954 | .5997 | .9056 |
| S37 | 18.9667 | 13.1368 | .7203 | .8909 |
| S38 | 18.9667 | 12.0333 | .7871 | .8795 |
| S39 | 19.1333 | 12.8092 | .8230 | .8789 |
| S40 | 19.2667 | 11.5126 | .7871 | .8796 |
| S41 | 19.4333 | 10.7368 | .7787 | .8856 |

Reliability Coefficients

N of Cases = 30.0 N of Items = 6

Alpha = .9041

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R E L I A B I L I T Y  A N A L Y S I S (S1 - S41)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 139.1667 | 228.9713 | 15.1318 | 41 |

R E L I A B I L I T Y  A N A L Y S I S  -  S C A L E  (A L P H A)

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S1 | 135.7333 | 213.7885 | .5755 | .8848 |
| S2 | 136.0667 | 218.1333 | .4297 | .8872 |
| S3 | 136.1000 | 216.3000 | .4923 | .8862 |
| S4 | 135.7000 | 216.5621 | .3840 | .8879 |
| S5 | 135.5667 | 217.4264 | .4535 | .8868 |
| S6 | 135.5000 | 220.2586 | .3388 | .8885 |
| S7 | 136.5000 | 210.6034 | .5411 | .8849 |
| S8 | 136.0333 | 221.2747 | .2574 | .8899 |
| S9 | 136.1333 | 221.8437 | .1886 | .8918 |
| S10 | 135.9000 | 218.9207 | .4062 | .8875 |

| | | | | |
|---|---|---|---|---|
| S11 | 137.0333 | 229.4816 | -.0500 | .8957 |
| S12 | 136.0333 | 221.8264 | .2830 | .8893 |
| S13 | 136.0000 | 219.3793 | .3239 | .8888 |
| S14 | 135.6667 | 224.0920 | .1157 | .8932 |
| S15 | 136.2000 | 215.8207 | .4138 | .8874 |
| S16 | 136.7000 | 225.5966 | .0688 | .8941 |
| S17 | 136.8000 | 230.7862 | -.0918 | .8966 |
| S18 | 136.4667 | 222.1195 | .1679 | .8925 |
| S19 | 136.8333 | 227.1782 | .0601 | .8921 |
| S20 | 135.4000 | 219.4207 | .3669 | .8881 |
| S21 | 135.7667 | 217.2885 | .5645 | .8857 |
| S22 | 135.7000 | 214.0103 | .5136 | .8856 |
| S23 | 135.7333 | 220.5471 | .4320 | .8875 |
| S24 | 135.8333 | 214.7644 | .6135 | .8847 |
| S25 | 135.2333 | 212.6678 | .6470 | .8838 |
| S26 | 135.5333 | 211.4299 | .6802 | .8832 |
| S27 | 135.1667 | 226.7644 | .0926 | .8914 |
| S28 | 135.2667 | 221.2368 | .4076 | .8878 |
| S29 | 135.0333 | 219.5506 | .5371 | .8866 |
| S30 | 134.9667 | 223.8264 | .2937 | .8891 |
| S31 | 135.4667 | 213.9126 | .5080 | .8857 |
| S32 | 135.6000 | 214.5931 | .5424 | .8853 |
| S33 | 135.6000 | 216.8000 | .5078 | .8861 |
| S34 | 135.4333 | 218.5299 | .5305 | .8863 |
| S35 | 135.8333 | 217.3161 | .4655 | .8866 |
| S36 | 134.8667 | 215.6368 | .5801 | .8852 |
| S37 | 135.2667 | 216.4092 | .5755 | .8854 |
| S38 | 135.2667 | 215.5816 | .5109 | .8859 |
| S39 | 135.4333 | 217.7023 | .5288 | .8861 |
| S40 | 135.5667 | 209.9782 | .6709 | .8829 |
| S41 | 135.7333 | 210.6161 | .5526 | .8847 |

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R E L I A B I L I T Y  A N A L Y S I S  -  S C A L E  (A L P H A)

Reliability Coefficients

N of Cases = 30.0 N of Items = 41

Alpha = .8903

R E L I A B I L I T Y  A N A L Y S I S (S1 - S7)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 23.6176 | 24.7890 | 4.9789 | 7 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S1 | 20.1225 | 17.5662 | .7674 | .8502 |
| S2 | 20.3480 | 18.2773 | .7247 | .8564 |
| S3 | 20.2990 | 19.5702 | .5634 | .8761 |
| S4 | 20.0588 | 18.7453 | .6884 | .8613 |
| S5 | 20.0637 | 18.1289 | .7517 | .8530 |
| S6 | 20.0000 | 18.7980 | .6342 | .8678 |
| S7 | 20.8137 | 18.9306 | .5523 | .8795 |

Reliability Coefficients

N of Cases = 204.0 N of Items = 7

Alpha = .8809

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R E L I A B I L I T Y  A N A L Y S I S (S8 - S13)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 18.0931 | 13.2770 | 3.6438 | 6 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S8 | 15.1716 | 9.0000 | .5340 | .6959 |
| S9 | 15.0441 | 9.2246 | .5015 | .7059 |
| S10 | 14.7990 | 9.3042 | .5982 | .6794 |
| S11 | 15.7843 | 11.3129 | .2126 | .7770 |
| S12 | 14.8235 | 10.2249 | .4653 | .7162 |
| S13 | 14.8431 | 9.0590 | .6184 | .6720 |

Reliability Coefficients

N of Cases = 204.0 N of Items = 6

Alpha = .7465

R E L I A B I L I T Y  A N A L Y S I S (S14 - S19)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 16.8431 | 12.1132 | 3.4804 | 6 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S14 | 13.3676 | 8.9922 | .4271 | .6480 |
| S15 | 13.6569 | 8.9556 | .3505 | .6758 |
| S16 | 14.2745 | 8.1115 | .4843 | .6276 |
| S17 | 14.3676 | 8.3814 | .5245 | .6144 |
| S18 | 13.9216 | 8.0332 | .5529 | .6021 |
| S19 | 14.6275 | 11.1216 | .1688 | .7099 |

Reliability Coefficients

N of Cases = 204.0 N of Items = 6

Alpha = .6905

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R E L I A B I L I T Y  A N A L Y S I S (S20 - S26)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 24.0980 | 22.3549 | 4.7281 | 7 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S20 | 20.4461 | 16.8986 | .6496 | .8903 |
| S21 | 20.8382 | 16.9540 | .7044 | .8839 |
| S22 | 20.6176 | 16.6314 | .7205 | .8820 |
| S23 | 20.7941 | 16.8145 | .7284 | .8813 |
| S24 | 20.8922 | 16.4809 | .7442 | .8792 |
| S25 | 20.3333 | 17.0509 | .6706 | .8876 |
| S26 | 20.6667 | 16.0755 | .7141 | .8831 |

Reliability Coefficients

N of Cases = 204.0 N of Items = 7

Alpha = .8989

R E L I A B I L I T Y  A N A L Y S I S (S27 -S 30)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 16.0392 | 4.6290 | 2.1515 | 4 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S27 | 12.1618 | 2.5993 | .6371 | .7718 |
| S28 | 12.1373 | 2.7003 | .6019 | .7884 |
| S29 | 11.9118 | 2.8690 | .6638 | .7598 |
| S30 | 11.9069 | 2.8829 | .6640 | .7601 |

Reliability Coefficients

N of Cases = 204.0 N of Items = 4

Alpha = .8167

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R E L I A B I L I T Y  A N A L Y S I S (S31 - S35)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 17.1422 | 12.3097 | 3.5085 | 5 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S31 | 13.7304 | 7.7939 | .6806 | .8293 |
| S32 | 13.7059 | 7.8145 | .7268 | .8162 |
| S33 | 13.6078 | 8.1607 | .7053 | .8225 |
| S34 | 13.6520 | 8.8487 | .6238 | .8431 |
| S35 | 13.8725 | 8.1610 | .6500 | .8365 |

Reliability Coefficients

N of Cases = 204.0 N of Items = 5

Alpha = .8591

R E L I A B I L I T Y  A N A L Y S I S (S36 - S41)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 23.6176 | 17.7644 | 4.2148 | 6 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S36 | 19.4118 | 13.2976 | .6788 | .8785 |
| S37 | 19.5343 | 13.0579 | .7671 | .8670 |
| S38 | 19.5735 | 12.4625 | .6783 | .8789 |
| S39 | 19.7206 | 12.4782 | .7877 | .8617 |
| S40 | 19.8333 | 12.4351 | .6890 | .8770 |
| S41 | 20.0147 | 11.8865 | .7078 | .8755 |

Reliability Coefficients

N of Cases = 204.0 N of Items = 6

Alpha = .8920

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R E L I A B I L I T Y  A N A L Y S I S (S1 - S41)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 139.4510 | 357.6478 | 18.9116 | 41 |

R E L I A B I L I T Y  A N A L Y S I S  -  S C A L E  (A L P H A)

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S1 | 135.9559 | 330.7320 | .7321 | .9307 |
| S2 | 136.1814 | 336.1591 | .6151 | .9319 |
| S3 | 136.1324 | 340.2829 | .5056 | .9329 |
| S4 | 135.8922 | 337.4070 | .5999 | .9321 |
| S5 | 135.8971 | 333.6002 | .6978 | .9311 |
| S6 | 135.8333 | 335.2430 | .6313 | .9317 |
| S7 | 136.6471 | 336.1507 | .5543 | .9324 |
| S8 | 136.5294 | 337.9055 | .5020 | .9329 |
| S9 | 136.4020 | 341.7687 | .4019 | .9339 |
| S10 | 136.1569 | 335.9753 | .6497 | .9316 |

| | | | | |
|---|---|---|---|---|
| S11 | 137.1422 | 353.6989 | .0995 | .9362 |
| S12 | 136.1814 | 341.5384 | .5183 | .9328 |
| S13 | 136.2010 | 338.5062 | .5467 | .9325 |
| S14 | 135.9755 | 352.3984 | .1311 | .9361 |
| S15 | 136.2647 | 338.5897 | .4829 | .9331 |
| S16 | 136.8824 | 356.5674 | -.0006 | .9380 |
| S17 | 136.9755 | 352.3294 | .1259 | .9363 |
| S18 | 136.5294 | 347.1765 | .2574 | .9353 |
| S19 | 137.2353 | 356.5848 | .0331 | .9358 |
| S20 | 135.7990 | 336.9988 | .6171 | .9319 |
| S21 | 136.1912 | 338.1455 | .6275 | .9319 |
| S22 | 135.9706 | 336.6297 | .6501 | .9317 |
| S23 | 136.1471 | 339.1310 | .5940 | .9322 |
| S24 | 136.2451 | 336.8657 | .6413 | .9317 |
| S25 | 135.6863 | 337.8223 | .6252 | .9319 |
| S26 | 136.0196 | 332.6302 | .7025 | .9310 |
| S27 | 135.5735 | 345.0340 | .4460 | .9334 |
| S28 | 135.5490 | 343.0666 | .5305 | .9328 |
| S29 | 135.3235 | 349.1953 | .3515 | .9340 |
| S30 | 135.3186 | 349.2527 | .3522 | .9340 |
| S31 | 136.0392 | 336.4615 | .5817 | .9322 |
| S32 | 136.0147 | 338.2806 | .5573 | .9324 |
| S33 | 135.9167 | 336.7566 | .6463 | .9317 |
| S34 | 135.9608 | 343.9492 | .4576 | .9333 |
| S35 | 136.1814 | 337.8438 | .5746 | .9323 |
| S36 | 135.2451 | 339.6441 | .6055 | .9322 |
| S37 | 135.3676 | 341.7115 | .5560 | .9326 |
| S38 | 135.4069 | 342.5972 | .4133 | .9337 |
| S39 | 135.5539 | 339.8936 | .5598 | .9325 |
| S40 | 135.6667 | 337.3662 | .5738 | .9323 |
| S41 | 135.8480 | 337.9423 | .5090 | .9329 |

-

R E L I A B I L I T Y  A N A L Y S I S  -  S C A L E  (A L P H A)

Reliability Coefficients

N of Cases = 204.0 N of Items = 41

Alpha = .9345

**SUBSEQUENT TO FACTOR ANALYSIS :**

R E L I A B I L I T Y  A N A L Y S I S  (S27 - S30 and S36)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 20.2451 | 7.5160 | 2.7415 | 5 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S27 | 16.3676 | 4.8346 | .6704 | .8178 |
| S28 | 16.3431 | 4.8965 | .6650 | .8190 |
| S29 | 16.1176 | 5.2866 | .6551 | .8230 |
| S30 | 16.1127 | 5.3025 | .6561 | .8230 |
| S36 | 16.0392 | 4.6290 | .6795 | .8167 |

Reliability Coefficients

N of Cases = 204.0 N of Items = 5

Alpha = .8507

---

R E L I A B I L I T Y  A N A L Y S I S  (S37 -S41)

| Statistics for | Mean | Variance | Std Dev | N of Variables |
|---|---|---|---|---|
| SCALE | 19.4118 | 13.2976 | 3.6466 | 5 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| S37 | 15.3284 | 9.4138 | .7242 | .8528 |
| S38 | 15.3676 | 8.6967 | .6839 | .8592 |
| S39 | 15.5147 | 8.7830 | .7815 | .8371 |
| S40 | 15.6275 | 8.7571 | .6765 | .8609 |
| S41 | 15.8088 | 8.1948 | .7170 | .8528 |

Reliability Coefficients

N of Cases = 204.0 N of Items = 5

Alpha = .8785

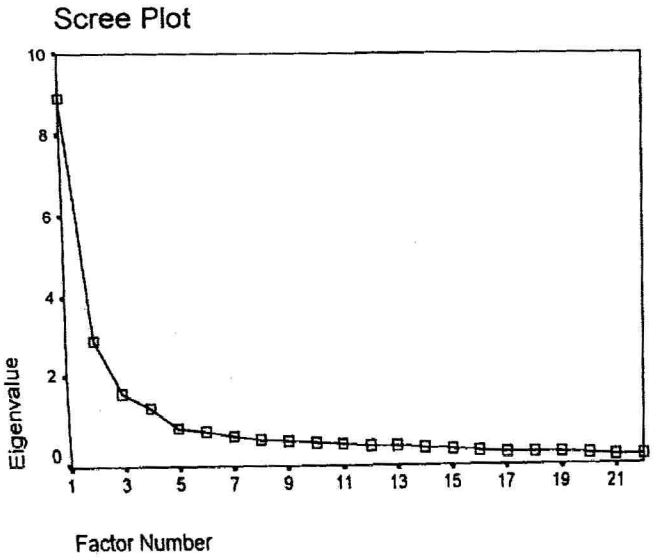
# APPENDIX 3

# FACTOR ANALYSIS

## FACTOR ANALYSIS

**KMO and Bartlett's Test**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .910 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2713.465 |
| | df | 231 |
| | Sig. | .000 |



**Total Variance Explained**

| Factor | 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 | 8.890 | 40.409 | 40.409 | 8.487 | 38.579 | 38.579 | 3.829 | 17.405 | 17.405 |
| 2 | 2.892 | 13.146 | 53.555 | 2.513 | 11.422 | 50.001 | 3.291 | 14.958 | 32.363 |
| 3 | 1.611 | 7.324 | 60.880 | 1.207 | 5.488 | 55.488 | 3.286 | 14.938 | 47.301 |
| 4 | 1.288 | 5.855 | 66.735 | .892 | 4.056 | 59.544 | 2.694 | 12.243 | 59.544 |
| 5 | .812 | 3.691 | 70.425 | | | | | | |
| 6 | .751 | 3.413 | 73.838 | | | | | | |
| 7 | .623 | 2.830 | 76.668 | | | | | | |
| 8 | .543 | 2.470 | 79.138 | | | | | | |
| 9 | .498 | 2.262 | 81.401 | | | | | | |
| 10 | .463 | 2.106 | 83.507 | | | | | | |
| 11 | .450 | 2.043 | 85.550 | | | | | | |
| 12 | .408 | 1.854 | 87.404 | | | | | | |
| 13 | .399 | 1.815 | 89.220 | | | | | | |
| 14 | .376 | 1.708 | 90.927 | | | | | | |
| 15 | .329 | 1.496 | 92.424 | | | | | | |
| 16 | .291 | 1.325 | 93.749 | | | | | | |
| 17 | .275 | 1.249 | 94.998 | | | | | | |
| 18 | .262 | 1.191 | 96.188 | | | | | | |
| 19 | .253 | 1.151 | 97.340 | | | | | | |
| 20 | .216 | .981 | 98.321 | | | | | | |
| 21 | .199 | .904 | 99.225 | | | | | | |
| 22 | .170 | .775 | 100.000 | | | | | | |

Extraction Method: Principal Axis Factoring.

**Factor Matrix[a]**

| | Factor | | | |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| Statement 36 | .759 | .323 | | |
| Statement 26 | .734 | | | |
| Statement 33 | .712 | | | |
| Statement 37 | .670 | .470 | | |
| Statement 39 | .661 | .424 | | |
| Statement 20 | .660 | | | |
| Statement 22 | .648 | -.386 | | |
| Statement 28 | .644 | | | |
| Statement 24 | .643 | -.373 | | |
| Statement 25 | .639 | | | |
| Statement 40 | .631 | | | |
| Statement 31 | .629 | | | |
| Statement 21 | .621 | -.321 | | |
| Statement 32 | .609 | -.341 | | |
| Statement 35 | .601 | | | |
| Statement 23 | .586 | -.401 | .300 | |
| Statement 27 | .561 | | | |
| Statement 41 | .558 | .397 | | -.402 |
| Statement 34 | .552 | | | |
| Statement 38 | .520 | .427 | -.301 | |
| Statement 29 | .464 | .450 | .427 | |
| Statement 30 | .464 | .503 | .376 | |

Extraction Method: Principal Axis Factoring.

a. 4 factors extracted. 8 iterations required.

**Rotated Factor Matrix[a]**

| | Factor | | | |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| Statement 23 | .799 | | | |
| Statement 24 | .760 | | | |
| Statement 21 | .701 | | | |
| Statement 22 | .655 | | .374 | |
| Statement 25 | .616 | | | |
| Statement 26 | .604 | | .405 | |
| Statement 20 | .526 | | .432 | |
| Statement 41 | | .768 | | |
| Statement 39 | | .757 | | |
| Statement 38 | | .704 | | |
| Statement 37 | | .668 | | .430 |
| Statement 40 | | .660 | | |
| Statement 32 | .310 | | .707 | |
| Statement 33 | | | .682 | |
| Statement 34 | | | .659 | |
| Statement 35 | | | .651 | |
| Statement 31 | .321 | | .616 | |
| Statement 29 | | | | .794 |
| Statement 30 | | | | .756 |
| Statement 27 | | | | .612 |
| Statement 36 | | .496 | .373 | .529 |
| Statement 28 | | | | .529 |

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

# APPENDIX 4

# CORRELATION ANALYSIS

# Correlations

**Correlations**

| | Gender | Age | Race | Education | Annual Income | Job Status | Sector/Industry | Tenure |
|---|---|---|---|---|---|---|---|---|
| Gender | 1.000 | -.187** | -.153* | .014 | -.275** | .165** | .059 | -.209** |
| Age | -.187** | 1.000 | .226** | -.007 | .500** | -.490** | -.004 | .603** |
| Race | -.153* | .226** | 1.000 | .136* | .178** | -.177** | -.123* | .138* |
| Education | .014 | -.007 | .136* | 1.000 | .354** | -.237** | .078 | -.166** |
| Annual Income | -.275** | .500** | .178** | .354** | 1.000 | -.553** | -.058 | .388** |
| Job Status | .165** | -.490** | -.177** | -.237** | -.553** | 1.000 | .050 | -.220** |
| Sector/Industry | .059 | -.004 | -.123* | .078 | -.058 | .050 | 1.000 | .023 |
| Tenure | -.209** | .603** | .138* | -.166** | .388** | -.220** | .023 | 1.000 |
| Types Of Training | -.063 | .167** | .156* | .101 | .211** | -.147* | -.032 | .225** |
| Frequency Of Training | -.131* | .169** | .122* | .166** | .144* | -.203** | -.045 | .087 |
| Duration Of Training | .050 | .043 | .035 | .005 | -.011 | .020 | .058 | -.018 |
| Affective Commitment | -.103 | .213** | .050 | .109 | .220** | -.165** | .089 | .186** |
| Normative Commitment | -.047 | -.029 | -.023 | .092 | .056 | -.082 | .161* | -.056 |
| Continuance | -.012 | -.031 | -.084 | -.130* | -.015 | -.036 | .087 | .022 |
| Support For Training | -.054 | .124* | .074 | .135* | .267** | -.131* | .050 | .092 |
| Training Environment | -.070 | .130* | .173** | .147* | .235** | -.159* | .029 | .125* |
| Availability Of Training | -.094 | .191** | .154* | .148* | .180** | -.184** | -.025 | .148* |
| Organizational | -.079 | .093 | -.012 | .049 | .137* | -.135* | .144* | .087 |
| Motivation to learn2 | .032 | .037 | .083 | .155* | .134* | -.153* | .108 | .095 |
| Benefits of training2 | -.054 | .065 | .123* | .076 | .140* | -.134* | .094 | .057 |

**Correlations**

| | Types Of Training | Frequency Of Training | Duration Of Training | Affective Commitment | Normative Commitment | Continuance Commitment | Support For Training |
|---|---|---|---|---|---|---|---|
| Gender | -.063 | -.131* | .050 | -.103 | -.047 | -.012 | -.054 |
| Age | .167** | .169** | .043 | .213** | -.029 | -.031 | .124* |
| Race | .156* | .122* | .035 | .050 | -.023 | -.084 | .074 |
| Education | .101 | .166** | .005 | .109 | .092 | -.130* | .135* |
| Annual Income | .211** | .144* | -.011 | .220** | .056 | -.015 | .267** |
| Job Status | -.147* | -.203** | .020 | -.165** | -.082 | -.036 | -.131* |
| Sector/Industry | -.032 | -.045 | .058 | .089 | .161* | .087 | .050 |
| Tenure | .225** | .087 | -.018 | .186** | -.056 | .022 | .092 |
| Types Of Training | 1.000 | .443** | .180** | .309** | .102 | .000 | .264** |
| Frequency Of Training | .443** | 1.000 | .148* | .309** | .088 | -.069 | .285** |
| Duration Of Training | .180** | .148* | 1.000 | .118* | .132* | .155* | .224** |
| Affective Commitment | .309** | .309** | .118* | 1.000 | .667** | .151* | .723** |
| Normative Commitment | .102 | .088 | .132* | .667** | 1.000 | .238** | .572** |
| Continuance | .000 | -.069 | .155* | .151* | .238** | 1.000 | .107 |
| Support For Training | .264** | .285** | .224** | .723** | .572** | .107 | 1.000 |
| Training Environment | .442** | .383** | .185** | .569** | .374** | .162* | .650** |
| Availability Of Training | .769** | .855** | .460** | .362** | .137* | .002 | .357** |
| Organizational | .209** | .178** | .173** | .864** | .847** | .536** | .660** |
| Motivation to learn2 | .191** | .112 | .067 | .433** | .249** | .101 | .457** |
| Benefits of training2 | .161* | .191** | .070 | .434** | .382** | .146* | .407** |

**Correlations**

| | Training Environment | Availability Of Training | Organizational Commitment | Motivation to learn2 | Benefits of training2 |
|---|---|---|---|---|---|
| Gender | -.070 | -.094 | -.079 | .032 | -.054 |
| Age | .130* | .191** | .093 | .037 | .065 |
| Race | .173** | .154* | -.012 | .083 | .123* |
| Education | .147* | .148* | .049 | .155* | .076 |
| Annual Income | .235** | .180** | .137* | .134* | .140* |
| Job Status | -.159* | -.184** | -.135* | -.153* | -.134* |
| Sector/Industry | .029 | -.025 | .144* | .108 | .094 |
| Tenure | .125* | .148* | .087 | .095 | .057 |
| Types Of Training | .442** | .769** | .209** | .191** | .161* |
| Frequency Of Training | .383** | .855** | .178** | .112 | .191** |
| Duration Of Training | .185** | .460** | .173** | .067 | .070 |
| Affective Commitment | .569** | .362** | .864** | .433** | .434** |
| Normative Commitment | .374** | .137* | .847** | .249** | .382** |
| Continuance | .162* | .002 | .536** | .101 | .146* |
| Support For Training | .650** | .357** | .660** | .457** | .407** |
| Training Environment | 1.000 | .486** | .517** | .421** | .427** |
| Availability Of Training | .486** | 1.000 | .252** | .173** | .209** |
| Organizational | .517** | .252** | 1.000 | .371** | .441** |
| Motivation to learn2 | .421** | .173** | .371** | 1.000 | .613** |
| Benefits of training2 | .427** | .209** | .441** | .613** | 1.000 |

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

# APPENDIX 5

# NORMALITY DISTRIBUTION ANALYSIS

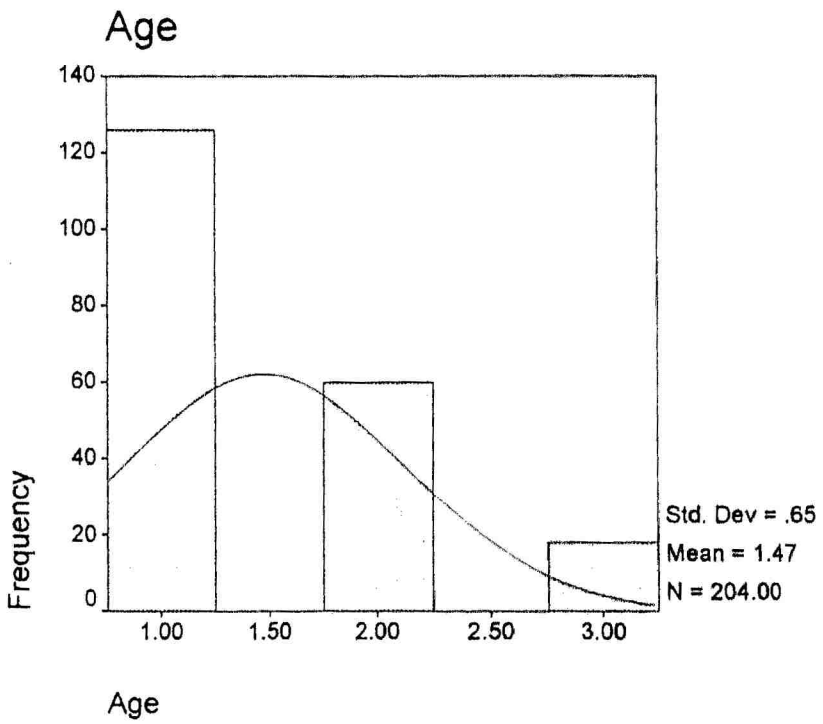
**Statistics**

Age

| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 1.4706 |
| Median | | 1.0000 |
| Std. Deviation | | .6540 |
| Skewness | | 1.070 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | -.011 |
| Std. Error of Kurtosis | | .339 |

**Age**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | <30 | 126 | 61.8 | 61.8 | 61.8 |
| | 30-39 | 60 | 29.4 | 29.4 | 91.2 |
| | 40-49 | 18 | 8.8 | 8.8 | 100.0 |
| | Total | 204 | 100.0 | 100.0 | |



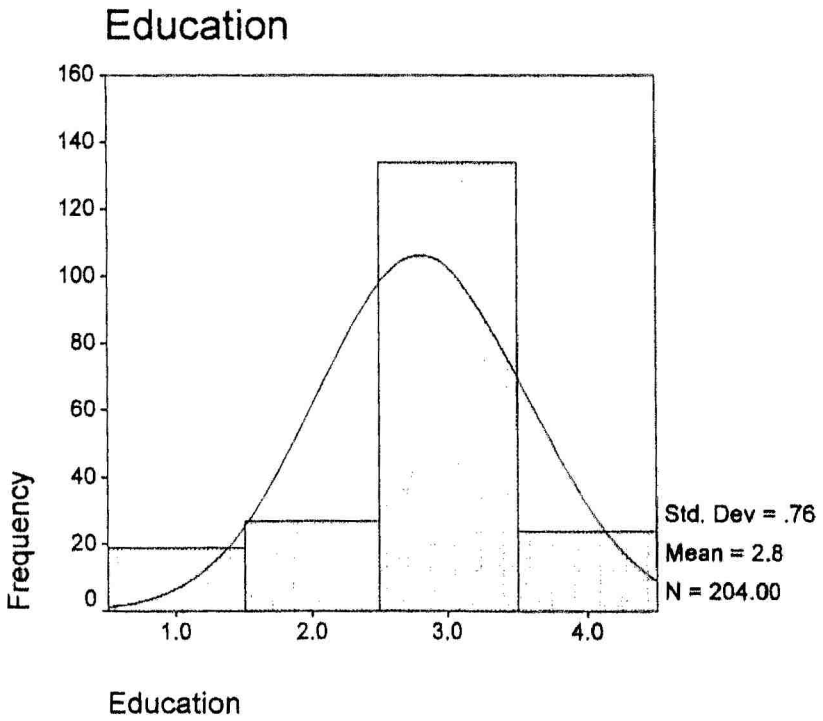
**Statistics**

Education

| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 2.7990 |
| Median | | 3.0000 |
| Std. Deviation | | .7649 |
| Skewness | | -.909 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | .812 |
| Std. Error of Kurtosis | | .339 |

**Education**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | high school and below | 19 | 9.3 | 9.3 | 9.3 |
| | diploma | 27 | 13.2 | 13.2 | 22.5 |
| | bachelor degree | 134 | 65.7 | 65.7 | 88.2 |
| | masters | 24 | 11.8 | 11.8 | 100.0 |
| | Total | 204 | 100.0 | 100.0 | |



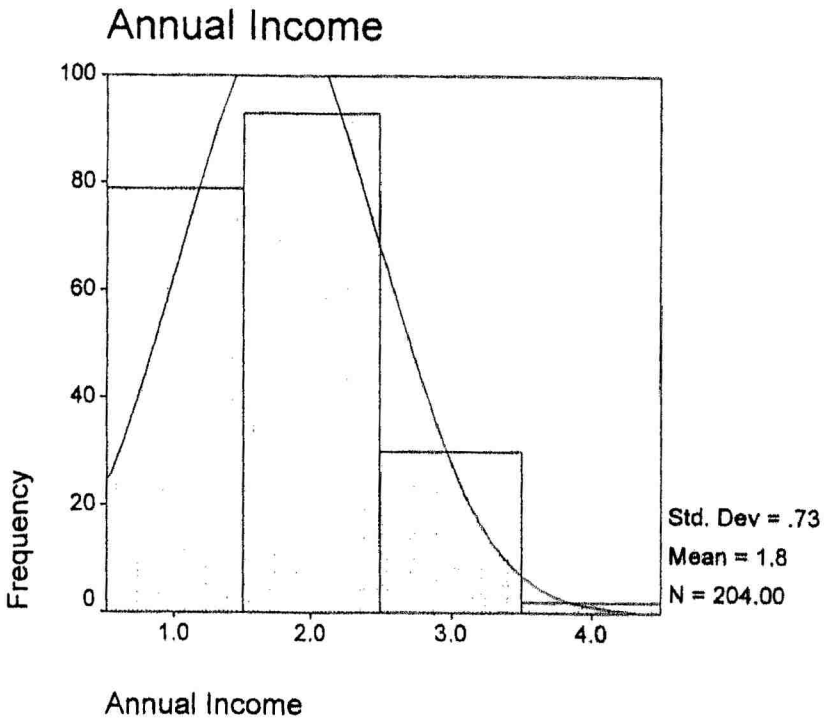
**Statistics**

Annual Income

| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 1.7794 |
| Median | | 2.0000 |
| Std. Deviation | | .7263 |
| Skewness | | .520 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | -.408 |
| Std. Error of Kurtosis | | .339 |

**Annual Income**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | <$25,000 | 79 | 38.7 | 38.7 | 38.7 |
| | $25,001-$50,000 | 93 | 45.6 | 45.6 | 84.3 |
| | $50,001-$100,000 | 30 | 14.7 | 14.7 | 99.0 |
| | $100,001-$150,000 | 2 | 1.0 | 1.0 | 100.0 |
| | Total | 204 | 100.0 | 100.0 | |



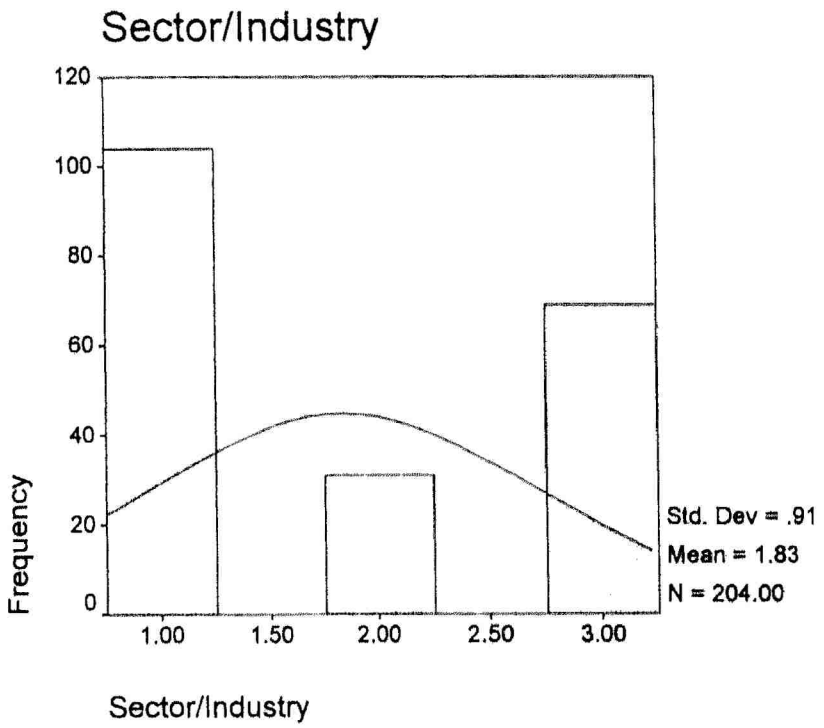
**Statistics**

Sector/Industry

| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 1.8284 |
| Median | | 1.0000 |
| Std. Deviation | | .9070 |
| Skewness | | .347 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | -1.703 |
| Std. Error of Kurtosis | | .339 |

**Sector/Industry**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | services | 104 | 51.0 | 51.0 | 51.0 |
| | manufacturing | 31 | 15.2 | 15.2 | 66.2 |
| | other | 69 | 33.8 | 33.8 | 100.0 |
| | Total | 204 | 100.0 | 100.0 | |



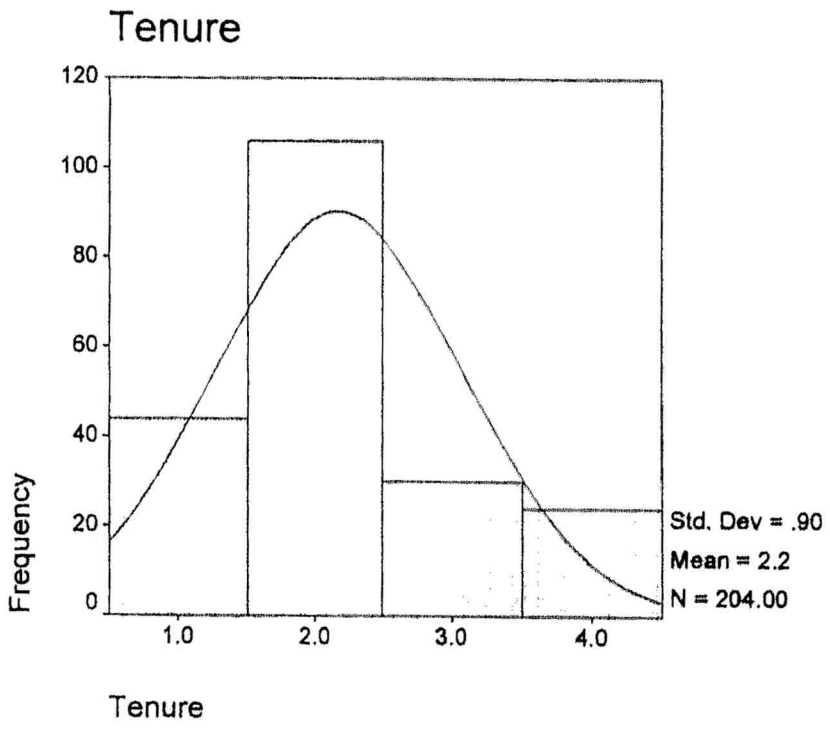
**Statistics**

Tenure

| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 2.1667 |
| Median | | 2.0000 |
| Std. Deviation | | .8997 |
| Skewness | | .648 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | -.202 |
| Std. Error of Kurtosis | | .339 |

**Tenure**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | less than 1 year | 44 | 21.6 | 21.6 | 21.6 |
| | 1-5 years | 106 | 52.0 | 52.0 | 73.5 |
| | 6-10 years | 30 | 14.7 | 14.7 | 88.2 |
| | more than 10 years | 24 | 11.8 | 11.8 | 100.0 |
| | Total | 204 | 100.0 | 100.0 | |



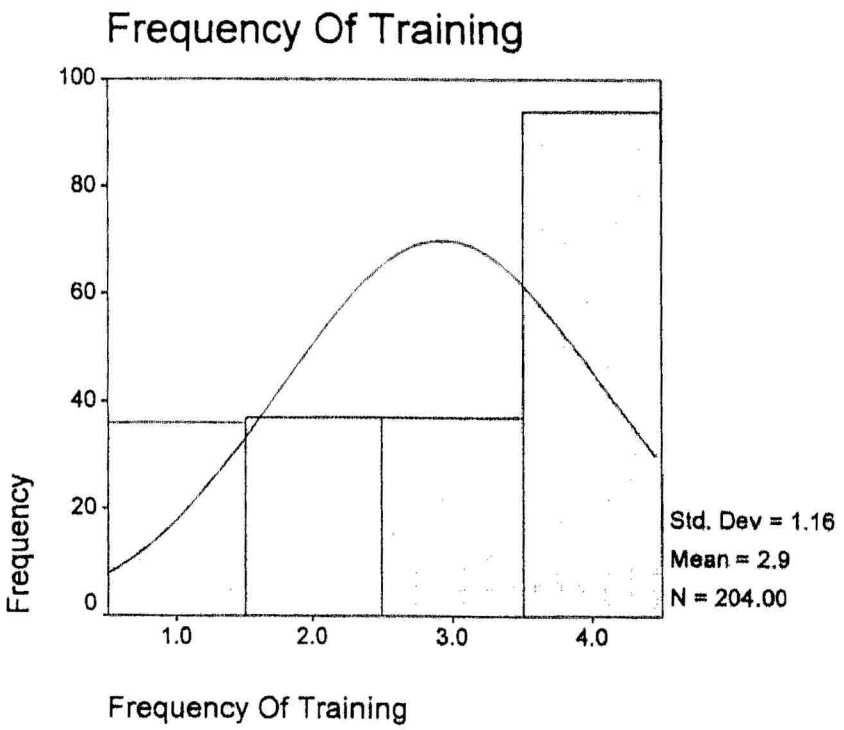
**Statistics**

Frequency Of Training

| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 2.9265 |
| Median | | 3.0000 |
| Std. Deviation | | 1.1616 |
| Skewness | | -.541 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | -1.239 |
| Std. Error of Kurtosis | | .339 |

**Frequency Of Training**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | less than once a year | 36 | 17.6 | 17.6 | 17.6 |
| | once a year | 37 | 18.1 | 18.1 | 35.8 |
| | twice a year | 37 | 18.1 | 18.1 | 53.9 |
| | three times a year or more | 94 | 46.1 | 46.1 | 100.0 |
| | Total | 204 | 100.0 | 100.0 | |



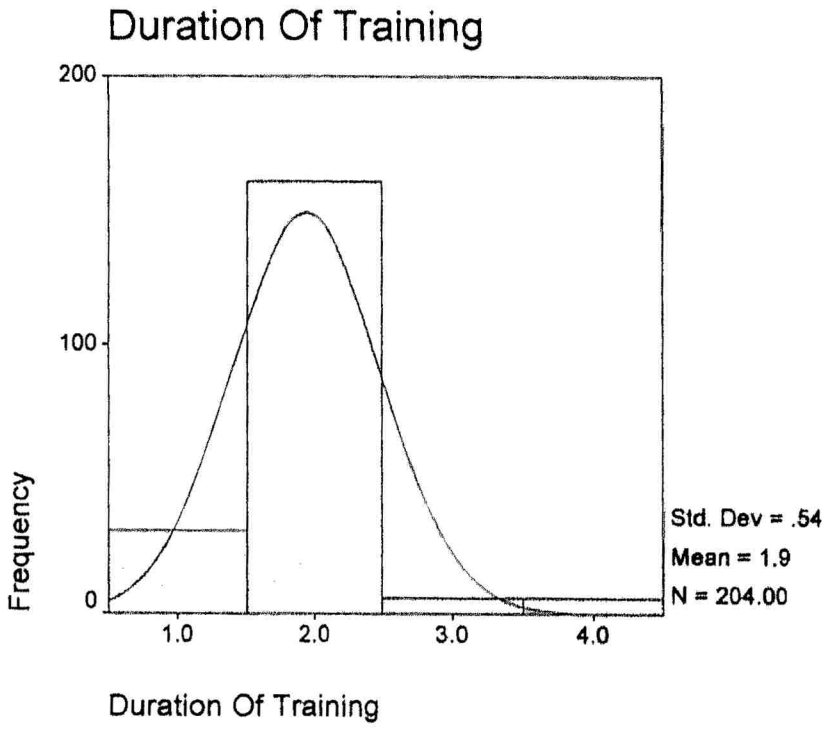
**Statistics**

Duration Of Training

| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 1.9363 |
| Median | | 2.0000 |
| Std. Deviation | | .5444 |
| Skewness | | 1.065 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | 5.060 |
| Std. Error of Kurtosis | | .339 |

**Duration Of Training**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | less than 1 day | 31 | 15.2 | 15.2 | 15.2 |
| | 1 day-1week | 161 | 78.9 | 78.9 | 94.1 |
| | less than a month | 6 | 2.9 | 2.9 | 97.1 |
| | more than a month | 6 | 2.9 | 2.9 | 100.0 |
| | Total | 204 | 100.0 | 100.0 | |



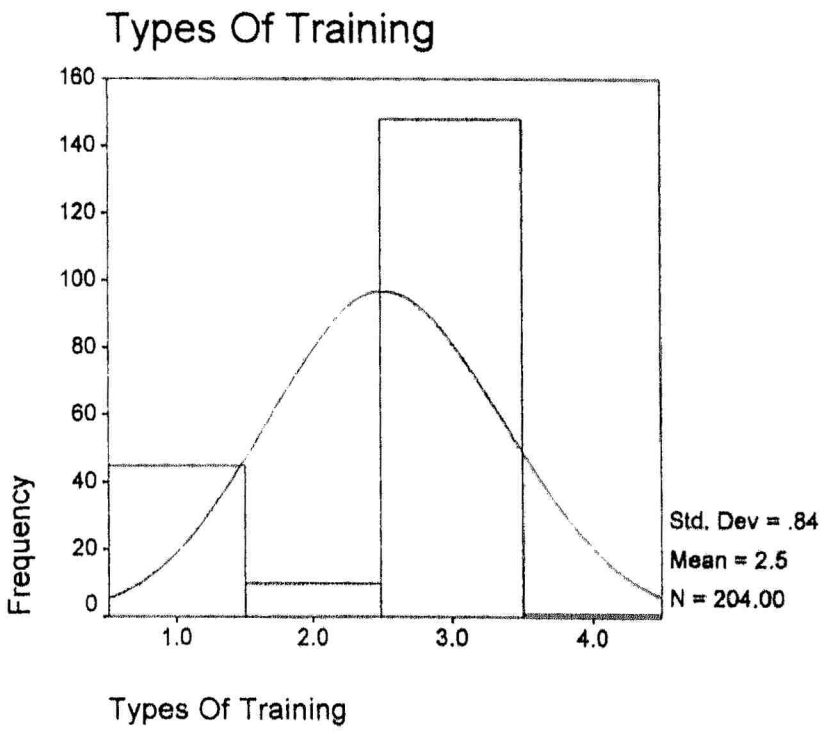
**Statistics**

Types Of Training

| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 2.5147 |
| Median | | 3.0000 |
| Std. Deviation | | .8392 |
| Skewness | | -1.158 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | -.480 |
| Std. Error of Kurtosis | | .339 |

**Types Of Training**

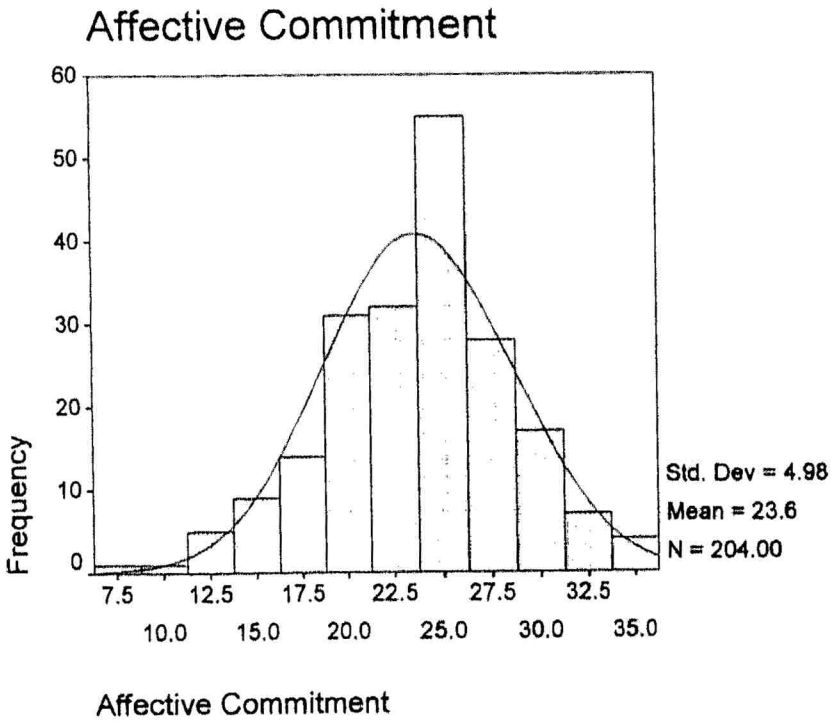
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | informal training | 45 | 22.1 | 22.1 | 22.1 |
| | formal training | 10 | 4.9 | 4.9 | 27.0 |
| | both | 148 | 72.5 | 72.5 | 99.5 |
| | 4.00 | 1 | .5 | .5 | 100.0 |
| | Total | 204 | 100.0 | 100.0 | |



**Statistics**

Affective Commitment

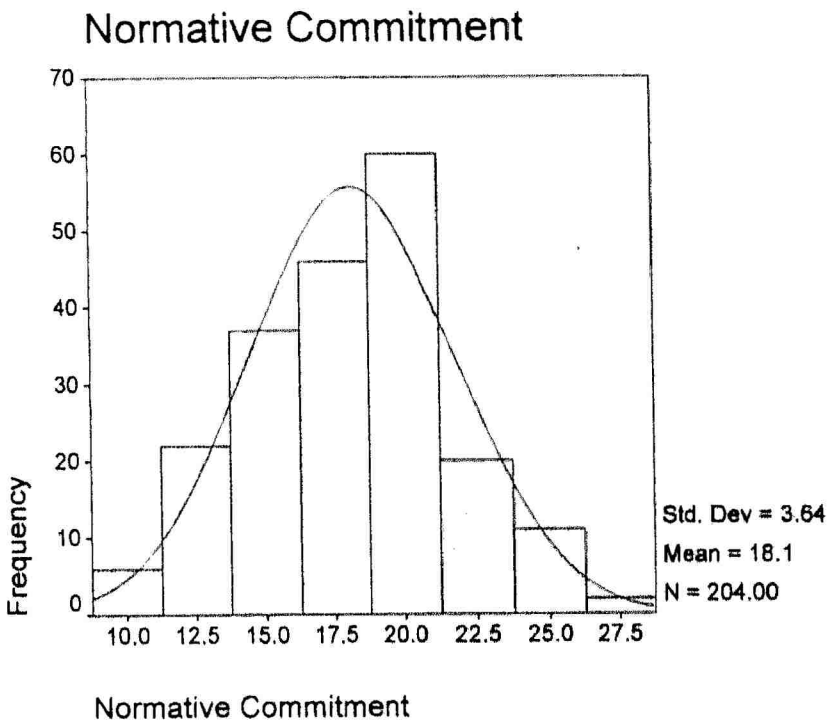
| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 23.6176 |
| Median | | 24.0000 |
| Std. Deviation | | 4.9789 |
| Skewness | | -.304 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | .256 |
| Std. Error of Kurtosis | | .339 |



**Statistics**

Normative Commitment

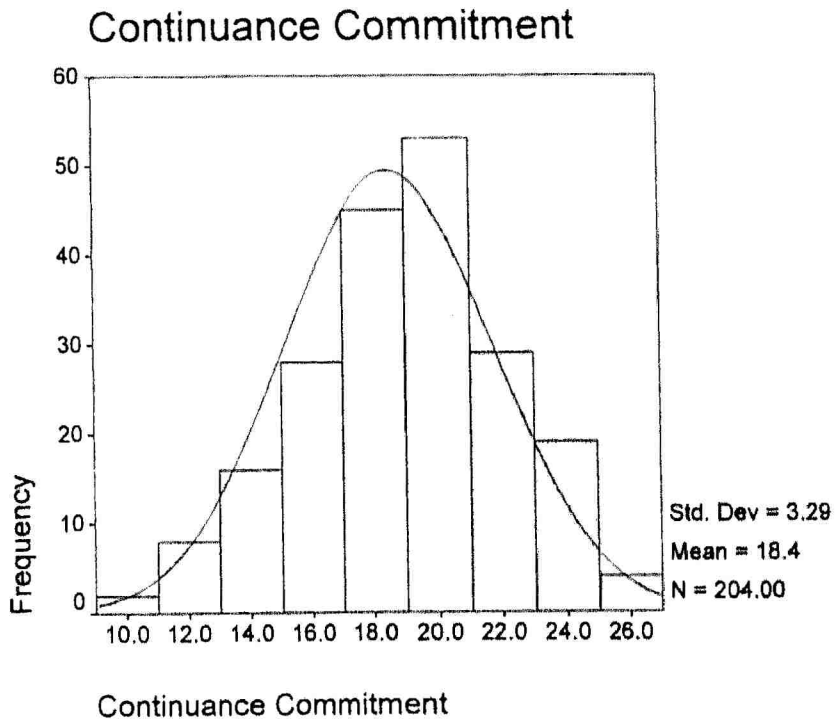
| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 18.0931 |
| Median | | 18.0000 |
| Std. Deviation | | 3.6438 |
| Skewness | | -.014 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | -.330 |
| Std. Error of Kurtosis | | .339 |



**Statistics**

Continuance Commitment

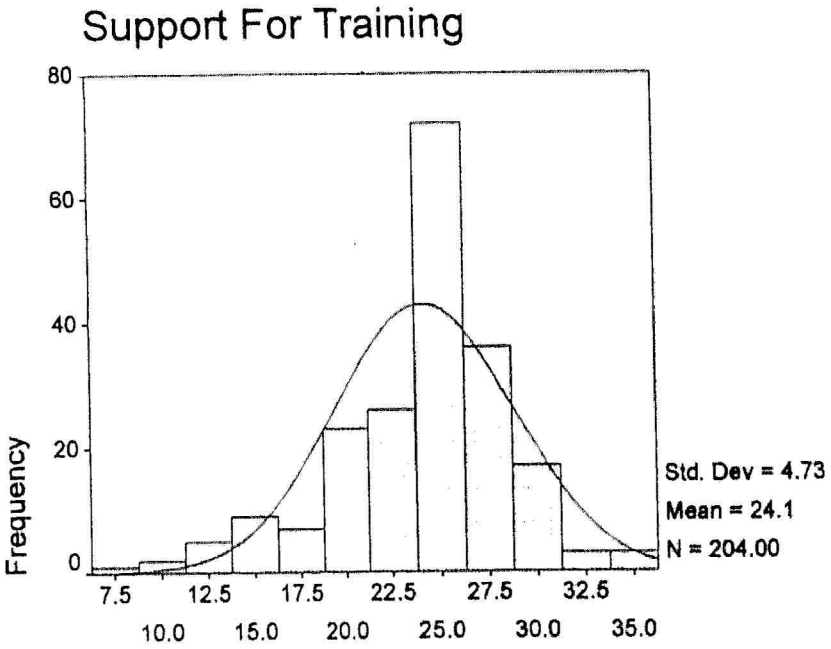
| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 18.4118 |
| Median | | 19.0000 |
| Std. Deviation | | 3.2871 |
| Skewness | | -.165 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | -.232 |
| Std. Error of Kurtosis | | .339 |



**Statistics**

Support For Training

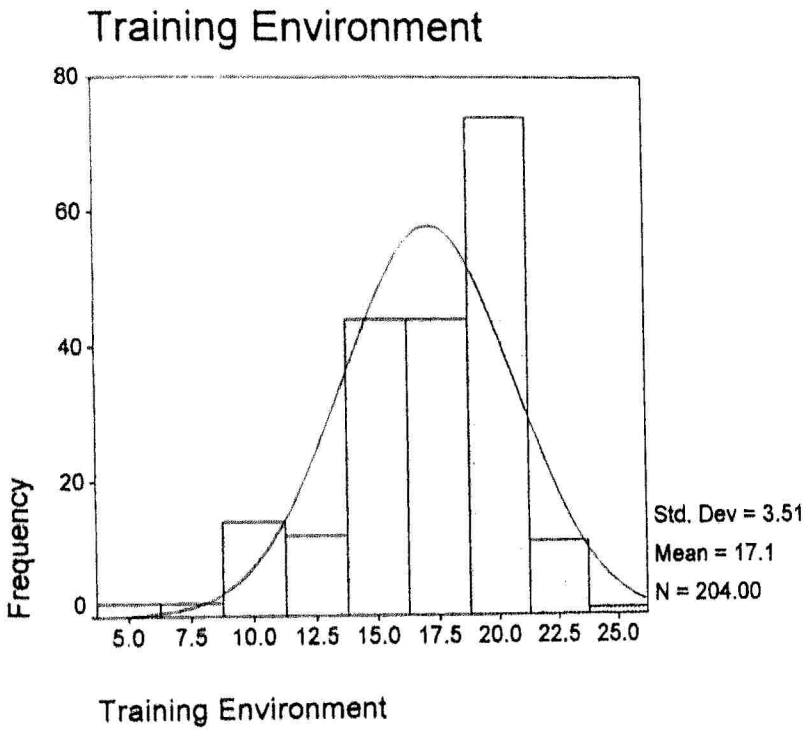
| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 24.0980 |
| Median | | 25.0000 |
| Std. Deviation | | 4.7281 |
| Skewness | | -.839 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | 1.124 |
| Std. Error of Kurtosis | | .339 |



**Statistics**

Training Environment

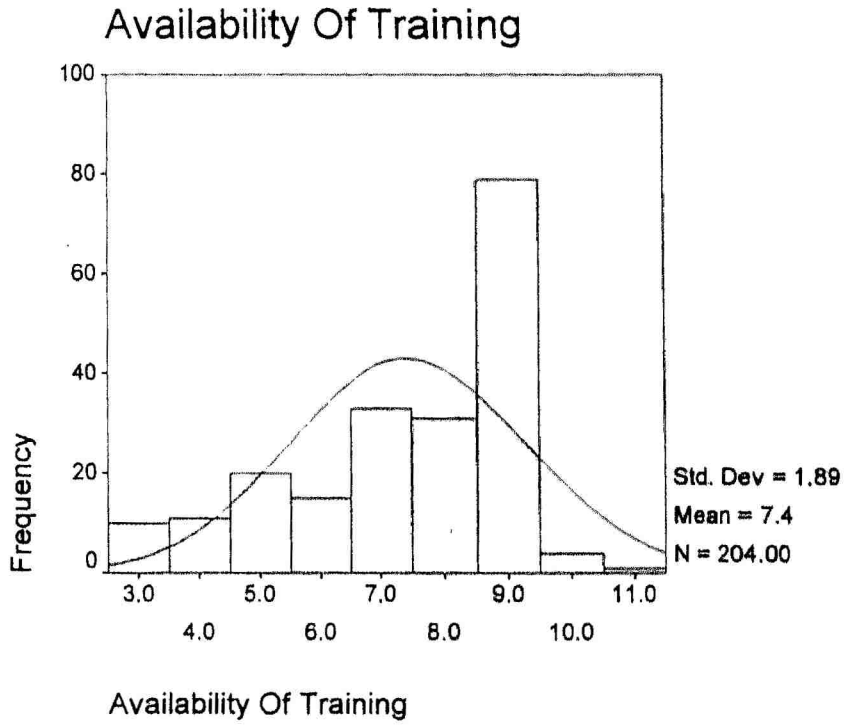
| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 17.1422 |
| Median | | 18.0000 |
| Std. Deviation | | 3.5085 |
| Skewness | | -.796 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | .469 |
| Std. Error of Kurtosis | | .339 |



**Statistics**

Availability Of Training

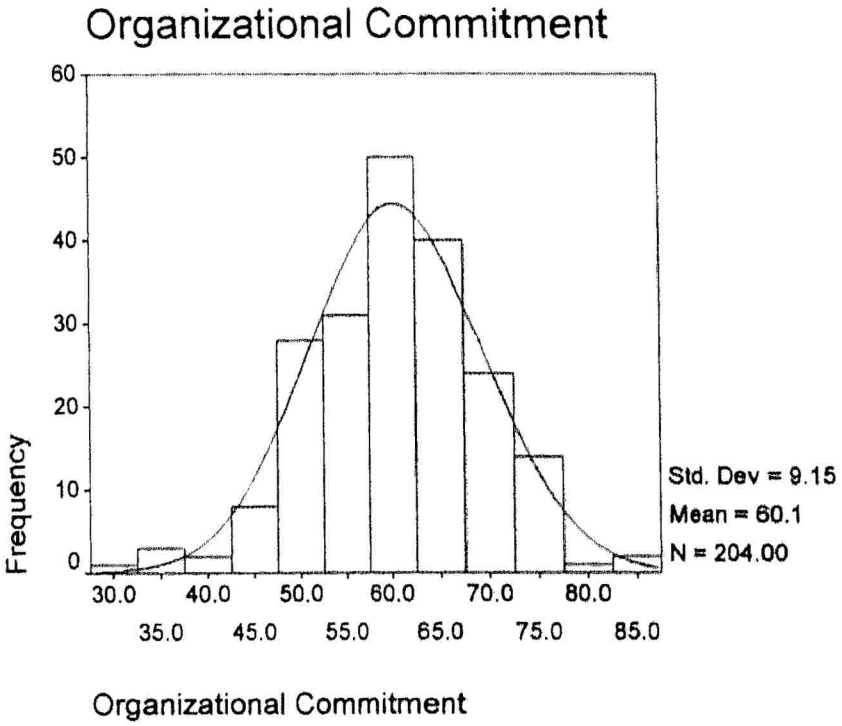
| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 7.3775 |
| Median | | 8.0000 |
| Std. Deviation | | 1.8884 |
| Skewness | | -.818 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | -.368 |
| Std. Error of Kurtosis | | .339 |



**Statistics**

Organizational Commitment

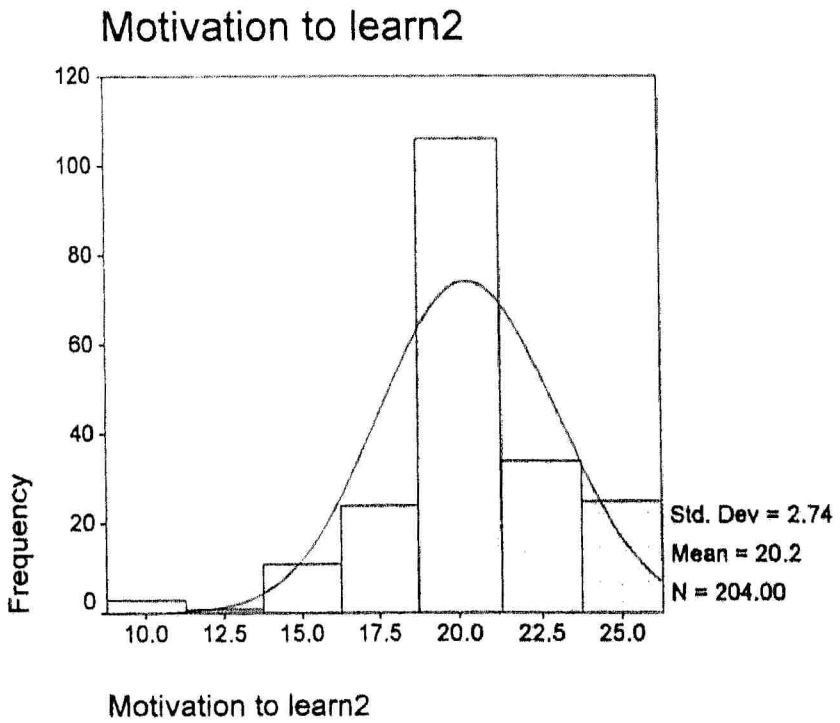
| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 60.1225 |
| Median | | 60.0000 |
| Std. Deviation | | 9.1495 |
| Skewness | | -.269 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | .438 |
| Std. Error of Kurtosis | | .339 |



**Statistics**

Motivation to learn2

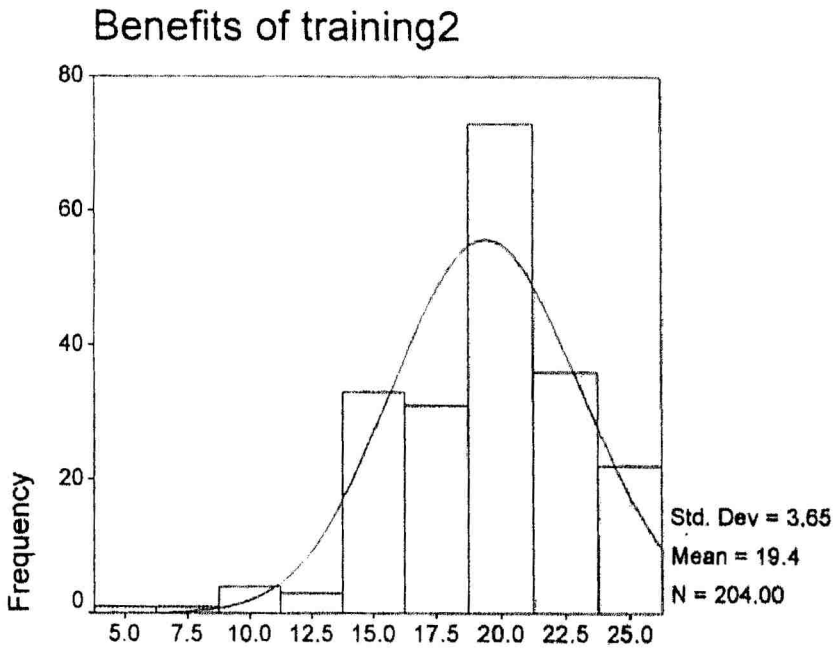
| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 20.2451 |
| Median | | 20.0000 |
| Std. Deviation | | 2.7415 |
| Skewness | | -.771 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | 2.400 |
| Std. Error of Kurtosis | | .339 |



**Statistics**

Benefits of training2

| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 19.4118 |
| Median | | 20.0000 |
| Std. Deviation | | 3.6466 |
| Skewness | | -.706 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | .972 |
| Std. Error of Kurtosis | | .339 |




Benefits of training2

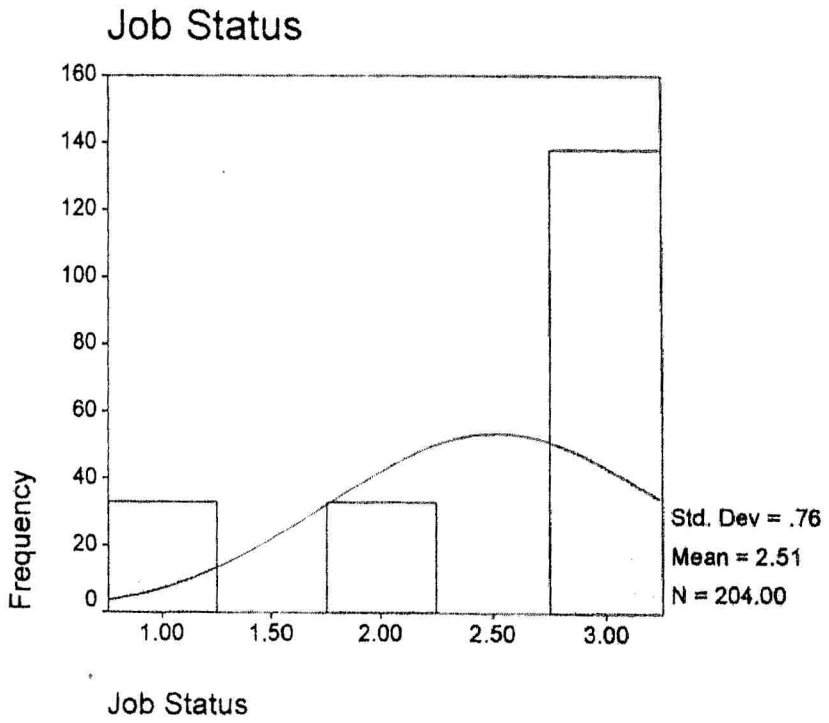
**Statistics**

Job Status

| | | |
|---|---|---|
| N | Valid | 204 |
| | Missing | 0 |
| Mean | | 2.5147 |
| Median | | 3.0000 |
| Std. Deviation | | .7590 |
| Skewness | | -1.176 |
| Std. Error of Skewness | | .170 |
| Kurtosis | | -.237 |
| Std. Error of Kurtosis | | .339 |

**Job Status**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | managerial level and above | 33 | 16.2 | 16.2 | 16.2 |
| | supervisory level | 33 | 16.2 | 16.2 | 32.4 |
| | executive level and below | 138 | 67.6 | 67.6 | 100.0 |
| | Total | 204 | 100.0 | 100.0 | |



# APPENDIX 6

# STEPWISE REGRESSION ANALYSIS

# STEPWISE REGRESSION (AFFECTIVE COMMITMENT)

## * Only Training Variables *

**Variables Entered/Removed[a]**

| Model | Variables Entered | Variables Removed | Method |
|---|---|---|---|
| 1 | Support For Training | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 2 | Benefits of training2 | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 3 | Availability Of Training | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |

a. Dependent Variable: Affective Commitment

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .723[a] | .523 | .521 | 3.4475 |
| 2 | .739[b] | .546 | .542 | 3.3703 |
| 3 | .746[c] | .556 | .550 | 3.3416 |

a. Predictors: (Constant), Support For Training

b. Predictors: (Constant), Support For Training, Benefits of training2

c. Predictors: (Constant), Support For Training, Benefits of training2, Availability Of Training

**ANOVA[d]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 2631.422 | 1 | 2631.422 | 221.408 | .000[a] |
| | Residual | 2400.754 | 202 | 11.885 | | |
| | Total | 5032.176 | 203 | | | |
| 2 | Regression | 2748.990 | 2 | 1374.495 | 121.003 | .000[b] |
| | Residual | 2283.187 | 201 | 11.359 | | |
| | Total | 5032.176 | 203 | | | |
| 3 | Regression | 2798.885 | 3 | 932.962 | 83.550 | .000[c] |
| | Residual | 2233.292 | 200 | 11.166 | | |
| | Total | 5032.176 | 203 | | | |

a. Predictors: (Constant), Support For Training

b. Predictors: (Constant), Support For Training, Benefits of training2

c. Predictors: (Constant), Support For Training, Benefits of training2, Availability Of Training

d. Dependent Variable: Affective Commitment

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5.267 | 1.257 | | 4.192 | .000 |
| | Support For Training | .761 | .051 | .723 | 14.880 | .000 |
| 2 | (Constant) | 2.559 | 1.489 | | 1.718 | .087 |
| | Support For Training | .690 | .055 | .655 | 12.598 | .000 |
| | Benefits of training2 | .228 | .071 | .167 | 3.217 | .002 |
| 3 | (Constant) | 1.581 | 1.547 | | 1.022 | .308 |
| | Support For Training | .653 | .057 | .620 | 11.458 | .000 |
| | Benefits of training2 | .217 | .071 | .159 | 3.077 | .002 |
| | Availability Of Training | .282 | .133 | .107 | 2.114 | .036 |

a. Dependent Variable: Affective Commitment

# STEPWISE REGRESSION (NORMATIVE COMMITMENT)

## * Only Training Variables *

**Variables Entered/Removed[a]**

| Model | Variables Entered | Variables Removed | Method |
|---|---|---|---|
| 1 | Support For Training | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 2 | Benefits of training2 | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 3 | Motivation to learn2 | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |

a. Dependent Variable: Normative Commitment

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .572[a] | .328 | .324 | 2.9950 |
| 2 | .595[b] | .355 | .348 | 2.9419 |
| 3 | .607[c] | .368 | .359 | 2.9176 |

a. Predictors: (Constant), Support For Training

b. Predictors: (Constant), Support For Training, Benefits of training2

c. Predictors: (Constant), Support For Training, Benefits of training2, Motivation to learn2

**ANOVA[d]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 883.323 | 1 | 883.323 | 98.477 | .000[a] |
| | Residual | 1811.908 | 202 | 8.970 | | |
| | Total | 2695.230 | 203 | | | |
| 2 | Regression | 955.565 | 2 | 477.782 | 55.203 | .000[b] |
| | Residual | 1739.666 | 201 | 8.655 | | |
| | Total | 2695.230 | 203 | | | |
| 3 | Regression | 992.699 | 3 | 330.900 | 38.872 | .000[c] |
| | Residual | 1702.531 | 200 | 8.513 | | |
| | Total | 2695.230 | 203 | | | |

a. Predictors: (Constant), Support For Training

b. Predictors: (Constant), Support For Training, Benefits of training2

c. Predictors: (Constant), Support For Training, Benefits of training2, Motivation to learn2

d. Dependent Variable: Normative Commitment

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 7.461 | 1.092 | | 6.835 | .000 |
| | Support For Training | .441 | .044 | .572 | 9.924 | .000 |
| 2 | (Constant) | 5.338 | 1.300 | | 4.107 | .000 |
| | Support For Training | .385 | .048 | .500 | 8.056 | .000 |
| | Benefits of training2 | .179 | .062 | .179 | 2.889 | .004 |
| 3 | (Constant) | 7.256 | 1.583 | | 4.584 | .000 |
| | Support For Training | .415 | .049 | .538 | 8.380 | .000 |
| | Benefits of training2 | .258 | .072 | .259 | 3.576 | .000 |
| | Motivation to learn2 | -.206 | .099 | -.155 | -2.089 | .038 |

a. Dependent Variable: Normative Commitment

## STEPWISE REGRESSION (CONTINUANCE COMMITMENT)
*** Only Training Variables ***

**Variables Entered/Removed[a]**

| Model | Variables Entered | Variables Removed | Method |
|---|---|---|---|
| 1 | Training Environment | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |

a. Dependent Variable: Continuance Commitment

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .162[a] | .026 | .022 | 3.2515 |

a. Predictors: (Constant), Training Environment

**ANOVA[b]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 57.804 | 1 | 57.804 | 5.467 | .020[a] |
| | Residual | 2135.608 | 202 | 10.572 | | |
| | Total | 2193.412 | 203 | | | |

a. Predictors: (Constant), Training Environment

b. Dependent Variable: Continuance Commitment

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 15.805 | 1.138 | | 13.888 | .000 |
| | Training Environment | .152 | .065 | .162 | 2.338 | .020 |

a. Dependent Variable: Continuance Commitment

# STEPWISE REGRESSION (ORGANIZATIONAL COMMITMENT)

## * Only Training Variables *

**Variables Entered/Removed[a]**

| Model | Variables Entered | Variables Removed | Method |
|---|---|---|---|
| 1 | Support For Training | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 2 | Benefits of training2 | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |

a. Dependent Variable: Organizational Commitment

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .660[a] | .435 | .433 | 6.8920 |
| 2 | .686[b] | .471 | .466 | 6.6880 |

a. Predictors: (Constant), Support For Training

b. Predictors: (Constant), Support For Training, Benefits of training2

**ANOVA[c]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 7398.966 | 1 | 7398.966 | 155.768 | .000[a] |
| | Residual | 9594.970 | 202 | 47.500 | | |
| | Total | 16993.936 | 203 | | | |
| 2 | Regression | 8003.352 | 2 | 4001.676 | 89.464 | .000[b] |
| | Residual | 8990.585 | 201 | 44.729 | | |
| | Total | 16993.936 | 203 | | | |

a. Predictors: (Constant), Support For Training

b. Predictors: (Constant), Support For Training, Benefits of training2

c. Dependent Variable: Organizational Commitment

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 29.352 | 2.512 | | 11.684 | .000 |
| | Support For Training | 1.277 | .102 | .660 | 12.481 | .000 |
| 2 | (Constant) | 23.212 | 2.955 | | 7.854 | .000 |
| | Support For Training | 1.115 | .109 | .576 | 10.257 | .000 |
| | Benefits of training2 | .518 | .141 | .206 | 3.676 | .000 |

a. Dependent Variable: Organizational Commitment

# STEPWISE REGRESSION (AFFECTIVE COMMITMENT)

## * Demographic And Training Variables *

**Variables Entered/Removed[a]**

| Model | Variables Entered | Variables Removed | Method |
|---|---|---|---|
| 1 | Support For Training | . | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 2 | Benefits of training2 | . | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 3 | Age | . | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |

a. Dependent Variable: Affective Commitment

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .723[a] | .523 | .521 | 3.4475 |
| 2 | .739[b] | .546 | .542 | 3.3703 |
| 3 | .749[c] | .561 | .555 | 3.3229 |

a. Predictors: (Constant), Support For Training

b. Predictors: (Constant), Support For Training, Benefits of training2

c. Predictors: (Constant), Support For Training, Benefits of training2, Age

**ANOVA[d]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 2631.422 | 1 | 2631.422 | 221.408 | .000[a] |
| | Residual | 2400.754 | 202 | 11.885 | | |
| | Total | 5032.176 | 203 | | | |
| 2 | Regression | 2748.990 | 2 | 1374.495 | 121.003 | .000[b] |
| | Residual | 2283.187 | 201 | 11.359 | | |
| | Total | 5032.176 | 203 | | | |
| 3 | Regression | 2823.850 | 3 | 941.283 | 85.249 | .000[c] |
| | Residual | 2208.326 | 200 | 11.042 | | |
| | Total | 5032.176 | 203 | | | |

a. Predictors: (Constant), Support For Training

b. Predictors: (Constant), Support For Training, Benefits of training2

c. Predictors: (Constant), Support For Training, Benefits of training2, Age

d. Dependent Variable: Affective Commitment

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5.267 | 1.257 | | 4.192 | .000 |
| | Support For Training | .761 | .051 | .723 | 14.880 | .000 |
| 2 | (Constant) | 2.559 | 1.489 | | 1.718 | .087 |
| | Support For Training | .690 | .055 | .655 | 12.598 | .000 |
| | Benefits of training2 | .228 | .071 | .167 | 3.217 | .002 |
| 3 | (Constant) | 1.604 | 1.513 | | 1.060 | .291 |
| | Support For Training | .675 | .054 | .641 | 12.428 | .000 |
| | Benefits of training2 | .225 | .070 | .165 | 3.220 | .001 |
| | Age | .936 | .359 | .123 | 2.604 | .010 |

a. Dependent Variable: Affective Commitment

# STEPWISE REGRESSION (NORMATIVE COMMITMENT)

## * Demographic and Training Variables *

**Variables Entered/Removed[a]**

| Model | Variables Entered | Variables Removed | Method |
|---|---|---|---|
| 1 | Support For Training | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 2 | Benefits of training2 | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 3 | Motivation to learn2 | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |

a. Dependent Variable: Normative Commitment

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .572[a] | .328 | .324 | 2.9950 |
| 2 | .595[b] | .355 | .348 | 2.9419 |
| 3 | .607[c] | .368 | .359 | 2.9176 |

a. Predictors: (Constant), Support For Training

b. Predictors: (Constant), Support For Training, Benefits of training2

c. Predictors: (Constant), Support For Training, Benefits of training2, Motivation to learn2

**ANOVA[d]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 883.323 | 1 | 883.323 | 98.477 | .000[a] |
| | Residual | 1811.908 | 202 | 8.970 | | |
| | Total | 2695.230 | 203 | | | |
| 2 | Regression | 955.565 | 2 | 477.782 | 55.203 | .000[b] |
| | Residual | 1739.666 | 201 | 8.655 | | |
| | Total | 2695.230 | 203 | | | |
| 3 | Regression | 992.699 | 3 | 330.900 | 38.872 | .000[c] |
| | Residual | 1702.531 | 200 | 8.513 | | |
| | Total | 2695.230 | 203 | | | |

a. Predictors: (Constant), Support For Training

b. Predictors: (Constant), Support For Training, Benefits of training2

c. Predictors: (Constant), Support For Training, Benefits of training2, Motivation to learn2

d. Dependent Variable: Normative Commitment

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 7.461 | 1.092 | | 6.835 | .000 |
| | Support For Training | .441 | .044 | .572 | 9.924 | .000 |
| 2 | (Constant) | 5.338 | 1.300 | | 4.107 | .000 |
| | Support For Training | .385 | .048 | .500 | 8.056 | .000 |
| | Benefits of training2 | .179 | .062 | .179 | 2.889 | .004 |
| 3 | (Constant) | 7.256 | 1.583 | | 4.584 | .000 |
| | Support For Training | .415 | .049 | .538 | 8.380 | .000 |
| | Benefits of training2 | .258 | .072 | .259 | 3.576 | .000 |
| | Motivation to learn2 | -.206 | .099 | -.155 | -2.089 | .038 |

a. Dependent Variable: Normative Commitment

## STEPWISE REGRESSION (CONTINUANCE COMMITMENT)

### * Demographic and Training Variables *

**Variables Entered/Removed[a]**

| Model | Variables Entered | Variables Removed | Method |
|---|---|---|---|
| 1 | Training Environment | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 2 | Education | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |

a. Dependent Variable: Continuance Commitment

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .162[a] | .026 | .022 | 3.2515 |
| 2 | .224[b] | .050 | .041 | 3.2191 |

a. Predictors: (Constant), Training Environment

b. Predictors: (Constant), Training Environment, Education

**ANOVA[c]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 57.804 | 1 | 57.804 | 5.467 | .020[a] |
| | Residual | 2135.608 | 202 | 10.572 | | |
| | Total | 2193.412 | 203 | | | |
| 2 | Regression | 110.506 | 2 | 55.253 | 5.332 | .006[b] |
| | Residual | 2082.906 | 201 | 10.363 | | |
| | Total | 2193.412 | 203 | | | |

a. Predictors: (Constant), Training Environment

b. Predictors: (Constant), Training Environment, Education

c. Dependent Variable: Continuance Commitment

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 15.805 | 1.138 | | 13.888 | .000 |
| | Training Environment | .152 | .065 | .162 | 2.338 | .020 |
| 2 | (Constant) | 17.321 | 1.312 | | 13.202 | .000 |
| | Training Environment | .174 | .065 | .185 | 2.667 | .008 |
| | Education | -.673 | .299 | -.157 | -2.255 | .025 |

a. Dependent Variable: Continuance Commitment

# STEPWISE REGRESSION (ORGANIZATIONAL COMMITMENT)

## * Demographic and Training Variables *

**Variables Entered/Removed[a]**

| Model | Variables Entered | Variables Removed | Method |
|---|---|---|---|
| 1 | Support For Training | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 2 | Benefits of training2 | | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |

a. Dependent Variable: Organizational Commitment

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .660[a] | .435 | .433 | 6.8920 |
| 2 | .686[b] | .471 | .466 | 6.6880 |

a. Predictors: (Constant), Support For Training

b. Predictors: (Constant), Support For Training, Benefits of training2

**ANOVA[c]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 7398.966 | 1 | 7398.966 | 155.768 | .000[a] |
| | Residual | 9594.970 | 202 | 47.500 | | |
| | Total | 16993.936 | 203 | | | |
| 2 | Regression | 8003.352 | 2 | 4001.676 | 89.464 | .000[b] |
| | Residual | 8990.585 | 201 | 44.729 | | |
| | Total | 16993.936 | 203 | | | |

a. Predictors: (Constant), Support For Training

b. Predictors: (Constant), Support For Training, Benefits of training2

c. Dependent Variable: Organizational Commitment

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 29.352 | 2.512 | | 11.684 | .000 |
| | Support For Training | 1.277 | .102 | .660 | 12.481 | .000 |
| 2 | (Constant) | 23.212 | 2.955 | | 7.854 | .000 |
| | Support For Training | 1.115 | .109 | .576 | 10.257 | .000 |
| | Benefits of training2 | .518 | .141 | .206 | 3.676 | .000 |

a. Dependent Variable: Organizational Commitment

# APPENDIX 7

# ONE-WAY ANOVA WITH POST-HOC ANALYSIS

# Oneway-ANOVA With Post-Hoc Analysis (AGE)

**Descriptives**

| | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | |
|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound |
| Affective Commitment | <30 | 126 | 22.9524 | 4.8131 | .4288 | 22.1038 | 23.8010 |
| | 30-39 | 60 | 24.0667 | 5.0886 | .6569 | 22.7521 | 25.3812 |
| | 40-49 | 18 | 26.7778 | 4.6089 | 1.0863 | 24.4858 | 29.0697 |
| | Total | 204 | 23.6176 | 4.9789 | .3486 | 22.9303 | 24.3050 |
| Normative Commitment | <30 | 126 | 18.1349 | 3.5852 | .3194 | 17.5028 | 18.7670 |
| | 30-39 | 60 | 18.1500 | 3.7635 | .4859 | 17.1778 | 19.1222 |
| | 40-49 | 18 | 17.6111 | 3.8216 | .9008 | 15.7107 | 19.5115 |
| | Total | 204 | 18.0931 | 3.6438 | .2551 | 17.5901 | 18.5962 |
| Continuance Commitment | <30 | 126 | 18.4841 | 3.3220 | .2959 | 17.8984 | 19.0698 |
| | 30-39 | 60 | 18.3333 | 3.1173 | .4024 | 17.5281 | 19.1386 |
| | 40-49 | 18 | 18.1667 | 3.7456 | .8828 | 16.3040 | 20.0293 |
| | Total | 204 | 18.4118 | 3.2871 | .2301 | 17.9580 | 18.8655 |
| Organizational Commitment | <30 | 126 | 59.5714 | 9.1139 | .8119 | 57.9645 | 61.1783 |
| | 30-39 | 60 | 60.5500 | 9.2469 | 1.1938 | 58.1613 | 62.9387 |
| | 40-49 | 18 | 62.5556 | 9.1086 | 2.1469 | 58.0259 | 67.0852 |
| | Total | 204 | 60.1225 | 9.1495 | .6406 | 58.8595 | 61.3856 |

**Test of Homogeneity of Variances**

| | Levene Statistic | df1 | df2 | Sig. |
|---|---|---|---|---|
| Affective Commitment | .125 | 2 | 201 | .883 |
| Normative Commitment | .265 | 2 | 201 | .768 |
| Continuance Commitment | .278 | 2 | 201 | .758 |
| Organizational Commitment | .013 | 2 | 201 | .987 |

**ANOVA**

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Affective Commitment | Between Groups | 247.618 | 2 | 123.809 | 5.201 | .006 |
| | Within Groups | 4784.559 | 201 | 23.804 | | |
| | Total | 5032.176 | 203 | | | |
| Normative Commitment | Between Groups | 4.596 | 2 | 2.298 | .172 | .842 |
| | Within Groups | 2690.634 | 201 | 13.386 | | |
| | Total | 2695.230 | 203 | | | |
| Continuance Commitment | Between Groups | 2.110 | 2 | 1.055 | .097 | .908 |
| | Within Groups | 2191.302 | 201 | 10.902 | | |
| | Total | 2193.412 | 203 | | | |
| Organizational Commitment | Between Groups | 155.785 | 2 | 77.892 | .930 | .396 |
| | Within Groups | 16838.152 | 201 | 83.772 | | |
| | Total | 16993.936 | 203 | | | |

**Multiple Comparisons**

Tukey HSD

| Dependent Variable | (I) Age | (J) Age | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound |
| Affective Commitment | <30 | 30-39 | -1.1143 | .7653 | .312 | -2.9079 | .6793 |
| | | 40-49 | -3.8254* | 1.2294 | .005 | -6.7067 | -.9441 |
| | 30-39 | <30 | 1.1143 | .7653 | .312 | -.6793 | 2.9079 |
| | | 40-49 | -2.7111 | 1.3112 | .097 | -5.7841 | .3619 |
| | 40-49 | <30 | 3.8254* | 1.2294 | .005 | .9441 | 6.7067 |
| | | 30-39 | 2.7111 | 1.3112 | .097 | -.3619 | 5.7841 |
| Normative Commitment | <30 | 30-39 | -1.5079E-02 | .5739 | 1.000 | -1.3601 | 1.3299 |
| | | 40-49 | .5238 | .9219 | .837 | -1.6369 | 2.6845 |
| | 30-39 | <30 | 1.508E-02 | .5739 | 1.000 | -1.3299 | 1.3601 |
| | | 40-49 | .5389 | .9833 | .847 | -1.7656 | 2.8433 |
| | 40-49 | <30 | -.5238 | .9219 | .837 | -2.6845 | 1.6369 |
| | | 30-39 | -.5389 | .9833 | .847 | -2.8433 | 1.7656 |
| Continuance Commitment | <30 | 30-39 | .1508 | .5179 | .954 | -1.0630 | 1.3646 |
| | | 40-49 | .3175 | .8320 | .923 | -1.6325 | 2.2674 |
| | 30-39 | <30 | -.1508 | .5179 | .954 | -1.3646 | 1.0630 |
| | | 40-49 | .1667 | .8873 | .981 | -1.9130 | 2.2463 |
| | 40-49 | <30 | -.3175 | .8320 | .923 | -2.2674 | 1.6325 |
| | | 30-39 | -.1667 | .8873 | .981 | -2.2463 | 1.9130 |
| Organizational Commitment | <30 | 30-39 | -.9786 | 1.4356 | .774 | -4.3433 | 2.3861 |
| | | 40-49 | -2.9841 | 2.3063 | .399 | -8.3893 | 2.4211 |
| | 30-39 | <30 | .9786 | 1.4356 | .774 | -2.3861 | 4.3433 |
| | | 40-49 | -2.0056 | 2.4597 | .693 | -7.7704 | 3.7593 |
| | 40-49 | <30 | 2.9841 | 2.3063 | .399 | -2.4211 | 8.3893 |
| | | 30-39 | 2.0056 | 2.4597 | .693 | -3.7593 | 7.7704 |

*. The mean difference is significant at the .05 level.

# Oneway-ANOVA With Post-Hoc Analysis (Annual Income)

**Descriptives**

| | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | |
|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound |
| Affective Commitment | <$25,000 | 79 | 22.5316 | 4.8327 | .5437 | 21.4492 | 23.6141 |
| | $25,001-$50,000 | 93 | 23.7957 | 4.6917 | .4865 | 22.8295 | 24.7619 |
| | $50,001-$100,000 | 30 | 25.7000 | 5.5842 | 1.0195 | 23.6148 | 27.7852 |
| | $100,001-$150,000 | 2 | 27.0000 | 5.6569 | 4.0000 | -23.8248 | 77.8248 |
| | Total | 204 | 23.6176 | 4.9789 | .3486 | 22.9303 | 24.3050 |
| Normative Commitment | <$25,000 | 79 | 18.1899 | 3.6936 | .4156 | 17.3625 | 19.0172 |
| | $25,001-$50,000 | 93 | 17.6989 | 3.3420 | .3466 | 17.0106 | 18.3872 |
| | $50,001-$100,000 | 30 | 18.7667 | 4.2966 | .7845 | 17.1623 | 20.3710 |
| | $100,001-$150,000 | 2 | 22.5000 | .7071 | .5000 | 16.1469 | 28.8531 |
| | Total | 204 | 18.0931 | 3.6438 | .2551 | 17.5901 | 18.5962 |
| Continuance Commitment | <$25,000 | 79 | 18.2785 | 3.7001 | .4163 | 17.4497 | 19.1073 |
| | $25,001-$50,000 | 93 | 18.7419 | 2.9448 | .3054 | 18.1355 | 19.3484 |
| | $50,001-$100,000 | 30 | 17.6667 | 2.9750 | .5432 | 16.5558 | 18.7775 |
| | $100,001-$150,000 | 2 | 19.5000 | 6.3640 | 4.5000 | -37.6779 | 76.6779 |
| | Total | 204 | 18.4118 | 3.2871 | .2301 | 17.9580 | 18.8655 |
| Organizational Commitment | <$25,000 | 79 | 59.0000 | 9.8800 | 1.1116 | 56.7870 | 61.2130 |
| | $25,001-$50,000 | 93 | 60.2366 | 8.1766 | .8479 | 58.5526 | 61.9205 |
| | $50,001-$100,000 | 30 | 62.1333 | 9.9125 | 1.8098 | 58.4319 | 65.8347 |
| | $100,001-$150,000 | 2 | 69.0000 | .0000 | .0000 | 69.0000 | 69.0000 |
| | Total | 204 | 60.1225 | 9.1495 | .6406 | 58.8595 | 61.3856 |

**Test of Homogeneity of Variances**

| | Levene Statistic | df1 | df2 | Sig. |
|---|---|---|---|---|
| Affective Commitment | 1.505 | 3 | 200 | .214 |
| Normative Commitment | 1.821 | 3 | 200 | .145 |
| Continuance Commitment | 2.269 | 3 | 200 | .082 |
| Organizational Commitment | 2.308 | 3 | 200 | .078 |

**ANOVA**

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Affective Commitment | Between Groups | 249.087 | 3 | 83.029 | 3.472 | .017 |
| | Within Groups | 4783.089 | 200 | 23.915 | | |
| | Total | 5032.176 | 203 | | | |
| Normative Commitment | Between Groups | 67.642 | 3 | 22.547 | 1.716 | .165 |
| | Within Groups | 2627.588 | 200 | 13.138 | | |
| | Total | 2695.230 | 203 | | | |
| Continuance Commitment | Between Groups | 30.565 | 3 | 10.188 | .942 | .421 |
| | Within Groups | 2162.847 | 200 | 10.814 | | |
| | Total | 2193.412 | 203 | | | |
| Organizational Commitment | Between Groups | 379.674 | 3 | 126.558 | 1.523 | .210 |
| | Within Groups | 16614.262 | 200 | 83.071 | | |
| | Total | 16993.936 | 203 | | | |

**Multiple Comparisons**

Tukey HSD

| Dependent Variable | (I) Annual Income | (J) Annual Income | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound |
| Affective Commitment | <$25,000 | $25,001-$50,000 | -1.2641 | .7483 | .329 | -3.1863 | .6582 |
| | | $50,001-$100,000 | -3.1684* | 1.0488 | .013 | -5.8627 | -.4740 |
| | | $100,001-$150,000 | -4.4684 | 3.5015 | .578 | -13.4638 | 4.5271 |
| | $25,001-$50,000 | <$25,000 | 1.2641 | .7483 | .329 | -.6582 | 3.1863 |
| | | $50,001-$100,000 | -1.9043 | 1.0268 | .248 | -4.5422 | .7336 |
| | | $100,001-$150,000 | -3.2043 | 3.4950 | .796 | -12.1830 | 5.7744 |
| | $50,001-$100,000 | <$25,000 | 3.1684* | 1.0488 | .013 | .4740 | 5.8627 |
| | | $25,001-$50,000 | 1.9043 | 1.0268 | .248 | -.7336 | 4.5422 |
| | | $100,001-$150,000 | -1.3000 | 3.5714 | .984 | -10.4750 | 7.8750 |
| | $100,001-$150,000 | <$25,000 | 4.4684 | 3.5015 | .578 | -4.5271 | 13.4638 |
| | | $25,001-$50,000 | 3.2043 | 3.4950 | .796 | -5.7744 | 12.1830 |
| | | $50,001-$100,000 | 1.3000 | 3.5714 | .984 | -7.8750 | 10.4750 |
| Normative Commitment | <$25,000 | $25,001-$50,000 | .4909 | .5546 | .813 | -.9338 | 1.9157 |
| | | $50,001-$100,000 | -.5768 | .7773 | .880 | -2.5738 | 1.4202 |
| | | $100,001-$150,000 | -4.3101 | 2.5952 | .345 | -10.9774 | 2.3571 |
| | $25,001-$50,000 | <$25,000 | -.4909 | .5546 | .813 | -1.9157 | .9338 |
| | | $50,001-$100,000 | -1.0677 | .7611 | .497 | -3.0229 | .8874 |
| | | $100,001-$150,000 | -4.8011 | 2.5904 | .248 | -11.4559 | 1.8538 |
| | $50,001-$100,000 | <$25,000 | .5768 | .7773 | .880 | -1.4202 | 2.5738 |
| | | $25,001-$50,000 | 1.0677 | .7611 | .497 | -.8874 | 3.0229 |
| | | $100,001-$150,000 | -3.7333 | 2.6471 | .493 | -10.5337 | 3.0670 |
| | $100,001-$150,000 | <$25,000 | 4.3101 | 2.5952 | .345 | -2.3571 | 10.9774 |
| | | $25,001-$50,000 | 4.8011 | 2.5904 | .248 | -1.8538 | 11.4559 |
| | | $50,001-$100,000 | 3.7333 | 2.6471 | .493 | -3.0670 | 10.5337 |

**Multiple Comparisons**

Tukey HSD

| Dependent Variable | (I) Annual Income | (J) Annual Income | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound |
| Continuance Commitment | <$25,000 | $25,001-$50,000 | -.4635 | .5032 | .794 | -1.7561 | .8292 |
| | | $50,001-$100,000 | .6118 | .7052 | .822 | -1.2000 | 2.4236 |
| | | $100,001-$150,000 | -1.2215 | 2.3546 | .955 | -7.2705 | 4.8275 |
| | $25,001-$50,000 | <$25,000 | .4635 | .5032 | .794 | -.8292 | 1.7561 |
| | | $50,001-$100,000 | 1.0753 | .6905 | .403 | -.6986 | 2.8491 |
| | | $100,001-$150,000 | -.7581 | 2.3502 | .988 | -6.7958 | 5.2797 |
| | $50,001-$100,000 | <$25,000 | -.6118 | .7052 | .822 | -2.4236 | 1.2000 |
| | | $25,001-$50,000 | -1.0753 | .6905 | .403 | -2.8491 | .6986 |
| | | $100,001-$150,000 | -1.8333 | 2.4016 | .871 | -8.0031 | 4.3364 |
| | $100,001-$150,000 | <$25,000 | 1.2215 | 2.3546 | .955 | -4.8275 | 7.2705 |
| | | $25,001-$50,000 | .7581 | 2.3502 | .988 | -5.2797 | 6.7958 |
| | | $50,001-$100,000 | 1.8333 | 2.4016 | .871 | -4.3364 | 8.0031 |
| Organizational Commitment | <$25,000 | $25,001-$50,000 | -1.2366 | 1.3946 | .812 | -4.8192 | 2.3461 |
| | | $50,001-$100,000 | -3.1333 | 1.9546 | .377 | -8.1548 | 1.8882 |
| | | $100,001-$150,000 | -10.0000 | 6.5259 | .418 | -26.7652 | 6.7652 |
| | $25,001-$50,000 | <$25,000 | 1.2366 | 1.3946 | .812 | -2.3461 | 4.8192 |
| | | $50,001-$100,000 | -1.8968 | 1.9137 | .754 | -6.8132 | 3.0196 |
| | | $100,001-$150,000 | -8.7634 | 6.5137 | .534 | -25.4975 | 7.9706 |
| | $50,001-$100,000 | <$25,000 | 3.1333 | 1.9546 | .377 | -1.8882 | 8.1548 |
| | | $25,001-$50,000 | 1.8968 | 1.9137 | .754 | -3.0196 | 6.8132 |
| | | $100,001-$150,000 | -6.8667 | 6.6562 | .731 | -23.9666 | 10.2333 |
| | $100,001-$150,000 | <$25,000 | 10.0000 | 6.5259 | .418 | -6.7652 | 26.7652 |
| | | $25,001-$50,000 | 8.7634 | 6.5137 | .534 | -7.9706 | 25.4975 |
| | | $50,001-$100,000 | 6.8667 | 6.6562 | .731 | -10.2333 | 23.9666 |

*. The mean difference is significant at the .05 level.

# Oneway-ANOVA With Post-Hoc Analysis (Tenure)

**Descriptives**

| | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | |
|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound |
| Affective Commitment | less than 1 year | 44 | 22.6818 | 4.9826 | .7512 | 21.1670 | 24.1967 |
| | 1-5 years | 106 | 23.3585 | 4.7191 | .4584 | 22.4496 | 24.2673 |
| | 6-10 years | 30 | 23.9333 | 4.8703 | .8892 | 22.1147 | 25.7519 |
| | more than 10 years | 24 | 26.0833 | 5.6869 | 1.1608 | 23.6820 | 28.4847 |
| | Total | 204 | 23.6176 | 4.9789 | .3486 | 22.9303 | 24.3050 |
| Normative Commitment | less than 1 year | 44 | 18.1818 | 3.4525 | .5205 | 17.1322 | 19.2315 |
| | 1-5 years | 106 | 18.2830 | 3.5637 | .3461 | 17.5967 | 18.9693 |
| | 6-10 years | 30 | 17.6000 | 3.2334 | .5903 | 16.3926 | 18.8074 |
| | more than 10 years | 24 | 17.7083 | 4.8047 | .9808 | 15.6795 | 19.7372 |
| | Total | 204 | 18.0931 | 3.6438 | .2551 | 17.5901 | 18.5962 |
| Continuance Commitment | less than 1 year | 44 | 19.4773 | 3.0077 | .4534 | 18.5629 | 20.3917 |
| | 1-5 years | 106 | 17.7547 | 3.3089 | .3214 | 17.1175 | 18.3920 |
| | 6-10 years | 30 | 17.9333 | 2.9117 | .5316 | 16.8461 | 19.0206 |
| | more than 10 years | 24 | 19.9583 | 3.2900 | .6716 | 18.5691 | 21.3476 |
| | Total | 204 | 18.4118 | 3.2871 | .2301 | 17.9580 | 18.8655 |
| Organizational Commitment | less than 1 year | 44 | 60.3409 | 9.0681 | 1.3671 | 57.5840 | 63.0979 |
| | 1-5 years | 106 | 59.3962 | 9.1555 | .8893 | 57.6330 | 61.1595 |
| | 6-10 years | 30 | 59.4667 | 8.7680 | 1.6008 | 56.1926 | 62.7407 |
| | more than 10 years | 24 | 63.7500 | 9.4190 | 1.9226 | 59.7727 | 67.7273 |
| | Total | 204 | 60.1225 | 9.1495 | .6406 | 58.8595 | 61.3856 |

**Test of Homogeneity of Variances**

| | Levene Statistic | df1 | df2 | Sig. |
|---|---|---|---|---|
| Affective Commitment | .847 | 3 | 200 | .470 |
| Normative Commitment | 3.794 | 3 | 200 | .011 |
| Continuance Commitment | .606 | 3 | 200 | .612 |
| Organizational Commitment | .326 | 3 | 200 | .807 |

**ANOVA**

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Affective Commitment | Between Groups | 194.554 | 3 | 64.851 | 2.681 | .048 |
| | Within Groups | 4837.623 | 200 | 24.188 | | |
| | Total | 5032.176 | 203 | | | |
| Normative Commitment | Between Groups | 15.017 | 3 | 5.006 | .374 | .772 |
| | Within Groups | 2680.213 | 200 | 13.401 | | |
| | Total | 2695.230 | 203 | | | |
| Continuance Commitment | Between Groups | 159.987 | 3 | 53.329 | 5.245 | .002 |
| | Within Groups | 2033.425 | 200 | 10.167 | | |
| | Total | 2193.412 | 203 | | | |
| Organizational Commitment | Between Groups | 386.725 | 3 | 128.908 | 1.552 | .202 |
| | Within Groups | 16607.212 | 200 | 83.036 | | |
| | Total | 16993.936 | 203 | | | |

**Multiple Comparisons**

Tukey HSD

| Dependent Variable | (I) Tenure | (J) Tenure | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound |
| Affective Commitment | less than 1 year | 1-5 years | -.6767 | .8820 | .869 | -2.9426 | 1.5892 |
| | | 6-10 years | -1.2515 | 1.1645 | .705 | -4.2431 | 1.7401 |
| | | more than 10 years | -3.4015* | 1.2480 | .033 | -6.6077 | -.1953 |
| | 1-5 years | less than 1 year | .6767 | .8820 | .869 | -1.5892 | 2.9426 |
| | | 6-10 years | -.5748 | 1.0171 | .942 | -3.1878 | 2.0381 |
| | | more than 10 years | -2.7248 | 1.1118 | .068 | -5.5810 | .1313 |
| | 6-10 years | less than 1 year | 1.2515 | 1.1645 | .705 | -1.7401 | 4.2431 |
| | | 1-5 years | .5748 | 1.0171 | .942 | -2.0381 | 3.1878 |
| | | more than 10 years | -2.1500 | 1.3469 | .381 | -5.6102 | 1.3102 |
| | more than 10 years | less than 1 year | 3.4015* | 1.2480 | .033 | .1953 | 6.6077 |
| | | 1-5 years | 2.7248 | 1.1118 | .068 | -.1313 | 5.5810 |
| | | 6-10 years | 2.1500 | 1.3469 | .381 | -1.3102 | 5.6102 |
| Normative Commitment | less than 1 year | 1-5 years | -.1012 | .6565 | .999 | -1.7878 | 1.5854 |
| | | 6-10 years | .5818 | .8668 | .908 | -1.6449 | 2.8086 |
| | | more than 10 years | .4735 | .9289 | .957 | -1.9130 | 2.8600 |
| | 1-5 years | less than 1 year | .1012 | .6565 | .999 | -1.5854 | 1.7878 |
| | | 6-10 years | .6830 | .7571 | .804 | -1.2619 | 2.6279 |
| | | more than 10 years | .5747 | .8275 | .899 | -1.5513 | 2.7006 |
| | 6-10 years | less than 1 year | -.5818 | .8668 | .908 | -2.8086 | 1.6449 |
| | | 1-5 years | -.6830 | .7571 | .804 | -2.6279 | 1.2619 |
| | | more than 10 years | -.1083 | 1.0025 | 1.000 | -2.6839 | 2.4672 |
| | more than 10 years | less than 1 year | -.4735 | .9289 | .957 | -2.8600 | 1.9130 |
| | | 1-5 years | -.5747 | .8275 | .899 | -2.7006 | 1.5513 |
| | | 6-10 years | .1083 | 1.0025 | 1.000 | -2.4672 | 2.6839 |

## Multiple Comparisons

Tukey HSD

| Dependent Variable | (I) Tenure | (J) Tenure | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound |
| Continuance Commitment | less than 1 year | 1-5 years | 1.7226* | .5718 | .014 | .2535 | 3.1916 |
| | | 6-10 years | 1.5439 | .7550 | .172 | -.3956 | 3.4835 |
| | | more than 10 years | -.4811 | .8091 | .934 | -2.5598 | 1.5976 |
| | 1-5 years | less than 1 year | -1.7226* | .5718 | .014 | -3.1916 | -.2535 |
| | | 6-10 years | -.1786 | .6594 | .993 | -1.8727 | 1.5154 |
| | | more than 10 years | -2.2036* | .7208 | .012 | -4.0554 | -.3519 |
| | 6-10 years | less than 1 year | -1.5439 | .7550 | .172 | -3.4835 | .3956 |
| | | 1-5 years | .1786 | .6594 | .993 | -1.5154 | 1.8727 |
| | | more than 10 years | -2.0250 | .8732 | .094 | -4.2684 | .2184 |
| | more than 10 years | less than 1 year | .4811 | .8091 | .934 | -1.5976 | 2.5598 |
| | | 1-5 years | 2.2036* | .7208 | .012 | .3519 | 4.0554 |
| | | 6-10 years | 2.0250 | .8732 | .094 | -.2184 | 4.2684 |
| Organizational Commitment | less than 1 year | 1-5 years | .9447 | 1.6342 | .939 | -3.2536 | 5.1429 |
| | | 6-10 years | .8742 | 2.1576 | .978 | -4.6686 | 6.4171 |
| | | more than 10 years | -3.4091 | 2.3124 | .453 | -9.3496 | 2.5314 |
| | 1-5 years | less than 1 year | -.9447 | 1.6342 | .939 | -5.1429 | 3.2536 |
| | | 6-10 years | -7.0440E-02 | 1.8845 | 1.000 | -4.9117 | 4.7708 |
| | | more than 10 years | -4.3538 | 2.0599 | .149 | -9.6457 | .9382 |
| | 6-10 years | less than 1 year | -.8742 | 2.1576 | .978 | -6.4171 | 4.6686 |
| | | 1-5 years | 7.044E-02 | 1.8845 | 1.000 | -4.7708 | 4.9117 |
| | | more than 10 years | -4.2833 | 2.4955 | .315 | -10.6945 | 2.1278 |
| | more than 10 years | less than 1 year | 3.4091 | 2.3124 | .453 | -2.5314 | 9.3496 |
| | | 1-5 years | 4.3538 | 2.0599 | .149 | -.9382 | 9.6457 |
| | | 6-10 years | 4.2833 | 2.4955 | .315 | -2.1278 | 10.6945 |

*. The mean difference is significant at the .05 level.