

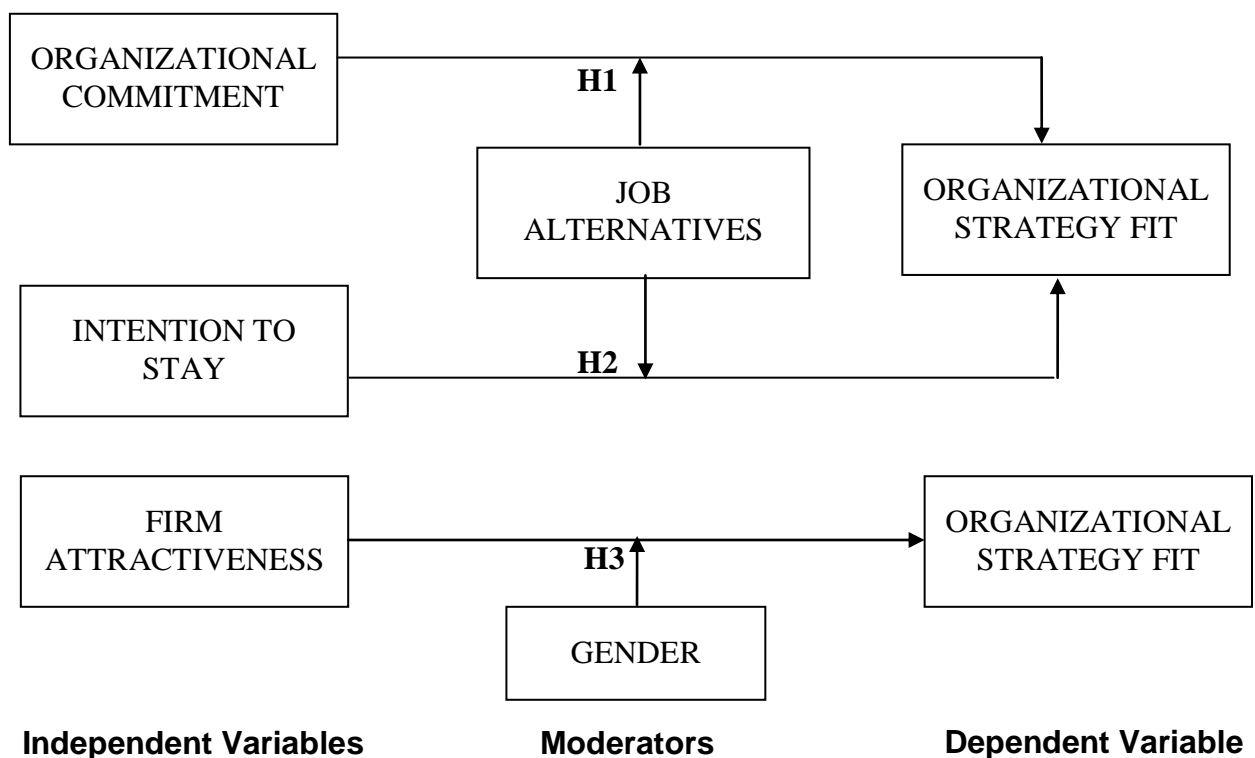
### 3.0 CHAPTER THREE: RESEARCH METHODOLOGY

#### 3.1 INTRODUCTION

This chapter contains discussion on the research framework and its methodology. The selection of measures, sampling design, the data collection procedure and the data analysis techniques used to conduct this study will be examined.

#### 3.2 RESEARCH FRAMEWORK

Based on the framework developed by research Da Silva *et al* (2010), the following framework has been developed for this study. Some modifications have been made by adding a new independent variable. Firm's attractiveness has been added as a construct and gender will be the moderator to test the relationship between organizational strategy and firm's attractiveness.



### **3.3 SAMPLING DESIGN**

Based on convenience sampling technique, data was collected from working Malaysian adults working in Malaysia. They were white collar employees currently employed on a full-time basis with local organizations. The size of the organizations in which they are working currently or has been employed before does not matter i.e. small, medium or even in corporations and government-link agencies. The target response was at least 100. Respondents employed in the civil service will be excluded.

### **3.4 DATA COLLECTION PROCEDURE**

A total of 50 questionnaires were distributed to employees working in the administration, supervisory, managerial, top management, technical, technical and professional positions in a few organizations. Questionnaire was also distributed via electronic mail and social networking channels to friends, clients etc. via online questionnaire in Google doc's website.

### **3.5 DATA ANALYSIS TECHNIQUES**

All data analysis was performed using SPSS version 17.0 software. The demographic results of the respondents were analysed using descriptive statistic to examine its frequency distribution and central tendency and variability of the data. Data screening and transformation was also done. Normality test was conducted on the variables.

Standard Pearson correlation and regression procedures were used to look at the relationship between variables tested. P-values less than or equal to .05 are considered significant. A hierarchical multiple regression was used to simultaneously test the variables as well as the moderating factors. In this context, hierarchical multiple regression analysis will be used to test the relationship of organizational strategy to employees' organizational commitment, employees' intention to stay in an organization and firm's attractiveness. The result of the regression analysis will also determine whether job alternatives and gender moderates the hypothesis tested.

Reliability analysis (Cronbach's Alpha) was also computed to assess the reliability of measurements of each variable. The value ranges from 0 to 1. The closer the value of alpha,  $\alpha$  to 1, the variable tested appeared to have good internal consistency.

### **3.6 SELECTION OF MEASURES**

In this chapter there are six key variables which are organizational strategy, organizational commitment, intention to stay, firm's attractiveness, job alternatives and gender. The variables are measured through a series of questions generated from established measurement scales for organizational commitment, intention to stay, firm's attractiveness and job alternatives.

The questionnaire was divided into three sections. Section 1 comprises of 10 demographic questions including gender, age, current position in the organization, job sector, academic qualification etc. Section 2 has two questions related to Miles

and Snow's four types of organizational strategy. Respondents are required to choose the type of organization that they are working in right now and later choose the type of industry that they desired to work for. This section will determine respondents strategy fit. The last section, which is section 3 comprises eight questions relating to organizational commitment. The following three questions are intended to test employees' intention to stay and the other three questions that follows are on firm attractiveness. Job alternatives are indicated by the last three questions in the questionnaire.

### **3.6.1 Strategy Fit**

A pilot test was conducted amongst 15 employees from various organizations. They were presented with four descriptions of organizations based on the four types of Miles and Snow's organization's strategy typology. Since all of them have working experience, all 15 of the respondents managed to understand clearly the four types of descriptions. As mentioned in chapter 2, the present study adopted the subjective person-organization fit approach. Therefore, it is to be noted that these four types of the organizational strategy does not have to be the actual strategy of the organization that the respondents are working. This study will examine organizational strategy fit from the employees or individual perceptions only. This approach is consistent with the finding that subjective perceptions are often more predictive of behaviours than of objective reality (Ferris and Judge, 1991; Locke, 1976).

As per previous studies (e.g. Snow and Hrebiniak, 1980 and De Silva *et al*, 2010), the present study adopted the Miles and Snow description in order to measure the strategy fit. Thus, respondents were presented with the same four descriptions used in the pilot study (see the Appendix for descriptions). Respondents were given the instructions as per the instructions used by Snow and Hrebiniak (1980) and De Silva *et al* (2010): “Which of the following descriptions most closely fits your organization compared to other firms in the industry? Choose only one type and place a check mark next to the description”. They were then asked to answer the following question: “Based on the above stated descriptions, which of the following would best fit the type of organization you would like to work for? Circle the type: Type 1, Type 2, Type 3, Type 4”. This self typing paragraph approach has been shown to be valid in various research contexts (James and Hatten, 1995; Shortell and Zajac, 1990).

Dummy variables were used to indicate the result of the strategy fit. Differences in both the above questions were then computed and when there was a match between both questions the strategy fit was coded as 1. When there is a mismatch between the two questions, the strategy fit variable was coded as 0. Of the respondents, 68.6% had a match between the actual organizational strategy and respondents’ ideal organizational strategy. The balance of 31.4% had a mismatch or misfit between the organizational strategy and respondent’s ideal organizational strategy.

### **3.6.2 Organizational Commitment**

Organizational commitment was assessed using eight items used by Khatri *et al* (2001). An example of the question would be “I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful”. Another example of the question asked is “I am extremely glad that I chose this organization to work for over others I was considering at the time I joined”. A 6-point Likert-type scale ranging from 1 = “strongly disagree” to 6 = “strongly agree” was used. The reason for a 6-point Likert scale was used by the author because she wanted to eliminate neutral answers. Respondents need to take a stand either positive or negative end of the scale. A reliability test was done to the related items. The result showed high internal consistency where the coefficient alpha is 0.938.

### **3.6.3 Intention to Stay**

Intention to stay was measured based on a 6-point Likert-type scale as well. The scale ranging from 1 = “strongly disagree” to 6 = “strongly agree”. Once again respondents need to commit themselves either positive or negative end of the scale. Questions used were adopted from Seashore *et al* (1982) three items turnover intention’s questions. The questions are “I will likely actively look for a new job in the next year”, “I often think about quitting” and “I may probably look for a new job in the next year”. These questions were reverse coded to show intention to stay of an employee in the organization. The result would be if the total score for turnover

intention is high, it will result in low intention to stay of an employee in his or her current organization. The reliability of items tested of this scale is .808.

#### **3.6.4 Firm's Attractiveness**

This variable is examined to test whether organizational strategy is a factor which attracts future employees to apply for a position in the organization. Firm's attractiveness was measured at the individual level, in line with the measurements used by Collins and Stevens (2002) and Lievens *et al* (2005). Two items from Turban (2002) and Keon (1993) and Highhouse *et al* (1999) were used to measure an applicant's willingness to pursue jobs in an organization. Another high loading item from Joan and Alicia (2002) was used. An example of the item: "I'd prefer a job there over a job in other organizations". To measure this variable, a 6-point Likert-type scale ranging from 1 = "strongly disagree" to 6 = "strongly agree" was used. The Coefficient Alpha was .824. It shows that the items tested are interrelated and internally consistent.

#### **3.6.5 Job Alternatives**

Questions used by Meyer and Allen (1990) were adopted in this study. Items such as "Right now staying with my organization is a matter of necessity as much as desire" and "I feel I have too few options to consider leaving the organization" were used to measure employee job alternatives. 6-point Likert-type scale ranging from 1 = "strongly disagree" to 6 = "strongly agree" were used to measure this factor. Data received will be analyzed whether this factor moderates or has an impact on the

relationship established between organizational strategy and organizational commitment and also intention to stay. The Coefficient Alpha is .744.

### **3.6.6 Gender**

A dummy for gender were used in this current research paper. The value of 0 represents the male gender and the value of 1 was used to represent the female gender in the data analysis section.