CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.0 Introduction

This chapter presents the data analysis, which includes the normality test, descriptive analysis, correlation analysis and multiple regression tests. In the normality test, if the samples are normally distributed, further analysis will include the parametric technique, and if it is not normally distributed, then the non-parametric technique will be used. Descriptive analysis will describe the respondents' demographic profiles. Validity and reliability tests are conducted to evaluate whether the data collected are valid and consistent. The Cronbach's alpha technique will be used for the reliability test. The correlation and multiple regression tests will be used to further analyze and explore the relationship between variables.

4.1 Descriptive Analysis

The questionnaires were distributed to the public by hand and online. A total of 181 useable questionnaires are collected. There was no missing data in the 181 answered questionnaires. The sampling of the study is convenience sampling which consists of samples drawn from different backgrounds such as gender, age, highest education level, current position level and number of years of experience in the organizations. The main objective of descriptive analysis is to understand the profiles of the respondents. Table 4.1 shows a summary of the descriptive analysis.

Table 4.1: Demographic Profiles of the Respondents

Item		Frequency	Percentage %
Gender	Male	79	43.6
	Female	102	56.4
	Total	181	100.0
Age Group	under 20	1	.6
	21-30	113	62.4
	31-40	51	28.2
	41-50	12	6.6
	51-60	4	2.2
	Total	181	100.0
Highest level of education	Certificate	17	9.4
	Diploma	39	21.5
	First degree	98	54.1
	Master's degree	26	14.4
	PhD	1	.6
	Total	181	100.0
Current position level in this organization	Top level management	15	8.3
	Middle level management	34	18.8
	First Level Management	113	62.4
	Other	19	10.5
	Total	181	100.0
Number of years of experience in the organization	less than 2 years	56	30.9
	2 to 5 years	84	46.4
	5 to 10 years	30	16.6
	10 to 15 years	8	4.4
	more than 15 years	3	1.7
	Total	181	100.0
Industry Statistics	Agriculture, Forestry, Livestock& Fishing	2	1.1
	Manufacturing	23	12.7
	Construction	46	25.4
	Information & Communication Technology (ICT)	25	13.8
	Electricity, Gas , Water	3	1.7
	Transport, Storage & Communication	5	2.8
	Wholesale & retail trade, Hotels & Restaurants	8	4.4
	Finance, Insurance, Real estate & Business services	23	12.7
	government services	6	3.3
	Education	9	5.0
	Others	31	17.1
Total		181	100.0

4.1.1 Gender

The respondents comprised of 79 (43.6%) male and 102 (56.4%) female. This means more females participated in the survey as compared to males.

4.1.2 Age Group

The majority of respondents in this study fall under the age group of 21-30 years old with 113 respondents (62.4%), followed by the age group of 31-40 years old with 51 respondents representing 28.2% of the study. As for the age group of 41-50 years old there are 12 respondents (6.6%). For the age group between 51 and 60 years old, there are only 4 respondents (2.2%) and only 1 respondent who is under 20 years old (0.6%) in this survey.

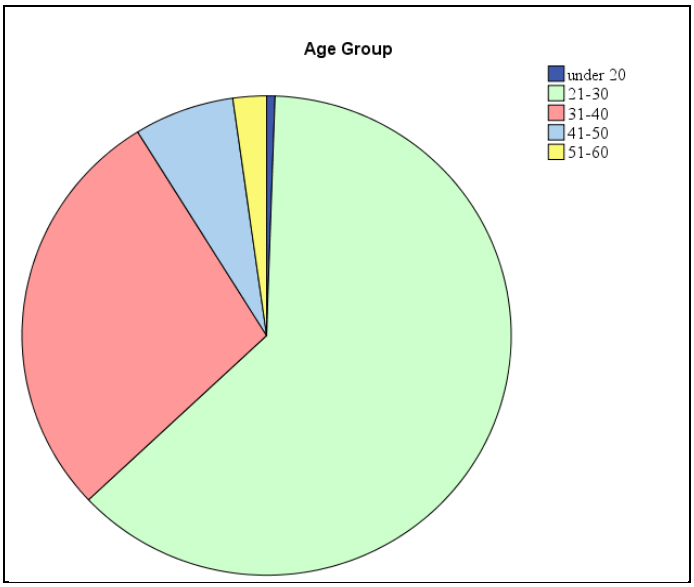

Figure 4.1: Age Distribution of Respondents

4.1.3 Highest level of education

In this study, majority of the respondents have a Bachelor's Degree comprising of 98 (54.1%) followed by Diploma holders consisting of 39 (21.5%) respondents. Master Degree holders are ranked third with 26 (14.4%)

respondents. There are 17 respondents (9.4%) who have certificate qualification and only 1 respondent has a PhD (0.6%).

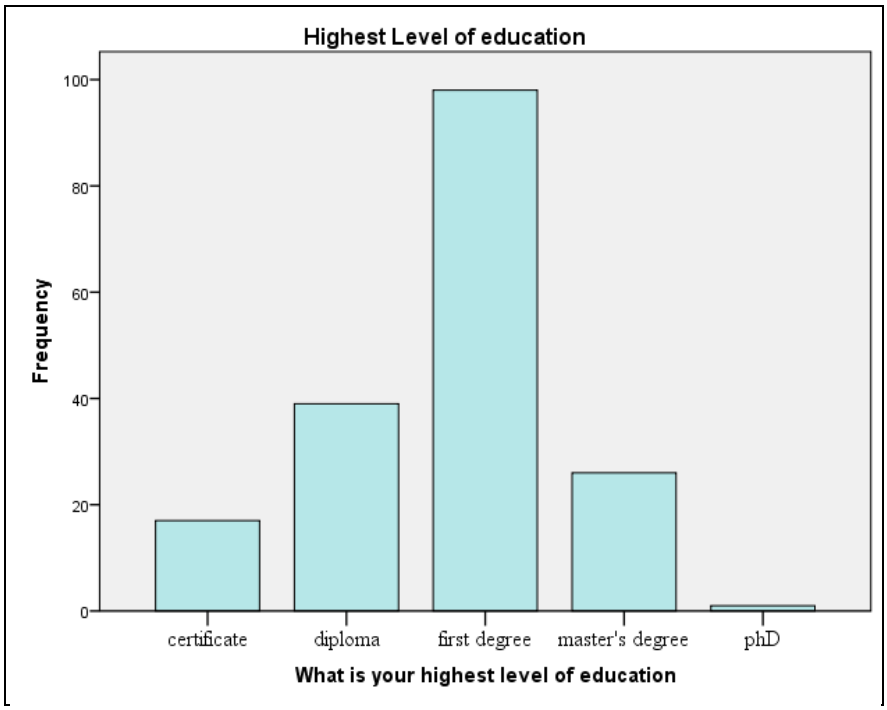

Figure 4.2: Highest Level of Education

4.1.4 Current position level in Organization

Most of the respondents are at from first level management and they comprised of 113 (62.4%) whereas respondents who work as middle level management is ranked second 34 (18.8%). There are 19 (10.5%) respondents who are not in management and 15 respondents who are in top level management which makes up 8.3 percent.

4.1.5 Number of years of experience in the organization

The majority of the respondents have 2 to 5 years of experience in the organization representing 84 (46.4%) followed by the group having less than 2

years experience with 56 respondents (30.9%). There are 30 respondents (16.6) who have worked 5 to 10 years and 8 respondents (4.4%) who have 10 to 15 years of experience in their organizations. There are only 3 respondents (1.7%) who have worked more than 15 years.

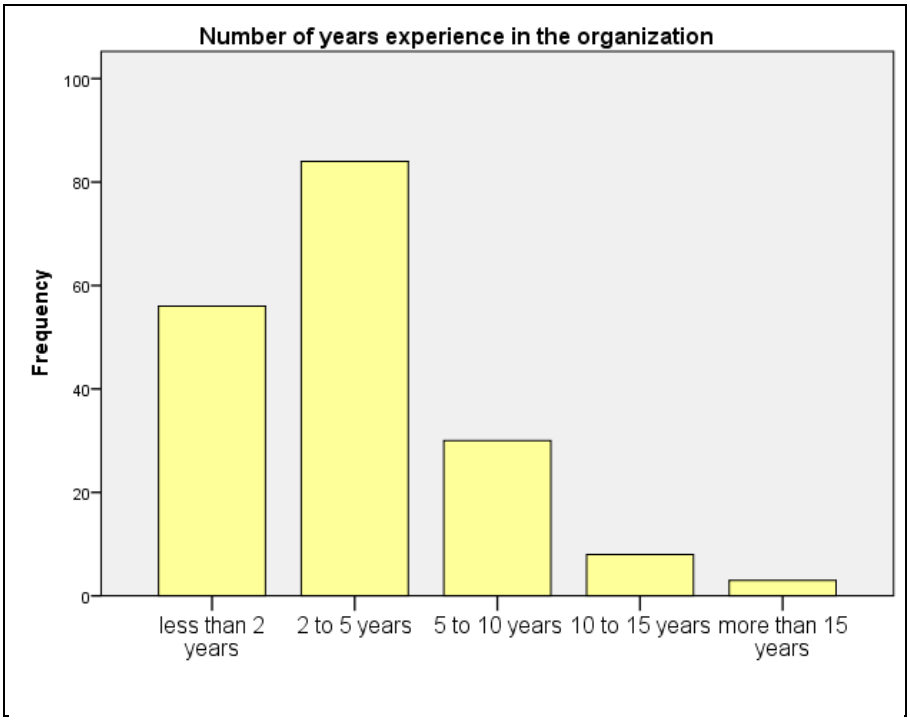

Figure 4.3: Number of years of experience in the organization

4.1.6 Industry Statistics

In this study, the majority of the respondents are working in construction industry comprising of 46 (25.4%). As for the respondents in Information and Communication Technology (ICT), they consist of 25 (13.8%). Those respondents who work in manufacturing and finance, insurance, real estate and business services are having the same number of respondents 23 (12.7%) respectively. Only 9 (5%) respondents are from the education industry, 8(4.4%) are from wholesale and retail trade, hotels and restaurants, 6(3.3%) from the government services, 5(2.8%) from transport, storage and

communication, 3(1.7%) working in electric, gas and water, and only 2(1.1%) are working in agriculture, forestry, livestock and fishing. The number of respondents who work in other industries apart from those mentioned earlier is 31 respondents (17.1%).

4.2 Normality Test

The normality test is to determine the sample size distribution. This is important for this study in determining whether the samples collected fall within an appropriate range and its skewness. If the samples are normally distributed, the parametric technique will be used and if it is not normally distributed, non-parametric technique will be used for further tests. Normality can be assessed to some extent by obtaining skewness and kurtosis values.

Table 4.2: Normality test

Variables	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Communication Climate	3.8552	.82841	-.439	.181	.438	.359
Supervisor Relationship	3.9823	.86905	-.556	.181	.160	.359
Organizational Integration	3.8906	.80095	-.151	.181	-.602	.359
Personal Feedback	3.5260	.88093	-.021	.181	-.659	.359
Horizontal Communication	3.8011	.74755	.172	.181	-.473	.359
Affective Commitment	3.6924	.75785	.343	.181	.845	.359
Normative Commitment	3.4715	.93175	.077	.181	-.219	.359
continuance Commitment	3.3582	.83008	.300	.181	.004	.359
Turnover Intention	3.0074	1.25164	-.037	.181	-.865	.359
Valid N (listwise)						

The mean for the variables of communication climate is 3.86. The kurtosis value is 0.44 which is between -2 and 2; which indicates that these variables are normally distributed with a negative skewness of -0.44. For the variable relationship with supervisor, the mean is 3.98. The kurtosis value is 0.16; the value is still in the range of -2 and 2. Therefore, the variable is in the normal range of distribution with a negative skewness of -0.56.

The mean for variables of organization integration is 3.89. The kurtosis value is -0.60 which means the variables are normally distributed with negative skewness of -0.151. Horizontal communication has a mean of 3.80 and the kurtosis value is -0.47; also in the range of -2 and 2 and normally distributed with positive skewness of 0.172. Personal feedback has a mean of 3.53. The kurtosis value is -0.66 which indicates that it is normally distributed with negative skewness of -0.021.

The mean of affective commitment is 3.69 with kurtosis value of 0.85 which is in the range of -2 and 2; this indicates that it is normally distributed with positive skewness of 0.343. The mean of normative commitment is 3.47 and the kurtosis shows that the variables are normally distributed with the value of -0.212 and with a positive skewness of 0.077. Continuance commitment has a mean of 3.36. The kurtosis value is 0.004 is in the range of -2 and 2. Therefore the variable is assumed to be normally distributed with a positive skewness of 0.300.

The mean for turnover intention is 3.0. The kurtosis value is -0.87 which means the variable is normally distributed with a negative skewness of -0.037.

According to the data for kurtosis value, all of the variables are within the range of normal distribution; therefore, the parametric method will be used for the next analysis.

4.3 Validity test

Validity is the extent to which a test measures what it actually wishes to measure. The results of the output were obtained from the validity test using factor analysis. It should be noted that factor analysis was not conducted in this study simply because other researchers have also conducted factor analysis and proven that all the variables are valid.

Downs and Hazen (1977) developed the communication satisfaction questionnaires (CSQ) and it has been used for more than 30 years. Numerous studies were conducted using the CSQ across industries. The CSQ is still being adopted widely because of the general stability of the original factor structure (Daniel & Ki-Joon, 1999).

The validity of the CSQ is further supported by Gray and Laidlaw (2004) and on the original factor structure by Downs and Hazen (1977). The new empirical evidence on content validity provided the CSQ as a valid tool for measuring communication satisfaction. Zwijze-Koning and de Jong (2007) concluded that the CSQ is an appropriate instrument for determining employee's considerations on communication issues within their organizations.

In addition, Meyer et al. (1993) conducted factor analysis studies on affective, normative and continuance commitment scales and found that they measure

different constructs. This means that it is an appropriate instrument for measuring organization commitment. This is further supported by a study in China by Chen and Francesco (2001) which concluded the three factor model is the best model.

4.4 Reliability test

Reliability is concerned with estimates of the degree to which a measurement is free of random or unstable error. Reliability instruments can be used with confidence that transient and situational factors do not interfere with research findings. Frequently used perspectives on reliability are stability, equivalence and internal consistency (Cooper and Schindler, 2006).

For a scale to be valid, it must be reliable. Reliability shows the extent to which the measure is error free and thus provides the consistent measurement across a set of items (Sekaran, 2000) which can help to evaluate in measuring goodness. Cronbach's alpha coefficient is being used as an indicator to check the degree of consistency. The items with reliability above 0.7 are regarded to be acceptable (Nunnally, 1967). The higher the Cronbach's value, the better the reliability.

The following Table 4.3 shows the reliability of each constructs in the research model. The Cronbach's alpha values obtained were between 0.731 and 0.922, thus indicating the reliability of the questionnaire is high.

Table 4.3: Summary of the Cronbach's alpha of each scale

Acronyms	Variables	Cronbach's alpha	No. of Items
CL	Communication Climate	0.856	5
RS	Supervisor relationship	0.922	5
OI	Organizational Integration	0.874	5
HC	Horizontal communication	0.781	4
PF	Personal feedback	0.866	5
AC	Affective commitment	0.731	6
NC	Normative commitment	0.861	6
CC	Continuance commitment	0.802	6
TI	Turnover Intention	0.911	3

4.5 Correlation Analysis

As the collected samples are normally distributed, the parametric statistics technique is used. Pearson's product-moment correlation coefficient method was used to evaluate the correlation between the variables. Several assumptions need to be made including the samples which are random and from independent observation. It has been shown by previous tests that the samples are valid and reliable to be tested.

The significant level for all correlation coefficients was set at the 0.05 level (2-tailed). The strength of the relationship can be determined via Pearson correlation (r). If the r value is 0, it indicates that there is no relationship between the two variables. If the r value is 1, it can be interpreted as perfect positive correlation, while if the r value is -1, it can be interpreted as negative correlation. Table 4.9 is the guideline for the strength of the relationship. The sign of + or – indicates a positive or negative relationship. Table 4.5 is the summary of the matrix of correlation of these variables.

Table: 4.4: Guideline for the Strength of Correlation

r value			**Strength of correlation**
r =0.10 to 0.29	Or	r =-0.10 to -0.29	Weak
r =0.30 to 0.49	Or	r =-0.30 to -0.49	Medium
r = 0.50 to 1.00	Or	r = -0.50 to -1.00	Strong

Table 4.5: Pearson's Correlation Matrix

	CL	RS	OI	HC	PF	AC	NC	CC	TI
CL	1								
RS	.598**	1							
OI	.695**	.644**	1						
HC	.628**	.559**	.691**	1					
PF	.682**	.619**	.756**	.681**	1				
AC	.422**	.352**	.438**	.347**	.467**	1			
NC	.397**	.371**	.447**	.388**	.485**	.679**	1		
CC	.197**	.179*	.296**	.324**	.257**	.230**	.473**	1	
TI	-.098	-.187*	-.141	-.129	-.223**	-.639**	-.501**	-.107	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

N=181.

CL=Communication Climate;
RS=Supervisor relationship;
OI=Organizational Integration;
HC=Horizontal communication;
PF=Personal Feedback;
AC=Affective Commitment;
NC= Normative Commitment;
CC= Continuance Commitment;
TI=Turnover intention.

Hypothesis 1a: Communication climate positively influences affective commitment.

Table 4.6: Correlation between communication climate and affective commitment

		Communication Climate	Affective commitment
Communication Climate	Pearson Correlation	1	.422**
	Sig. (2-tailed)		.000
	N	181	181
Affective	Pearson Correlation	.422**	1

commitment	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a medium strength correlation between communication climate and affective commitment. It is a positive correlation between the two variables. (r= 0.422, p <0.01). The correlation analysis supports that the communication climate has a significant positive relationship with Affective commitment. Therefore, Hypothesis 1a is accepted.

Hypothesis 1b: Communication climate positively influences normative commitment.

Table 4.7: Correlation between communication climate and normative commitment

		Communication Climate	Normative commitment
Communication Climate	Pearson Correlation	1	.397**
	Sig. (2-tailed)		.000
	N	181	181
Normative commitment	Pearson Correlation	.397**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a medium strength correlation between communication climate and normative commitment. It is a positive correlation between the two variables. (r= 0.397, p <0.01). The correlation analysis supports that the communication climate has a significant positive relationship with normative commitment. Therefore, Hypothesis 1b is accepted.

Hypothesis 1c: Communication climate positively influences Continuance commitment.

Table 4.8: Correlation between communication climate and Continuance commitment

		Communication Climate	Continuance Commitment
Communication Climate	Pearson Correlation	1	.197**
	Sig. (2-tailed)		.008
	N	181	181
Continuance Commitment	Pearson Correlation	.197**	1
	Sig. (2-tailed)	.008	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a weak strength correlation between communication climate and continuance commitment. It is a positive correlation between the two variables. (r= 0.197, p <0.01). The correlation analysis supports that the communication climate has a significant positive relationship with continuance commitment. Therefore, Hypothesis 1c is accepted.

Hypothesis 2a: Supervisor relationship positively influences Affective commitment.

Table 4.9: Correlation between Supervisor relationship and Affective commitment.

		Supervisor relationship	Affective commitment
Supervisor relationship	Pearson Correlation	1	.352**
	Sig. (2-tailed)		.000
	N	181	181
Affective Commitment	Pearson Correlation	.352**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a medium strength correlation between Supervisor relationship and Affective commitment. It is a positive correlation between the two variables. (r= 0.352, p <0.01). The correlation analysis supports that the Supervisor relationship has a significant positive relationship with Affective commitment. Therefore, Hypothesis 2a is accepted.

Hypothesis 2b: Supervisor relationship positively influences Normative commitment.

Table 4.10: Correlation between Supervisor relationship and Normative commitment.

		Supervisor relationship	Normative commitment
Supervisor relationship	Pearson Correlation	1	.371**
	Sig. (2-tailed)		.000
	N	181	181
Normative Commitment	Pearson Correlation	.371**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a medium strength correlation between Supervisor relationship and Normative commitment. It is a positive correlation between the two variables. (r= 0.371, p <0.01). The correlation analysis supports that the Supervisor relationship has a significant positive relationship with Normative commitment. Therefore, Hypothesis 2b is accepted.

Hypothesis 2c: Supervisor relationship is positively influence Continuance commitment.

Table 4.11: Correlation between Supervisor relationship and Continuance commitment

		Supervisor relationship	Continuance commitment
Supervisor relationship	Pearson Correlation	1	.179*
	Sig. (2-tailed)		.016
	N	181	181
Continuance Commitment	Pearson Correlation	.179*	1
	Sig. (2-tailed)	.016	
	N	181	181

*. Correlation is significant at the 0.05 level (2-tailed).

There is a weak strength correlation between Supervisor relationship and Continuance commitment. It is a positive correlation between the two variables. (r= 0.179, p <0.05). The correlation analysis supports that the Supervisor relationship has a significant positive relationship with Continuance commitment. Therefore, Hypothesis 2c is accepted.

Hypothesis 3a: Organization Integration positively influences Affective commitment.

Table 4.12: Correlation between Organization integration and Affective commitment

		Organizational integration	Affective commitment
Organizational Integration	Pearson Correlation	1	.438**
	Sig. (2-tailed)		.000
	N	181	181
Affective Commitment	Pearson Correlation	.438**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a medium strength correlation between Organizational integration and Affective commitment. It is a positive correlation between the two variables. (r= 0.438, p <0.01). The correlation analysis supports that the

Organizational integration has a significant positive relationship with Affective commitment. Therefore, Hypothesis 3a is accepted.

Hypothesis 3b: Organization Integration positively influences Normative commitment

Table 4.13: Correlation between Organization integration and Normative commitment

		Organizational integration	Normative commitment
Organizational Integration	Pearson Correlation	1	.447**
	Sig. (2-tailed)		.000
	N	181	181
Normative Commitment	Pearson Correlation	.447**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a medium strength correlation between Organizational integration and Normative commitment. It is a positive correlation between the two variables. (r= 0.447, p <0.01). The correlation analysis supports that the Organizational integration has a significant positive relationship with Normative commitment. Therefore, Hypothesis 3b is accepted.

Hypothesis 3c: Organization Integration positively influences continuance commitment.

Table 4.14: Correlation between organization Integration and Continuance Commitment

		Organizational integration	Continuance commitment
Organizational Integration	Pearson Correlation	1	.296**
	Sig. (2-tailed)		.000
	N	181	181

Continuance Commitment	Pearson Correlation	.296**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a weak strength correlation between Organizational integration and Continuance commitment. It is a positive correlation between the two variables. (r= 0.296, p <0.01). The correlation analysis supports that the Organizational integration has a significant positive relationship with Continuance commitment. Therefore, Hypothesis 3c is accepted.

Hypothesis 4a: Horizontal communication is positively influence Affective commitment.

Table 4.15: Correlation between horizontal communication and affective commitment

		Horizontal communication	Affective commitment
Horizontal Communication	Pearson Correlation	1	.347**
	Sig. (2-tailed)		.000
	N	181	181
Affective Commitment	Pearson Correlation	.347**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a medium strength correlation between Horizontal communication and Affective commitment. It is a positive correlation between the two variables. (r= 0.347, p <0.01). The correlation analysis supports that the Horizontal communication has a significant positive relationship with Affective commitment. Therefore, Hypothesis 4a is accepted.

Hypothesis 4b: Horizontal communication is positively influence Normative commitment.

Table 4.16: Correlation between Horizontal communication and Normative commitment

		Horizontal communication	Normative commitment
Horizontal Communication	Pearson Correlation	1	.388**
	Sig. (2-tailed)		.000
	N	181	181
Normative Commitment	Pearson Correlation	.388**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a medium strength correlation between Horizontal communication and Normative commitment. It is a positive correlation between the two variables. (r= 0.388, p <0.01). The correlation analysis supports that the Horizontal communication has a significant positive relationship with Normative commitment. Therefore, Hypothesis 4b is accepted.

Hypothesis 4c: Horizontal communication is positively influence Continuance commitment.

Table 4.17: Correlation between Horizontal communication and Continuance commitment

		Horizontal communication	Continuance commitment
Horizontal Communication	Pearson Correlation	1	.324**
	Sig. (2-tailed)		.000
	N	181	181
Continuance Commitment	Pearson Correlation	.324**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a medium strength correlation between Horizontal communication and Continuance commitment. It is a positive correlation between the two variables. (r= 0.324, p <0.01). The correlation analysis supports that the Horizontal communication has a significant positive relationship with Continuance commitment. Therefore, Hypothesis 4c is accepted.

Hypothesis 5a: Personal feedback is positively influence Affective commitment.

Table 4.18: Correlation between personal feedback and affective commitment

		Personal feedback	Affective commitment
Personal Feedback	Pearson Correlation	1	.467**
	Sig. (2-tailed)		.000
	N	181	181
Affective Commitment	Pearson Correlation	.467**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a medium strength correlation between Personal feedback and Affective commitment. It is a positive correlation between the two variables. (r= 0.467, p <0.01). The correlation analysis supports that the Personal feedback has a significant positive relationship with Affective commitment. Therefore, Hypothesis 5a is accepted.

Hypothesis 5b: Personal feedback positively influences Normative commitment.

Table 4.19: Correlation between personal feedback and Normative commitment

		Personal feedback	Normative commitment
Personal Feedback	Pearson Correlation	1	.485**
	Sig. (2-tailed)		.000
	N	181	181
Normative Commitment	Pearson Correlation	.485**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a medium strength correlation between Personal feedback and Normative commitment. It is a positive correlation between the two variables. (r= 0.485, p <0.01). The correlation analysis supports that the Personal feedback has a significant positive relationship with Normative commitment. Therefore, Hypothesis 5b is accepted.

Hypothesis 5c: Personal feedback positively influences Continuance commitment.

Table 4.20: Correlation between personal feedback and continuance commitment

		Personal feedback	Continuance commitment
Personal Feedback	Pearson Correlation	1	.257**
	Sig. (2-tailed)		.000
	N	181	181
Continuance Commitment	Pearson Correlation	.257**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a weak strength correlation between Personal feedback and Continuance commitment. It is a positive correlation between the two variables. (r= 0.257, p <0.01). The correlation analysis supports that the

Personal feedback has a significant positive relationship with Continuance commitment. Therefore, Hypothesis 5c is accepted.

Hypothesis 6a: Affective commitment negatively influences Turnover intention.

Table 4.21: Correlation between affective commitment and turnover intention

		Affective commitment	Turnover intention
Affective Commitment	Pearson Correlation	1	-.639**
	Sig. (2-tailed)		.000
	N	181	181
Turnover Intention	Pearson Correlation	-.639**	1
	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a strong strength correlation between Affective commitment and Turnover intention. It is a negative correlation between the two variables. (r= -0.639, p <0.01). The correlation analysis supports that the Affective commitment has a significant negative relationship with Turnover intention. Therefore, Hypothesis 6a is accepted.

Hypothesis 6b: Normative commitment negatively influences Turnover intention.

Table 4.22: Correlation between normative commitment and Turnover intention.

		Normative commitment	Turnover intention
Normative Commitment	Pearson Correlation	1	-.501**
	Sig. (2-tailed)		.000
	N	181	181
Turnover Intention	Pearson Correlation	-.501**	1

	Sig. (2-tailed)	.000	
	N	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

There is a strong strength correlation between Normative commitment and Turnover intention. It is a negative correlation between the two variables (r= -0.501, p <0.01). The correlation analysis support that the Normative commitment has a significant negative relationship with Turnover intention. Therefore, Hypothesis 6b is accepted.

Hypothesis 6c: Continuance commitment negatively influences Turnover intention.

Table 4.23: Correlation between Continuance commitment and Turnover intention

		Continuance commitment	Turnover intention
Continuance Commitment	Pearson Correlation	1	-.107
	Sig. (2-tailed)		.152
	N	181	181
Turnover Intention	Pearson Correlation	-.107	1
	Sig. (2-tailed)	.152	
	N	181	181

There is a weak strength correlation between Continuance commitment and Turnover intention. It is a negative correlation between the two variables (r= -0.107, p <0.01). The correlation analysis support that the Continuance commitment has a significant negative relationship with Turnover intention Therefore, Hypothesis 6c is accepted.

Overall, this analysis supports all the hypotheses (1a to 6c) developed in Chapter 3. The summary of the supported hypotheses is shown in Table 4.24

Table 4.24: Summary of Hypotheses

	Hypotheses	**Results**
Hypothesis 1a	Communication climate positively influences affective commitment.	Supported
Hypothesis 1b	Communication climate positively influences normative commitment.	Supported
Hypothesis 1c	Communication climate positively influences continuance commitment.	Supported
Hypothesis 2a	Supervisor relationship positively influences affective commitment.	Supported
Hypothesis 2b	Supervisor relationship positively influences normative commitment.	Supported
Hypothesis 2c	Supervisor relationship positively influences continuance commitment.	Supported
Hypothesis 3a	Organization Integration positively influences affective commitment.	Supported
Hypothesis 3b	Organization Integration positively influences normative commitment.	Supported
Hypothesis 3c	Organization Integration positively influences continuance commitment.	Supported
Hypothesis 4a	Horizontal communication positively influences affective commitment.	Supported
Hypothesis 4b	Horizontal communication positively influences normative commitment.	Supported
Hypothesis 4c	Horizontal communication positively influences continuance commitment.	Supported
Hypothesis 5a	Personal feedback positively influences affective commitment.	Supported
Hypothesis 5b	Personal feedback positively influences normative commitment.	Supported
Hypothesis 5c	Personal feedback positively influences continuance commitment.	Supported
Hypothesis 6a	Affective commitment negatively influences turnover intention.	Supported
Hypothesis 6b	Normative commitment negatively influences turnover intention.	Supported
Hypothesis 6c	Continuance commitment negatively influences turnover intention.	Supported

4.6 Multiple Regression Analysis

Multiple regression analysis is defined as “a statistical technique which hypothesizes that the dependent variable of question is influenced by two or more independent variables, and estimates a separate regression coefficient for each of these independent variables.”

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.291[a]	.085	.058	1.21453

a. Predictors: (Constant), Personal Feedback, Horizontal communication, supervisor relationship , communication climate, organizational integration

ANOVA

Table 4.25: Anova test result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.849	5	4.770	3.234	.008[b]
	Residual	258.141	175	1.475		
	Total	281.990	180			

a. Dependent Variable: Turnover Intention
b. Predictors: (Constant), Personal feedback, Horizontal communication, Supervisor relationship , Communication climate, Organizational integration

Independents variables explain 8.5 percent of the variance (R Square) in Turnover Intention. Is significant as indicated by the p value of 0.008 <0.01.

Table 4.26: Coefficients of Dependent variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.923	.499		7.859	.000
	ComCliM	.150	.166	.099	.906	.366
	ReSuper	-.216	.145	-.150	-1.492	.138

	OrgInt	.052	.195	.033	.268	.789
	HoriComm	.205	.104	.179	1.969	.050
	PersFeed	-.461	.174	-.324	-2.654	.009

a. Dependent Variable: Turnover Intention

Among the five independent variables there is only one independent variable which is personal feedback that has significant relationship with turnover intention. The p value = 0.009 < 0.01.

4.7 Regression Analysis for Mediating Effect of Organizational Commitment

The three step analysis is used to determine the relationship for the mediation effect.

4.7.1 Step 1 Relationship between Independent Variables and Dependent Variables.

Table 4.27: Coefficient of Independent Variables and Dependent variable.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.923	.499		7.859	.000
	ComCliM	.150	.166	.099	.906	.366
	ReSuper	-.216	.145	-.150	-1.492	.138
	OrgInt	.052	.195	.033	.268	.789
	HoriComm	.205	.104	.179	1.969	.050
	PersFeed	-.461	.174	-.324	-2.654	.009

a. Dependent Variable: Turnover Intention

Communication climate, Supervisor relationship, Organizational Integration and Horizontal communication do not have significant relationships with turnover intention. The result shows that only Personal feedback has significant relationship with turnover intention.

4.7.2 Step 2 Relationship between Independent Variables and Mediation variables.

The relationship between personal feedback, horizontal communication, supervisor relationship, communication climate and organizational integration with Affective commitment.

Table 4.28: Coefficient of Independent Variables and Mediation variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.900	.272		6.981	.000
	ComCliM	.145	.090	.159	1.608	.110
	ReSuper	.034	.079	.039	.427	.670
	OrgInt	.144	.106	.153	1.361	.175
	HoriComm	-.096	.057	-.139	-1.691	.093
	PersFeed	.257	.095	.299	2.714	.007

a. Dependent Variable: Affective Commitment

The independent variables explain 25.8 percent of the variance (R Square) in Affective commitment which is significant as indicated in the Anova test. However, there is only one independent variable which is Personal feedback which has significant relationship with the mediation of Affective commitment.

The relationship between personal feedback, horizontal communication, supervisor relationship, communication climate and organizational integration with normative commitment.

Table 4.29: Coefficient of Independent Variables and Mediation variable

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.191	.335		3.552	.000

	ComCliM	.061	.111	.054	.547	.585
	ReSuper	.058	.097	.054	.594	.553
	OrgInt	.154	.131	.133	1.180	.240
	HoriComm	.032	.070	.038	.465	.642
	PersFeed	.309	.117	.293	2.655	.009

a. Dependent Variable: Normative Commitment

The independent variables explain 25.5 percent of the variance (R Square) in Normative commitment which is significant as indicated in the Anova test. However, there is only one independent variable which is Personal feedback which has significant relationship with the mediation of Normative commitment.

The relationship between personal feedback, horizontal communication, supervisor relationship, communication climate and organizational integration with continuance commitment.

Table 4.30: Coefficients of Independent Variables and Mediation variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.146	.326		6.587	.000
	ComCliM	-.062	.108	-.062	-.572	.568
	ReSuper	-.049	.094	-.052	-.524	.601
	OrgInt	.243	.127	.235	1.916	.057
	HoriComm	.141	.068	.186	2.074	.040
	PersFeed	.045	.113	.048	.400	.690

a. Dependent Variable: Continuance Commitment

The independent variables explain 11.4 percent of the variance (R Square) in Continuance commitment which is significant as indicated in the Anova test. None of the independent variables has significant relationships with the mediation of Continuance commitment.

4.7.3 Step 3 Relationship between Independent Variables, Mediation variables and Dependent Variables.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694[a]	.481	.457	.92200

a. Predictors: (Constant), ContiComm, ReSuper, AffecComm, HoriComm, ComCliM, NormComm, PersFeed, OrgInt

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	135.775	8	16.972	19.965	.000[b]
	Residual	146.215	172	.850		
	Total	281.990	180			

a. Dependent Variable: TurnInten
b. Predictors: (Constant), ContiComm, ReSuper, AffecComm, HoriComm, ComCliM, NormComm, PersFeed, OrgInt

Table 4.31: Coefficients of Independent Variables ,Mediation Variables and Dependent Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.916	.468		12.649	.000
	ComCliM	.316	.127	.209	2.493	.014
	ReSuper	-.161	.110	-.111	-1.457	.147
	OrgInt	.214	.150	.137	1.432	.154
	HoriComm	.106	.081	.093	1.315	.190
	PersFeed	-.122	.135	-.086	-.899	.370
	AffecComm	-.977	.131	-.591	-7.461	.000
	NormComm	-.300	.115	-.223	-2.608	.010
	ContiComm	.103	.097	.068	1.057	.292

a. Dependent Variable: Turnover Intention

The variables explain 48.1 percent of the variability in turnover intention which is significant. By referring to the result above, Affective commitment has

significant effect on Turnover intention which is 0.000 and p-value <0.01. Normative commitment also has significant effect on Turnover intention which is 0.01 and p-value <0.05.

The result shows that Personal feedback does not have significant relationship with Turnover intention in this stage. Thus it can be concluded that Affective commitment and Normative commitment are fully mediated.

Table 4.32: Regression Results

Hypotheses		**Results**
Communication climate		
Hypothesis 7a	Affective commitment significantly mediates the relationship between communication climate and turnover intention.	No significant relationship
Hypothesis 7b	Normative commitment significantly mediates the relationship between communication climate and turnover intention.	No significant relationship
Hypothesis 7c	Continuance commitment significantly mediates the relationship between communication climate and turnover intention.	No significant relationship
Supervisor relationship		
Hypothesis 8a	Affective commitment significantly mediates the relationship between supervisor relationship and turnover intention.	No significant relationship
Hypothesis 8b	Normative commitment significantly mediates the relationship between supervisor relationship and turnover intention.	No significant relationship
Hypothesis 8c	Continuance commitment significantly mediates the relationship between supervisor relationship and turnover intention.	No significant relationship
Organization Integration		
Hypothesis 9a	Affective commitment significantly mediates the relationship between organization integration and turnover intention.	No significant relationship
Hypothesis 9b	Normative commitment significantly mediates the relationship between organization integration and	No significant relationship

	turnover intention.	
Hypothesis 9c	Continuance commitment significantly mediates the relationship between organization integration and turnover intention.	No significant relationship
Horizontal information		
Hypothesis 10a	Affective commitment significantly mediates the relationship between horizontal information and turnover intention.	No significant relationship
Hypothesis 10b	Normative commitment significantly mediates the relationship between horizontal information and turnover intention.	No significant relationship
Hypothesis 10c	Continuance commitment significantly mediates the relationship between horizontal information and turnover intention.	No significant relationship
Personal feedback		
Hypothesis 11a	Affective commitment significantly mediates the relationship between personal feedback and turnover intention.	Significant relationship P-value is 0.007 < 0.01.
Hypothesis 11b	Normative commitment significantly mediates the relationship between personal feedback and turnover intention.	Significant relationship P-value is 0.009 < 0.01.
Hypothesis 11c	Continuance commitment significantly mediates the relationship between personal feedback and turnover intention.	No Significant relationship

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.900	.272		6.981	.000
	PersFeed	.257	.095	.299	2.714	.007

a. Dependent Variable: Affective Commitment

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.191	.335		3.552	.000
	PersFeed	.309	.117	.293	2.655	.009

a. Dependent Variable: Normative Commitment

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.916	.468		12.649	.000
	AffecComm	-.977	.131	-.591	-7.461	.000
	NormComm	-.300	.115	-.223	-2.608	.010
	ContiComm	.103	.097	.068	1.057	.292

a. Dependent Variable: Turnover Intention

The equation model of the study is as follow:

$$TI = 5.916 - 0.086PF - 0.591AC - 0.223NC$$

4.8 Resulting Framework

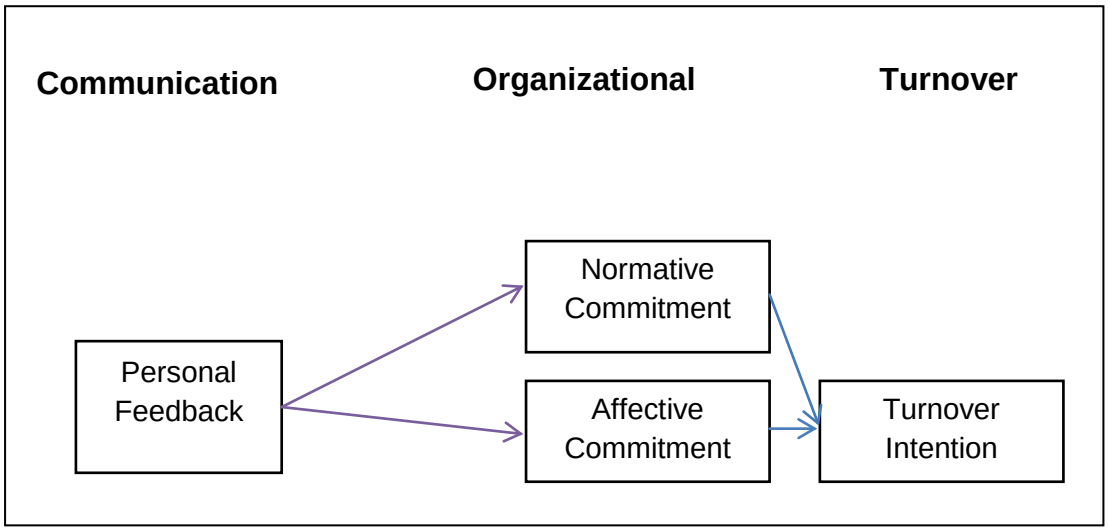

Figure 4.4: Resulting framework

Based on the results discussed above, only one independent variable which is personal feedback has significant relationship to turnover intention mediated by Normative commitment and Affective commitment compared to the proposed initial framework in Chapter 3. The findings will be discussed in detail in the following chapter.

4.9 Conclusion

The data analysis was presented in this chapter. The chapter started with the descriptive analysis, followed by the preliminary analysis: normality test, validity test, and reliability test to ensure the data were valid and reliable. Correlation analysis was used to test the hypothesis. All hypotheses were accepted. Multiple regression analysis was used to determine which variable is the most significant and the best predictor to predict the outcome as well as to develop the equation. From the results, only one independent variable (Personal feedback) is significantly related to the dependent variable (Turnover intention) mediated by two mediation variables (Normative and Affective commitments). The next chapter will discuss the results and propose some recommendations.