

4.0 CHAPTER 4: RESEARCH RESULT

This chapter focuses on analyzing data collected. Preparation of the data files were done by naming the variables, labeling the variables, creating missing value codes and entering the data. Once done with data screening and transformation, descriptive statistics analysis, reliability analysis, assumption testing test and hierarchical multiple regression analysis follow suits.

4.1 Summary statistic of respondents

50 questionnaires were distributed in a few organizations and the rate of response received on the desired time frame was 60% i.e. 30 questionnaires were returned. Total number of data collected was 105. Thus, 75 other responses were collected via electronic mail and online survey published via google doc.

Out of 105 responses, 21.9% were from the age group of 20-29 and 58.1% were from the age group of 30-39 years old. The remaining respondents are from the age group of 40-49 and 50 years old and above which represents 14.3% and 5.7% of total responses received respectively.

The respondents' education level comprises of 4.8% with secondary or below, 16.2% with a certificate or diploma, 67.6% with a degree or is a professional and post graduates respondents were 11.4%. Male respondents were fewer than female respondents. Based on the frequency table appended, 38.1% respondents were male respondents whilst the remaining 61.9% were female respondents.

Out of 105 respondents, 25.7% of them have worked less than three years in their current organizations. 29.5% of total respondents have worked between three to six years in the organization and 21.9% of respondents have worked between seven to ten years in current employment. The balance of 22.9% of total respondents has served current organizations for 10 years or more.

The responses received for the question “How many times have you change job?” is alarming. 21.9% of total respondents have never changed job whilst 46.7% of respondents have hopped jobs once only. Respondents who have changed jobs between two to four times amounted to 26.7%. The balance of 4.8% of respondents have changed job five times or more. Table 4.1 below represents the summary of respondents’ background.

Table 4.1 Summary of respondent’s background

Demographic Variables	Percentage of sample
Age	
20-29 years	21.9
30-39 years	58.1
40-49 years	14.3
50 and above	05.7
Highest Education	
Secondary or below	04.8
Certificate/Diploma	16.2
Degree/Professional	67.6
Post Graduate	11.4

Gender

Male	38.1
Female	61.9

Marital Status

Single	38.1
Married	57.1
Divorced/Separated/Widowed	04.8

Current Job Position

Top Management	05.7
Middle Management	12.4
Non-Management	65.7
Technical Employee	00.0
Skilled Professional	16.2
Other	00.0

How many years have you worked for current employment?

Less than 3 years	25.7
3-6 years	29.5
7-10 years	21.9
10 years and above	22.9

How many times have you change job?

Never changed	21.9
1 time	46.7
2-4 times	26.7
More than 5 times	04.8

Main reason for changing job

Misfit of organization strategy and personal values	19.0
Other job alternatives	51.4
Health	00.0
Others	29.5

4.2 Normality Analysis

The assumption of normality is a prerequisite step for many inferential statistical techniques (Coaked and Steed, 2007). The approaches can be divided into two main themes - relying on statistical tests (skewness and kurtosis) or visual inspection (graphs and plots: histogram, stem-and-leaf plot, Q-Q plot, boxplot). Normal is used to describe symmetrical, bell-shaped curve, which has the greatest frequency of scores in the middle, with smaller frequencies towards the extremes (Gravetter and Wallnau, 2004). Skewness and kurtosis of normal distribution is zero.

Table 4.2 shows that the skewness and kurtosis values for all the variables are within the range of (-2 to 2), thus the data distribution for the sample is considered normal (Chua, 2008).

Table 4.2 Assessing normality for the main variables

	N	Min	Max	Mean	Std. Deviation	Skewness Std	Kurtosis Std		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Error	Statistic	Error
Strategy Fit	105	1	2	1.31	.466	.812	.236	-1.368	.467
Organizational Commitment	105	8.00	48.00	34.7714	8.05421	-.618	.236	-.369	.467
Intention to Stay	105	12.00	18.00	14.8000	2.00192	.134	.236	-1.048	.467
Firm's Attractiveness	105	3.00	18.00	11.2952	3.32220	-.617	.236	-.129	.467
Job Alternatives	105	3.00	18.00	11.3524	3.20150	-.365	.236	-.105	.467

Based on Table 4.2, strategy fit and intention to stay indicated positive skewness. As such, scores clustered to the left at the low values. Organizational commitment, firm's attractiveness and job alternatives were negatively skewed. Scores are thus clustered at the high end (right hand side of a graph). Negative kurtosis values for all the variables indicated that the distribution is rather flat top near the mean.

4.3 Reliability analysis

The reliability of a scale indicates how free it is from random error. The current study assessed internal consistency of the items using the Cronbach's coefficient alpha. Values range from 0 to 1, with higher values indicating greater reliability.

Nunnally (1978) and De Vellis (2003) recommend a minimum level of 0.7. The results of the test which had been conducted in this study are shown in Table 4.3.

Table 4.3: Results of the reliability test for main variables

Dimensions	No of items	Cronbach's Alpha, α
Organizational commitment	8	0.938
Intention to stay	3	0.808
Firm's attractiveness	3	0.824
Job alternatives	3	0.744

Organizational commitment factor has eight items, the Cronbach's coefficient alpha of .938. Intention to stay's internal consistency is .808 and firm's attractiveness' Cronbach's alpha is .824, with three items each. Three items of job alternatives has α scores .744. As such, all dimensions had good internal consistency and the scales were all measuring the same underlying attribute.

Since the reliability test is so significant and the current study does not have large set of variables, the author of this study is of opinion that there is no need to do factor analysis. In furtherance to that, the items used are from established literatures as well.

4.4 Testing the hypothesis

To answer the following hypothesis, two parametric techniques - the bivariate correlations and hierarchical multiple regression in SPSS has been used:

H1: The relationship between employees' perceptions of organizational strategy fit and organizational commitment is moderated by the employees' perceptions of other job alternatives.

H2: The relationship between employees' perceptions of organizational strategy fit and intention to stay is moderated by the employees' perceptions of other job alternatives.

H3: The relationship between future employees' perceptions of organizational strategy fit and firm's attractiveness is moderated by gender.

4.4.1 Bivariate Correlations

Table 4.4 shows the result of bivariate correlations analysis between the main variables – strategy fit, organizational commitment, intention to stay, firm's attractiveness and job alternatives as well. Bivariate correlation, measures the linear relationship between two variables. It measures the strength of their relationship, which can range from absolute value 1 to 0. The stronger the relationship, the closer the value is to 1. The relationship can be positive or negative; in positive

relationship, as one value increases, another value increases with it. In the negative relationship, as one value increases, the other one decreases.

Table 4.4: The result of bivariate Pearson product – moment correlation analysis

Variables	1	2	3	4
1. Strategy fit				
2. Intention to stay	.007			
3. Organizational commitment	.268**	.211*		
4. Job alternatives	-.138	-.124	-.122	
5. Firm's attractiveness	-.008	-.182*	-.060	.276**

Note. Strategy fit was coded by 0=misfit and 1=fit.

* $p < 0.05$.

** $p < 0.01$.

The results indicated that organizational commitment correlated positively with strategy fit at the significant level of $p < 0.01$. This bivariate correlation is similar to the finding of De Silva *et al*, (2010). The present study suggest that the more congruent were respondents' perception of their current organization's started with their ideal strategy (strategy fit), the more committed the individuals were to their organization.

De Silva *et al*, (2010) also concluded that intention to stay has a positive relationship with strategy fit ($r = .24, p < .01$). But, in present study, intention to stay was not significantly correlated with strategy fit ($r = .01, ns$).

Strategy fit does not have significant correlation with firm's attractiveness as well ($r = -.01, ns$). The present findings suggest that though there is a fit between

individuals' perception of their future organization's strategy and their ideal strategy (strategy fit), it does not make the future organization attractive for them to join.

Job alternatives were not significantly correlated with strategy fit ($r = -.14$, *ns*), intention to stay ($r = -.12$, *ns*) or organizational commitment ($r = -.12$, *ns*). This finding affirms the findings of De Silva *et al* (2010). But, job alternatives was significantly correlated with firm's attractiveness ($r = .28$, $p < .01$). As in other studies, organizational commitment was positively correlated to intention to stay ($r = .21$, $p < .05$). Intention to stay was negatively correlated with future firm's attractiveness. In other words, an individual's intention to stay in current organization is negatively related to future firm's attractiveness.

4.4.2 Hierarchical Multiple Regression

Multiple regression was used to explore the relationship between one dependent variable and a number of independent variables or predictors. It allows a more sophisticated exploration of the interrelationship among a set of variables. All the assumptions of regression have been met by this study. The sample size of this study has more than 15 subjects per predictor for a reliable equation exists (Stevens, 1996). Even if the formula of $N > 8m$ (where m = number of independent variables) (Tabachnick and Fidell, 2007) was used, the sample size (N), need to be 24 only. But, this study has 105 respondents. There is no multicollinearity among the independent variables and two outliers have been excluded during the initial data screening process. The residuals were normal, linear, homoscedasticity and independent.

From the three types of multiple regression type, the author chose to use hierarchical multiple regression type for its observation falls hierarchically. More predictors can be added at each step of the process in order to determine how well a dependent variable would be affected by other variables or moderators after the previous variables have been controlled for. As per hypothesis one in this present study, the author wanted to know how well employees' perception of organizational strategy fit predicts organizational commitment of that employee after the effect of job alternatives is controlled for.

To test H1, in step 1, strategy fit and job alternatives were entered, and in step 2, the product of strategic fit and job alternatives were entered. The results are presented in Table 4.5.

Table 4.5: Summary of Hierarchical Regression Analysis predicting organizational commitment

Step	Predictors	Beta, β	R ²	R ² Change	Sig.
1	Strategy fit Job alternatives	-.138	.019	.019	.165
2	Strategy fit Job alternatives Strategy fit x Job alternatives	.255	.083	.064	.010

Note. Dependent Variable: Strategy Fit

Step 1, which includes both main effects (strategic fit and job alternatives), was statistically not significant at .165 ($p > .05$). This study has indicated unstandardised coefficients value for job alternatives at -.138 for this study was a theoretical study. The change in R² when the product term was entered in step 2 has

statistically significant (R^2 Change = .064, $p < .05$). Therefore, the results suggest that job alternatives moderate the positive relationship between strategy fit and the organizational commitment.

A hierarchical multiple regression analysis was computed to predict intention to stay (H2). In step 1, strategy fit and job alternatives were entered, and in step 2, the product of strategy fit and job alternatives were entered. The result of the analysis is as per Table 4.6.

Table 4.6: Summary of Hierarchical Regression Analysis predicting intention to stay

Step	Predictors	Beta, β	R^2	R^2 Change	Sig.
1	Strategy fit Job alternatives	-.138	.019	.019	.165
2	Strategy fit Job alternatives Strategy fit x Job alternatives	.011	.019	.000	.914

Note. Dependent Variable: Strategy Fit

As seen in Table 4.6, step 1, which included both main effects (strategy fit and job alternatives) was statistically not significant ($R^2 = .019$, ns) at level .165, where $p > .05$. When the product term was entered in step 2, its R^2 change = .000, $p > .05$. Thus, the result of Bivariate correlation which predicts that job alternatives does not moderate the relationship between strategy fit and intention to stay, was supported.

To test H3, in step 1, strategy fit and gender was entered and in step 2, the product of strategy fit and gender was entered. The result of the analysis is shown in Table 4.7.

Table 4.7: Summary of Hierarchical Regression Analysis predicting firm's attractiveness

Step	Predictors	Beta, β	R ²	R ² Change	Sig.
1	Strategy fit Gender	.065	.004	.004	.517
2	Strategy fit Job alternatives Strategy fit x Gender	-.017	.004	.000	.864

Note. Dependent Variable: Strategy Fit

Based on the result shown in Table 4.7, in step 1, strategy fit and gender were not significant ($R^2 = .004$, *ns*). Its significant level was at .517 ($p > .05$). When the product of strategy fit and gender was entered in step 2, it confirms that gender is not a moderator for strategy fit and firm's attractiveness. Thus, H3 been rejected.