

A STUDY ON THE RELATIONSHIP BETWEEN
ORGANIZATIONAL COMMITMENT AND
INTENTION TO LEAVE: AGE AS THE
MODERATOR

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We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
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This dissertation is dedicated to:

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For guiding us throughout the way of completion in this research project.

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LIST OF ABBREVIATIONS

GDP	Gross Domestic Product
SPSS	Statistical Package for the Social Sciences

PREFACE

This research study conducted is a part of requirement to complete the course Bachelor of Business Administration (Hons). Topic of this research study is “A study on the relationship between organizational commitment and intention to leave: Age as the moderator”.

Hospitality industry is chosen as focus area in this research because it play a vital role in contributing to Malaysia’s economy. Despite the fact that hospitality industry are an emerging industry but one of its sectors, hotel, is facing shortage of labour and failed to retain current employee. Thus, it is important for researchers to find out how organizational commitment affects intention to leave in hotel industry so that researchers could have an insight in this issue. By using the results generated from this research, hotel managers could be able to design an effective retention program to retain talented employees.

Many past studies conducted in other industries and locations have proven that low intention to leave among employees could be achieved by increasing the employees’ organizational commitment. Therefore, in order to reduce the turnover rate in hospitality industry, the researchers have adopted three-component model in which organizational commitment is divided into affective commitment, continuance commitment, and normative commitment to study in Malaysia context. Besides, there are different age of employees working in different positions in hospitality industry. Researchers are interested to find out how age moderate the relationship between organizational commitment and intention to leave.

The results of this research are based on empirical study by collecting the data from hotel employees via questionnaire. Computer software would be used to analyze the data and the objectivity as well as the reliability of the results would be assured. Hence, the results generated from the sample are able to generalize to the whole population.

ABSTRACT

Hospitality industry is one of the important sectors that contribute to the growth of Malaysia's economy and GDP. Since it is a service industry in which employees play a critical role in determining the performance of the organizations as well as resulting a direct impact on the customer satisfaction. In other words, human resource is an important resource for the organizations which operate in hospitality industry. However, the industry is facing challenge in retaining talented employees and high turnover rate exists among the hotels.

The objective of this research is to analyze the relationship between organizational commitment and intention to leave as well as the moderating effect of age in the relationships. The three-component model developed by Meyer and Allen (1984) has been used to represent the concept of organizational commitment in which organizational commitment would be divided into three dimensions which are affective commitment, continuance commitment, and normative commitment. High turnover intention would lead to actual resignation of the employees, organizations should find a way to reduce the intention to leave of their employees in order to effectively decrease their turnover rate.

Questionnaire survey has been used to collect data from the hotel employees located in Penang. The results show that affective commitment, continuance commitment, and normative commitment have a negative relationship with intention to leave as well as age has a moderating effect on the relationship between normative commitment and intention to leave. Hotel managers should implement appropriate strategy which would ultimately increase the employees' organizational commitment in order to reduce their intention to leave. Besides, increase affective and continuance commitment are more effective in reducing overall intention to leave among the young and old employees since they are not moderated by age.

CHAPTER 1: INTRODUCTION

1.0 Introduction

Throughout this chapter, background of the research which provides an overview of the research topic will be presented. Next, the problem statements which describe brief statement on the problem or issue that to more specific investigation in the next section of research questions and hypothesis of the study. Besides, the aim of the investigation will be given in the research objective and the hypothesis of this study will be listed out. On the other hand, significant of the study which describes the important of the study would be presented. Finally, chapter layout which brief summary each chapter in this research and conclusion of chapter of chapter is provided.

1.1 Research Background

There are plenty of worldwide researchers concern on the relationship between organizational commitment, intention to leave, and generations (Adenguga, Adenuga, & Ayodele, 2013; Omar, Anuar, Majid, & Johari, 2012; Kumar & Koh, 2012). Thus far, there is less researchers take organizational commitment as independent variable to relate with intention to leave and using age as the moderator. In this study, the researchers are trying to verify the relationship between organizational commitment and employees' intention to leave as well as the moderating effect of age among them.

This research will be conducted in hospitality industry. Hospitality industry is the industry that mainly gives direct services to customers and concentrates on customer satisfaction. It consists of a wide variety of areas within the service industry. Hotels, airlines, lodging, related fields that within the tourism industry, and so on are all in the dimension of the hospitality industry. Nowadays, hospitality industry has become the world's fastest growth industries. Hospitality industry is an important source of revenue in many countries (Bharwani & Butt, 2012).

In Malaysia, economy is highly supported by extensive investment in tourism industry. Malaysia has several jungles and beaches, as well as historical and cultural destinations which attract large amount of tourism arrivals. In 2012, the total contribution of Malaysia's tourism industry to GDP (Gross Domestic Product) was RM146.4 billion (15.6% of GDP). In 2013, Malaysia had attracted 26.34 million of tourist and generated RM 65.44 billion tourism receipts which increased steadily from 25.03 million of tourist arrivals and RM60.6 billion tourism receipts to Malaysia in 2012. Malaysia's tourism industry was growth smoothly every year and generated a great sales and income for hotel industry (Business Monitor International, 2014).

In Malaysia, hotel industry is important in order to assist the Malaysian government to develop tourism industry. The total number of hotels and estimations was increased from 2,720 in 2012 to 2,760 in 2013. The forecast of total number of hotel and establishments is expected to reach 3,130 in 2018. However, hotels are facing labor shortage problems that are lead to high turnover. Hotel industry in Malaysia faces a lot of difficulties in retaining and recruiting talented employees. Since the employees' absenteeism, under-performance, as well as intention to leave are high, they cannot perform job routine to achieve the organizational goals (Zopiatis, Constanti, & Theocharous, 2014; Chew & Wong, 2008; Kumar & Koh, 2012; Business Monitor International, 2014).

Organizational commitment of employee is one of the most essential antecedents to intention to leave. It is an important issue, especially to the management and owners of the organizations. Organizational commitment and intention to leave are directly affect organization's performance as well as competitive position in the market. If employees are fully committed and loyal to an organization, absenteeism and intention to leave the organization will be reduced. Employees are more willingness to perform their daily job and to achieve the organization goals. Therefore, it is an extra competitive advantage and most valuable assets for the organization to have high level of organizational commitment (Abdullah & Ramay, 2012; Kumar & Koh, 2012).

Employees' intention to leave in different industries have been an important issue concern to worldwide researchers (Basak, Ekmekci, Bayram, & Bas, 2013; Nyamubarwa, 2013). Strong employees' intention to leave has seriously lead to high employee turnover. High turnover rate can generate negative consequences to the organization performance and productivity (Hussain, Yunus, Ishak, & Daud, 2013). Besides, employees' intention to leave has become a serious problem face in the human resource department. Furthermore, it is more expensive the organizations to recruit or hire again a new employee. This means that the organizations require to use more resources to train or train again a new and talented employee. In hospitality industry, high level of employee turnover intention in a hotel has become the critical serious challenge (Jang & George, 2012; Kumar & Koh, 2012).

Among the three generations of employees, Baby Boomers are now preparing into retirement in next few years. This will lead to a lot of job vacancies and directly increase the demand of young employees in the workplaces. Thus, it is important to ensure that Generation X and Y are able to replace the current Baby Boomers' job (United Nations Joint Staff Pension Fund, n.d.). Hence, this research also concern on whether different generations have different impact on the relationship between organizational commitment and intention to leave.

1.2 Problem Statement

Low organizational commitment will result in various negative impact to the organization and lead to serious consequences. One of the consequences is increase in employees' intention to leave from their current organization. High employees' intention to leave could represent a biggest problem and impact toward hotel industry (AlBattat, Rasmi, Som, & Puad, 2013).

Employees' commitment plays an important role in hotel industry. If found that employees' commitments drop, then organization will faces problem in retaining the talented employees. Once the employees dissatisfy with their organization, they tend to have low motivation and poor performance. Low organizational commitment among employees will lead to poor work behavior and attitudes (Kumar & Koh, 2012).

Many researchers have indicated that most challenging issues for hotel industry was high turnover rate. The annual turnover rate of all level of employees in hotel industry is estimated the range is around 60 to 300 percent (Hemdi & Rahman, 2010; Kysilka & Csaba, n.d.). Although hotel industry in Malaysia is having a substantial growth and generated large amount of incomes for the country, high employees' turnover rate increased cost of during business and this become one of the major problems faced by the hotel.

When organization have high turnover rate, they need to spend more money and resources to recruit, select, hire, and train new employees. The additional spending costs will reduce the organizations' profits and have significant effects on their financial position. Besides, if employees joint other organizations, the valuable knowledge about the previous organization, others talented employees, as well as potential customers may also follow into new organization (Kysilka, & Csaba, n.d.).

Human resource is playing an essential role for an organization. It helps to improve the organizational image and achieves the goals of hotel industry. In the service industry model, hotel industry highly depends on the human resources and having direct connection with the customers. Excellence employees are sufficient to provide quality of services to the customers. Once the employees have intention to leave the organization, employees' quality will be directly affected. Many researches have showed that adverse relationship between employees' turnover rate and human resource practices (Ahmad Rasmi, Puad, Mohamed, & Bahauddin, 2013; AlBattat, Rasmi, Som, & Puad, 2013).

Furthermore, when comparing the employees with different generations, Gen Y are lacking of vital life skills such as a strong work ethic, the capacity to socialize with people face-to-face, and the capacity to follow organization basic instructions, and fully concentrate on a work in any period of time, which are essential to perform excellent work in the hotel industry. Employees who work in hotel industry will be hospitable, however, Gen Y are spending more time in interacting with their mobile devices rather than their customers (Jenkins, 2013).

1.3 Research Objectives

1.3.1 General Objective

- To identify the relationship between organizational commitment and intention to leave when moderated by age groups

1.3.2 Specific Objectives

- To determine the relationship between affective commitment and intention to leave
- To determine the relationship between continuance commitment and intention to leave
- To determine the relationship between normative commitment and intention to leave
- To determine the moderating effect of age groups in the relationship between organizational commitment and intention to leave

1.4 Research Questions

- Does affective commitment affect intention to leave?
- Does continuance commitment affect intention to leave?
- Does normative commitment affect intention to leave?
- Does age groups moderate the relationship between organizational commitment and intention to leave?

1.5 Hypotheses of the Study

Hypothesis 1: There is a significant relationship between affective commitment and intention to leave

Hypothesis 2: There is a significant relationship between continuance commitment and intention to leave

Hypothesis 3: There is a significant relationship between normative commitment and intention to leave

Hypothesis 4: There is a significant relationship between organizational commitment and intention to leave

Hypothesis 5: Age groups moderate the relationship between affective commitment and intention to leave

Hypothesis 6: Age groups moderate the relationship between continuance commitment and intention to leave

Hypothesis 7: Age groups moderate the relationship between normative commitment and intention to leave

1.6 Significance of the Study

The researchers will explore the relationship of organizational commitment associated with the intention to leave as well as the moderating effect of age in Malaysia hotel industry. Thus, this research will contribute on the importance of employees' organizational commitment in predicting intention to leave of employees, exploring the issues that earlier researchers did not show. The phenomenon of the employees is intended to leave their organization is common in hospitality industry and the ultimate purpose of this research is to overcome the problems exist in the hotel industry.

Organizational commitment is one of the essential elements in determining intention to leave. It means that employees' willingness to put additional effort on the organization and his or her will not have the feeling to leave the organization for a long period of time (Adenguga, Adenuga, & Ayodele, 2013). Organization should ensure that the needs and expectations of employees are satisfied and identify the factors which will affect the employees' intention to leave their organization.

The result of this study will help managers or supervisors to determine whether organizational commitment will affect intention to leave in different generations of employees. This will help the hotel industry to reduce employees' intention to leave in Malaysia. By implementing the findings, hotels employees' intention to leave will be reduced result from increase in their organizational commitment. It is beneficial for the human resources department to reduce the turnover costs. Furthermore, it is also assist the organization in retaining talented employees to provide high quality of services and increase hotel revenue.

Through understanding Baby Boomers, Generation X and Y employees' perceptions, managers or supervisors can implement the finding results to specific strategies that can satisfied different age of employees and make them remain in the workplace for long time. Furthermore, this research is important for hospitality industry as well as other areas. This is because organizational commitment and employees' intention to leave are the most concern area for every organization. Thus, this is essential for the organizations to explore the relationship between organizational commitment and intention to leave of their employees.

1.7 Chapter Layout

Chapter 1 is introducing the research, the background overview of the study and the research problem have been stated. Besides, it provides the objectives of the research and the hypotheses which would be supported or rejected at the end of the study.

Chapter 2 is reviewing the past literatures of other researchers. Proposed theoretical framework would be developed by referring some relevant theoretical models. Hypotheses development will be constructed to reflect the association between the independent variables (organizational commitment), dependent variable (intention to leave), and moderator (age).

Chapter 3 is introducing overview of research methodology. It consists of sources and method used to collect the data, process of selecting the respondents, instrument chosen to conduct the research, measurement of the variables, as well as method of process and analyze the data.

Chapter 4 consists of the descriptive and inferential analyses as well as the scale measurement. Results generated from the data collected would be present in this chapter. Hypotheses developed would be tested by using the results generated.

Chapter 5 is the summary and conclusion of whole research. Results from the previous chapter would be summarized and discussed. Major findings from the results would be provided together with the implications. Finally, limitations of the research as well as the future research suggestions would be provided.

1.8 Conclusion

Chapter 1 discussed the background of the research as well as the problem statements. The researchers have developed the research objectives and the hypotheses of this research. This chapter provides a primary understanding on the study and summarize out the issues faced by hospitality industry. Furthermore, research objectives and research questions can serve as a guideline for further use the relevant theories to develop literature review. In chapter 2, review of literature will be carried out for further review and gives understanding in hypothesis development for the study on the research topic.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This is an important chapter in which the researchers used to review the past study and the information obtained is based on the secondary resources such as journal articles. The aim of this chapter is to have in-depth knowledge on the proposed topic. Proposed conceptual framework would be developed by referring the relevant theoretical models. Finally, a short summary of this chapter is given.

2.1 Review of the Literature

2.1.1 Dependent Variable

2.1.1.1 Intention to Leave

According to Shaw, Delery, Jenkins, & Gupta (1998), employee turnover was separated into two groups which are voluntary and involuntary. Voluntary turnover is where the employee decided to leave the organization by their willingness. On the other hand, involuntary turnover is the organization's decision to discharge the employee. Thus, intention to leave refers to the employees have the voluntary intention to leave their job and organization.

According to Liu, Liu, & Hu (2012), intention to leave refers to the employee has an idea that he or she want to make a decision to quit the current job voluntarily. Intention to leave can cause turnover rate increase, at the same time reduce organization's reputation. Meanwhile, it will incur expenses to hire new employee to replace the vacancy.

Researchers have done research intensively on the importance of employee's leaving intention. They said that it is the best suitable actual turnover's predictor. (Arnold and Feldman 1982; Steel and Ovalle 1984; Ghiselli, La Lopa and Bai 2001). According to Mobley & Horner (1978) and Carmeli & Weisberg (2006), withdrawal cognition process contained 3 elements, intention to leave is one of it, while the other two are thinking of quit and thought of look for a new job.

Intention to leave is the most important phase before leading to actual turnover. Intention to leave occurs when a person starts compare current job and desire job. Consequently, they will start to think of leaving the job. (Lee, 1988; Robinson & Beesley, 2010; Tracey & Hinkin, 2008). Furthermore, once employee found dissatisfaction on the current job, intention to leave arise and drive them to leave the job. According to Bigliardi, Petroni & Dormio (2005), when they start to think whether to stay or leave the organization, it shows that they have the intention to quit their current job. Although it was just a short period of thinking, this may have high chance to quit. The final decision will be either voluntary or involuntary quit. (Mowday, Steers & Porter 1979)

Steel and Ovalie (1984) as well as Yang, Wan, and Fu (2012) suggested that it is essential employee to determine employee willingness to stay on current job in order to predict their intention to leave. Besides that, Munasinghe & Sigman (2004) found that young workers solve problem by switching job while older workers stay longer and tend to invest more in the organization. They are too little research available about organization commitment and intention to leave moderated by age groups.

2.1.2 Independent Variables

According to Thatcher, Stephina and Boyle (2002), organizational commitment is an essential antecedents which will influence intention to leave. Mathis, Robert and Jackson's study (as cited in Kumar & Eng, 2012) defined that organizational commitment indicates how much the employees trust and accede organization's goals. In addition, also how much employee aspiration to stay in the organization. It will impact on employees' attitudes related to work and behavior, low organizational commitment will lead to poor employees' attitudes (Boal & Blau, 1987). Employees will have low motivation and poor performance in their work if they failed to reach the commitment with the organization (Martin & Shore, 1989). According to Allen and Meyer (1990), organizational commitment has an adverse relationship with intention to leave, which also supported by other researchers (Bartol, 1979; Moncrief, 1996; Chang, 1999; Samad, 2006). In order to assist on interpretation of existing research, three-component model were formed to integrate past researchers' concept (Meyer & Allen, 1984, 1991, 1997). It made up of affective commitment, continuance commitment and normative commitment (Powell & Meyer, 2004).

2.1.2.1 Affective Commitment

Affective commitment (desire-based) apropos to positive emotional attachment of employee towards organization for the reason that "They want to do so" (Meyer & Allen, 1991). When the employee's affective commitment is high, the sense of belonging and identification of the employee as part of the organization is relatively high. Thus, it will impact the involvement of the employee in the organization (Rhoades, Eisenberger, & Armeli, 2001). Under affective Commitment there are four categories of antecedents, personal characteristics, and organizational structures, characteristics related to job, and working experiences.

2.1.2.2 Continuance Commitment

Continuance commitment (cost-based) are link to the cost of the employee whether to stay or leave the organization. It is because of “They need to do so” (Meyer & Allen, 1991). If they leave the organization they may suffer loss or gain benefits. Therefore, continuance commitment is also related to Side-bet Theory. This is because continuance commitment developed from Becker’s Side-bet Theory which introduced in 1960.

2.1.2.3 Normative Commitment

Normative Commitment (obligation-based) is the obligation of the employee to stay and continue work for the organization because of “They should do so” (Meyer & Allen, 1991). When employee has strong normative commitment, he or she will continue to work for the organization because the sense of obligation to stay in the organization is high.

2.1.3 Moderating Variable

2.1.3.1 Age

Generation can be divided into different age groups. Age group can be explained as a group of people that were born at about the similar year, possess the similar characteristics and life experiences (Arsenault, 2004). Generally, there are three classifications of age groups. First is the baby boomer which born in between 1946 to 1964 (50 to 68 years old) (Smith & Tasman, 2005). Second is the generation X which born in between 1965 to 1980 (34 to 49 years old). The last group is generation Y which born in between 1981 to 2000 (14 to 33 years old) (Shacklock & Brunetto, 2012).

According to Hussain, Yunus, Ishak & Daud (2013), different age groups possess different work attitudes in the organization and therefore lead to different level of intention to leave the organization. For generation Y, they are lack of loyalty to the organization, inefficient of employee engagement, like to seek for new excitement, and are being called as “job hoppers” (Smola & Sutton, 2002).

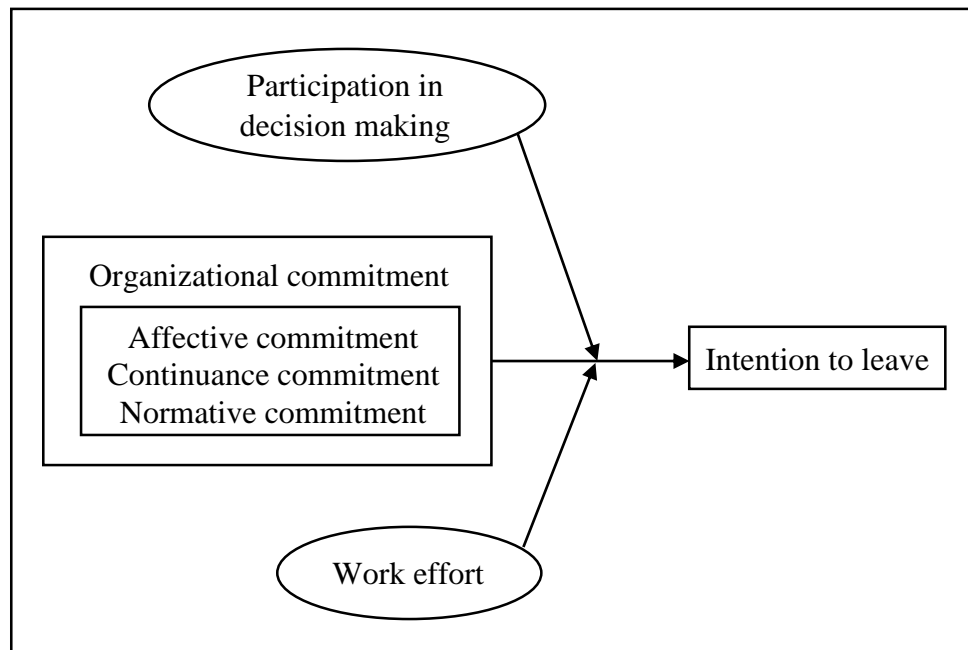
All these characteristics are obviously showing that generation Y will have lower organizational commitment and higher intention to leave compared to older generation. On the other hand, generation X or baby boomer are those senior workers, they possess higher loyalty to the organization, more satisfy towards their work and the organization as well as have less opportunities to obtain a new job in other organization (Labatmediene, Endriulaitiene & Gustainiene, 2007). All these characteristics reflect that these groups of people will have high organizational commitment and low intention to leave (Hussain et al., 2013).

In addition, previous research done by Allen and Meyer (1990) shows that age is positively related to organizational commitment. This is mainly due to the differences in generational characteristics as stated above. According to Labatmediene et al. (2007), age is one of the best predictors for intention to leave of employees. Generally, when the age group is different, the association between organizational commitment and intention to leave the organization also will be different.

2.2 Review of Relevant Theoretical Models

2.2.1 Model 1

Figure 2.1: Model of Three-Component for Organizational Commitment



Source: Kuean, W. L., Kaur S. and Wong E. S. K. (2010). The relationship between organizational commitment and intention to quit: the Malaysian companies perspective. *Journal of Applied Sciences* 10(19), 2251-2260.

Kuean, Kaur and Wong (2010) examine the relationship among employees' organizational commitment, participation in decision making, work effort, and intention to leave. They have tested how intention to leave were impact by organizational commitment in Malaysia and investigate how participation in decision making and work effort moderate intention to leave.

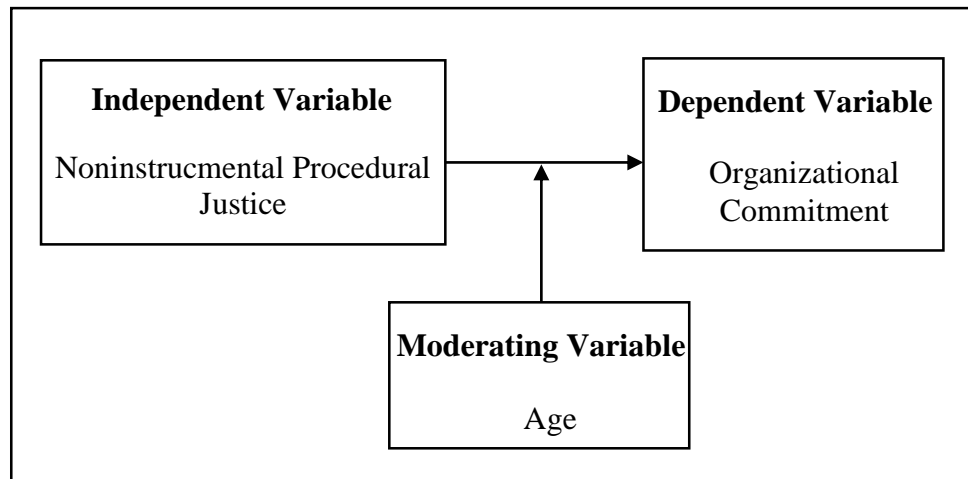
The study suggest that organizational commitment and intention to leave have an adverse relationship as proven in past studies by other researchers. Employees that have high organizational commitment will normally have lower intention to leave.

Other than that, employees have a lower possibility to leave the organization if they are emotionally devoted to the organization. Thus, affective commitment was a vital predictor of intention to leave compared to the other two components of organizational commitment. The outcome is persistent with the analysis of Iverson and Buttigieg (1999), which shows that employees will not leave the organization, absent from work, or refuse changes if they have high affective commitment.

Moreover, the regression results of the moderating variable, participation in decision making, implied that intention to leave tends to decrease if employees get more opportunities to participate in the job. On the other hand, Kuean, Kaur and Wong (2010) found that the relationship of work effort and intention to leave is positive. The increase of work effort will lead to more responsibility and work stress. Thus, it will increase the tendency of higher employees' intention to leave.

2.2.2 Model 2

Figure 2.2: Model of Noninstrumental Procedural Justice and Organizational Commitment



Source: Nasurdin, A. M. (2005). The role of noninstrumental justice and age in predicting organizational commitment. *Gadjah Mada International Journal of Business*, 7(1), 1-14.

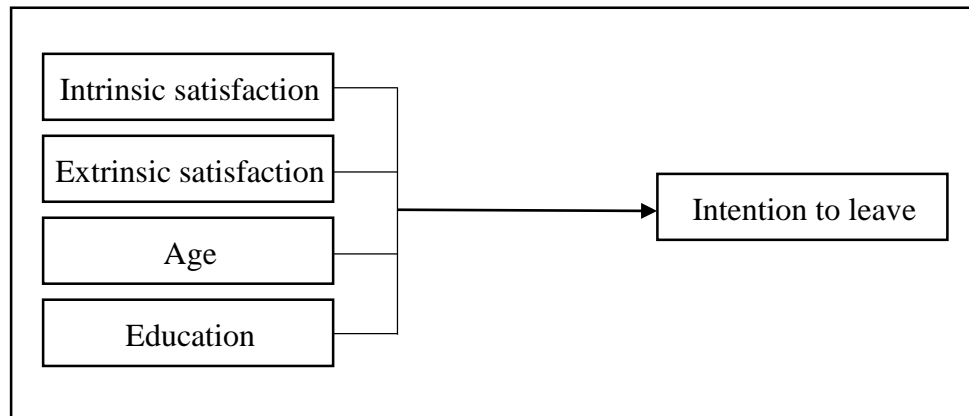
Based on the research conducted by Nasurdin (2005), the model above was developed. The noninstrumental procedural justice associated with organizational commitment when moderated by age was being tested by the researchers. Age is vital for predicting the organizational commitment as according to Mathieu and Zajac (1990), older workers will have less job opportunities and this lead to higher commitment to their current jobs. Besides, according to Dunham, Grube and Castaneda (1994), older workers have more experience and spent much time in their current jobs, so their organizational commitment is higher than younger workers. Therefore, it served as a moderator in this study (as cited in Nasurdin, 2005).

From the result, researchers found that noninstrumental justice has significant associated with organizational commitment. Furthermore, the research have strong evidence that younger workers have greater effect on the noninstrumental procedural justice associated with organizational commitment as compared to older workers. Older workers are those who have been work with the organization since long time ago and have high investment in the organization. The level of organizational commitment is most probably attributable to the high investment in the organization (Nasurdin, 2005).

In this research, the researchers believe that age may influence the relationship between the variables, so age is chosen as the moderator in this study. As stated above, someone who has higher investment in the organization, he or she will have higher level of organizational commitment, vice versa. When someone put more effort in his or her job, most probably he or she will have a lower level of intention to leave, vice versa. Therefore, age become the moderator in this research.

2.2.3 Model 3

Figure 2.3: Model of Age and Intention to Leave



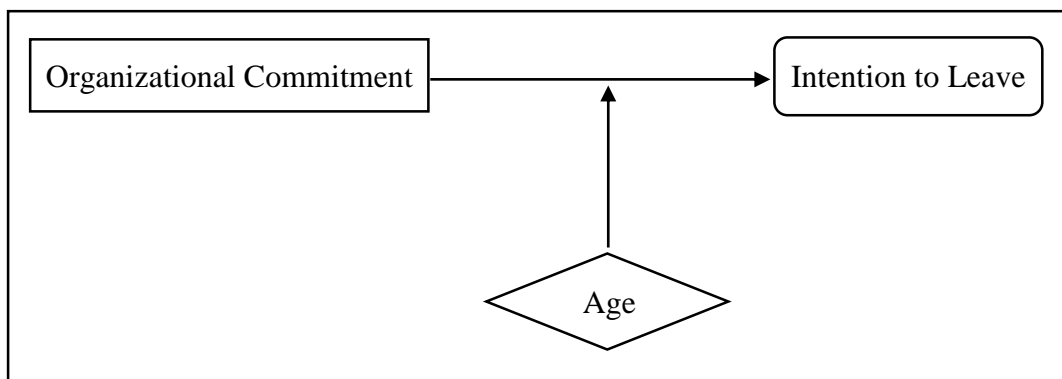
Source: Jonathan, H., Thibeli, M., Darroux, C. (2013). Predictors of intention to leave of public secondary school teachers in Tanzania: Exploring the impact of demographic factors, intrinsic and extrinsic satisfaction. *Journal of Research & Method in Education*, 3(2), 33-45.

According to the research conducted by Jonathan, Thibeli, Darroux (2013), the model above was produced. The survey's objective was to test the relationship and effect of job satisfaction dimensions (intrinsic and extrinsic satisfaction) and demographic characteristics (education and age) on intention to leave for entire public secondary school's teacher. The survey was conducted among the age groups 35 and younger, between 35 and 40 and 40 and above) in three public secondary schools at Tanzania. Based on the result of the research above, it indicated that age has significant differences in intention to leave between young, middle aged and old teachers. On the other words, age has negative relationship with intention to leave. The increase in aging resulted in lower intention to turnover. In contrast the younger teachers have higher intention to leave. The reason behind this could be unpleasant working environment and facilities which make younger teachers uncomfortable to stay on their job.

On the other hands, some factors like promotion to higher position such as headmistress, the responsibilities on them and pension benefits were restrain older teachers on making leaving decision. Therefore, this model provides us the understanding of the relationship between age and intention to leave as well as make it becomes the reference for our theoretical framework.

2.3 Proposed Theoretical Framework

Figure 2.4: Proposed Theoretical Framework



Source: Developed for the research

Figure 2.4 shows the propped theoretical framework, it was formed after reviewing few research framework done by Kuean, Kaur and Wong (2010) Nasurdin (2005) and Jonathan, Thibeli, and Darroux (2013). It is a diagram that shows a moderating variable moderate the relationship between independent variable and dependent variable. For the independent variable, organization commitment, there are 3 items inside which are affective commitment, continuance commitment and normative commitment adapted from the organization commitment dimension by Meyer and Allen (1997) while the intention to leave is the dependent variable. Furthermore, age act as a moderating variable.

According to Kuean, Kaur and Wong (2010), organizational commitment has a significant relationship with the intention to leave. From the framework by Nasurdin (2005) it shown that age has a moderating effect on the organization commitment. Furthermore, Jonathan, Thibeli , Darroux (2013) examined that age has significant relationship with intention to leave. Thus age is proposed as the moderating variable and researchers are going to test whether age has a moderating effect between organization commitment and intention to leave.

2.4 Hypotheses Development

2.4.1 Affective Commitment and Intention to Leave

Affective commitment is one of the dimensions of organizational commitment commonly investigated. It is also known as the best forecaster of intention to leave (Kuean, Kaur and Wong, 2010). Furthermore, Kumar and Eng (2012) define affective commitment as the level to the extent of employee is psychologically fascinated to organization. For example, feelings such as loyalty, belongingness, and affection are the feelings that influence how employee feels toward the company. Moreover, due to affective commitment represents a general psychological orientation, it helps to predict organization-relevant behaviour such as absenteeism and turnover. The more the employee is emotional attached to the organization the less likely they will intent to leave the organization.

Hypothesis 1:

H₀: There is no significant relationship between affective commitment and intention to leave.

H₁: There is a significant relationship between affective commitment and intention to leave.

2.4.2 Continuance Commitment and Intention to Leave

Continuance commitment is the possibility of increase cost if an employee intent to leave the organization. It results from the interchange of relationship between employee and organization (Kumar & Eng, 2012). Employee will become committed to organization if they had side-bet or benefit from continuing to stay in the organization. If an employee will loss his or her side-bet or benefit after leaving the organization, the employee will tend to choose to stay in the organization. Therefore, employee is more motivated to behave or perform better if they need to stay in the organization.

Hypothesis 2:

H₀: There is no significant relationship between continuance commitment and intention to leave.

H₁: There is a significant relationship between continuance commitment and intention to leave.

2.4.3 Normative Commitment and Intention to Leave

According to Kumar & Eng (2012), most of the items in normative commitment which measure moral obligation to stay may not effectively predict intention to leave. According to Wiener and Vardi (1980), normative commitment has a significant positive correlation with work efforts. This is due to if an employee only feel obligate to stay in the organization will not work or perform better than those with high affective commitment because they only perform their duty based on what their organization ask for. Meyer and Allen (1991) states that under normal circumstances, employee that work for an organization because they “should” to do so will not contribute more than required.

Hypothesis 3:

H₀: There is no significant relationship between normative commitment and intention to leave.

H₁: There is a significant relationship between normative commitment and intention to leave.

2.4.4 Organizational Commitment and Intention to Leave

The relationship between organizational commitment and intention to leave has been a frequently studied topic by other researchers. Organizational commitment is related with organization efficiency and employee performance. Research shows that factors such as employees' emotion, side-bet, and moral obligation will influence level of commitment. Therefore, Meyer and Allen formed Three-Component Model which consists of affective commitment, continuance commitment, and normative commitment that include and categorize all the antecedents and factors that influence organizational commitment. However, Rusu (2013) states that although these three types of organizational commitment do not exclude each other, an employee may either have combination of any of these three forms of commitment or may not develop any form of commitment.

Hypothesis 4:

H₀: There is no significant relationship between organizational commitment and intention to leave.

H₁: There is a significant relationship between organizational commitment and intention to leave.

2.4.5 Moderating Effect of Age

Different age groups generally will influence the organizational commitment in relation with intention to leave when they act as moderator. Theoretically, Career Development Theory states that an individual will have different attitudes and behaviors along the different career stages such as growth, exploration, establishment, maintenance and decline stages. In addition, Rhodes (1983) and Steel & Ovalle (1984) state that individuals will have different work attitudes and behaviors is due to their age differences. As supported by Allen and Meyer (1990), older workers who stay in the organization longer are more satisfied with the organization and less job opportunities. This indicates that older workers will probably have higher level of loyalty, higher job efforts and lower intention to leave. This is supported by the research done by Dychtwald (2006), saying that order workers have higher level of job engagement. In addition, according to Labatmediene, Endriulaitiene & Gustainiene (2007), this research provided a result of age in relation with continuance commitment is significant. Besides, Lachman & Diamant (1987) state that age is a factor that will affect workers' intention to leave. (as cited in Berry, 2010). Since, the moderating effect of age is not tested in previous study, therefore, the researchers are interested to test the following hypotheses.

Hypothesis 5:

H₀: Age groups do not moderate the relationship between affective commitment and intention to leave.

H₁: Age groups moderate the relationship between affective commitment and intention to leave.

Hypothesis 6:

H₀: Age groups do not moderate the relationship between continuance commitment and intention to leave.

H₁: Age groups moderate the relationship between continuance commitment and intention to leave.

Hypothesis 7:

H₀: Age groups do not moderate the relationship between normative commitment and intention to leave.

H₁: Age groups moderate the relationship between normative commitment and intention to leave.

2.5 Conclusion

The relevant articles and research studies that related to the organization commitment associated with the intention to leave associate with age have presented in this chapter. These literature reviews serve as the foundation in developing the hypotheses which have to be tested in this research by using appropriate research methodology described in the following chapter.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

Chapter 3 explain the whole process of generating the information for the problem statement and finding out the evidences to support the hypotheses that have been developed in previous chapter. Throughout this chapter, the details of the research methodology will be discussed. It consists of sources and method used to collect the data, process of selecting the respondents, instrument chosen to conduct the research, measurement of the variables, as well as method of process and analyze the data. At last, there will be a brief conclusion to conclude this chapter.

3.1 Research Design

Since researchers are using empirical study to conclude the result of this research based on statistical information generated by the computer software, this research method applied is categorized as quantitative research. The results of this research method are objective and it involved large samples to produce generalized results.

This research is fall under the causal research. It includes the study of cause and effects of different variables. At here, the relationship between organizational commitment and intention to leave as well as the moderating effect of age groups are being studied. By using the information generated, researchers are able to conclude whether the hypotheses among these three variables is supported.

3.2 Data Collection Methods

3.2.1 Primary Data

The primary data is used to find the evidences to support hypotheses developed and answer the research questions. Hence, this type of data will only be used in the following chapter and final conclusion will be solely based on it. The collection method of primary data is through the distribution of questionnaires because it is more anonymous than other collecting method. Respondents are willing to answer the questionnaire honestly as their answers will be kept strictly confidential and will not disclose to other people. However, the limitations of using questionnaires are it takes longer period of time and higher cost to obtain the data compared to secondary data.

3.2.2 Secondary Data

All the secondary data of this research are obtained from the Internet and online databases, including Google Scholar, ScienceDirect, ProQuest, SAGE, EBSCOhost, and JSTOR. These data is used in the literature review and to form the proposed theoretical framework as well as questionnaire. The advantage of using secondary data is that these data are credible enough since they have been published and reviewed by others.

3.3 Sampling Design

3.3.1 Target Population

This research is targeting hospitality industry and all hotel employees will be the target population.

3.3.2 Sampling Frame and Sampling Location

Due to the information availability constraints as well as the private and confidential concern, there are some difficulties for the researchers to get the full list of hotels operated in Malaysia as well as the sampling frame of the employees who work at the hospitality industry. Therefore, Penang has been chosen by the researchers as the sampling location for this study because Penang is one of the famous places to visit in Malaysia and there are more than 200 hotels located in Penang Island.

3.3.3 Sampling Elements

Hospitality industry is the target research area so the sampling elements of this research are the employees who work at hotel from top level of management to first line employees. The reason of covering multiple level of employees is to generate heterogeneous result in order to generalize to the whole population.

3.3.4 Sampling Technique

Due to the constraints stated above, researchers decided to use convenience sampling to select the target respondents. Convenience sampling allow the researchers to conduct the survey according to the limited abilities of the researchers including the costs and time. Therefore, it is convenient and easy for the researchers to obtain the data from the respondents.

3.3.5 Sampling Size

Because of the information regarding the total number of employees who work in Malaysia hotels and sampling frame are unknown, researchers have decided to collect about 300 sets of data from the employees who work at the hotels located in Penang. The researchers collected 30 sets of data in one day for the pivot test as well as 326 sets of data for the full study in another day after the reliabilities of the pivot test has been generated.

3.4 Research Instrument

In order to collect the data, self-administrated questionnaire has been developed by the researchers for this research. Questionnaire survey has been employed because it is easy to conduct by just distributing out of the questionnaires to the respondents and collect back from them after they have answered the questions. Unlike interview which requires the researchers to interview each respondent face-to-face and it is more time consuming. Besides, questionnaire survey can involve large number of respondents which enable researchers to collect a large number of data and enhance the reliability of the results. Furthermore, it required less communication skills as the researchers are not required to interview those respondents. Moreover, the data collected can be analyzed and compared easily because the questions stated in each questionnaire are standardized.

3.4.1 Questionnaire Design

There are 3 sections and total questions being involved in the questionnaires. Section A is the respondents' demographic information. This section consists of 6 questions which concerning the respondents' gender, age, ethnic group, marital status and educational level. In Section B, there are 18 questions to cover the three dimensions of organizational commitment. 6 questions will be given in each dimension for the researchers to analyze whether organizational commitment will affect the respondents' intention to leave. In Section C, there are 3 questions used to measure the dependent variable, intention to leave. This section is for the respondents to self-evaluate their intention to leave the current organization.

3.4.2 Pilot Study

Researchers have run the pilot test to ensure that the questionnaires being used are reliable enough and able to generate accurate results for this research. They have gone to the hotel that located in Penang for one day to find 30 respondents and asked them to fill up the questionnaires. Permission is given by the hotel in order to allow the researchers to conduct pilot test in the hotel. The results of the pilot test will help the researchers to test the reliability of the statements being used and ensure the confidence level for the conclusion made.

3.5 Constructs Measurement

3.5.1 Origins of Constructs

Table 3.1: Origins of Constructs

Variables	Adopted or Adapted from
Organizational Commitment	Meyer et al. (1993)
Intention to Leave	Carmeli & Weisberg (2006); Nadiri & Tanova (2010); Stallworth (2003)

Source: Developed for the research

The researchers adopt the statements developed by Allen and Meyer (1990), who are the original authors of three-component model to measure the employees' organizational commitment. However, the revised version which consists of 6 statements for each dimension is included in the questionnaire due to the time concern.

On the other hand, researchers have discovered that the statements used to measure the employees' intention to leave from different journals are very similar with each other. Therefore, modifications have been made to combine and improve the statement in order to make them clear, specific, as well as easy to understand. The original statements and modifications have presented in the following section.

3.5.2 Modification of Constructs

Table 3.2: Modification of Intention to Leave Statements

Carmeli & Weisberg (2006)	Nadiri & Tanova (2010)	Stallworth (2003)	Modification
I think a lot about leaving the organization	Often thought of quitting	I frequently think about leaving my current employer	I often think about leaving the organization
I am actively searching for an alternative to the organization	Looking for a new job next year probably	It is likely that I will search for a job in another organization	I am looking for a job in another organization
As soon as it is possible, I will leave the organization	Leaving the job next year	It is likely that I will actually leave the organization within the next year	I will probably leave the organization next year

Source: Developed for the research

3.5.3 Scale of Measurement

3.5.3.1 Nominal Scale

Question one, three, and four in Section A are using nominal scale of measurement which measures basic personal information of respondents. Every question has different categories of answers provided for the respondents to choose and these answers are normally standardized. For instance,

Marital status:

- Single Married

3.5.3.2 Ordinal Scale

Another 2 questions in Section A of the questionnaire is using ordinal scale, including respondents' education level and working experience. For instance,

How long have you work for the organization?

- Less than 6 months 6 months to less than 1 year
 1 year to less than 3 years 3 years to less than 5 years
 5 years to less than 7 years 7 years and above

3.5.3.3 Interval Scale

Section B and C are using interval scale of measurement as the researchers use 7-point Likert scale to measure the respondents' organizational commitment and intention to leave. Respondents have to circle from a range of numbers being used to represent different level of agreement for respondents towards the statements. For instance,

Table 3.3: Example of Interval Scale Question

Dimensions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
Affective Commitment							
1. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5	6	7

Source: Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538-551.

3.5.3.4 Ratio Scale

There is one question in Section A is using ratio scale. It requires the respondents to fill up their age by themselves in order to allow the researchers to investigate the moderating effect of age on their organizational commitment. For instance,

Age:

_____ years old

3.6 Data Processing

After the survey has been done, researchers start to do the checking of the questionnaires. It is necessary for the researchers to check all the questionnaires in order to ensure that there is no any invalid questionnaire. Next, researchers have to do the data editing to detect and correcting those illogical response, illegal codes, omissions, and inconsistent response returned by the respondents. By doing this, researchers are able to get more accurate responses in order to generate more accurate results of the research.

Finally, researchers need to do data coding by assigning one unique number for each alternatives in each question. Following are the ways of researchers to code the data of this research:

Table 3.4: Data Coding for Questions in Section A

Question	Coding
Gender	1=Male, 2=Female, 99=Missing data
Age group	According to the figure written by respondents
Ethnic group	1=Chinese, 2=Malay, 3=Indian, 4=Others, 99=Missing data
Marital status	1=Single, 2=Married, 99=Missing data
What is the highest level of education you have completed?	1=Secondary Education, 2=SPM, 3=STPM, 4=Diploma, 5=Degree, 6=Master, 7=Doctor, 8=Others, 99=Missing data
How long have you work for the organization?	1=Less than 6 months, 2=6 months to less than 1 year, 3=1 year to less than 3 years, 4=3 years to less than 5 years, 5=5 years to less than 7 years, 6=7 years and above, 99=Missing data

Source: Developed for the research

Questions under Section B and C of the questionnaire, the coding method is the same. One of the examples is shown in below:

Table 3.5: Data Coding for Section B and C Questions

Question	Coding
I would be very happy to spend the rest of my career with this organization.	1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data

Source: Developed for the research

3.7 Data Analysis

When all the questionnaires have been checked, data would be key in to the computer software according to the coding method describe above. The researchers use Statistical Package for the Social Sciences (SPSS) to perform the descriptive and inferential analysis. Before the researchers conduct the descriptive analysis, reverse coding has been performed to third, fourth, and fifth statement under affective commitment as well as the first statement under normative commitment.

3.7.1 Descriptive Analysis

When all the data have been key in and reverse coding has been performed, researchers will conduct the descriptive analysis in order to generate the frequency distribution for each question in the questionnaire. For the question under Section A, all the data collected are summarized according to the format below:

Table 3.6: Statistics of Respondents' Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male				
Female				
Total				

Source: Developed for the research

For the question under Section B and C, researchers also calculate their frequency distribution and central tenancy by following the format below:

Table 3.7: Descriptive Analysis of Statements in Section B and C

Statements	N	Mean	Standard Deviation	Ranking (Mean)
I would be very happy to spend the rest of my career with this organization.				

Source: Developed for the research

3.7.2 Scale Measurement

3.7.2.1 Reliability Test

As mentioned earlier, a pilot study of 30 hotel employees have been done to evaluate the reliability of the statements adopted and adapted from other sources. The results of the reliability test are summarized in the table below:

Table 3.8: Reliability Test Result for Pilot Study

No.	Constructs	Cronbach's Alpha	Items	Number of respondents
1	Affective Commitment	0.871	6	30
2	Continuance Commitment	0.910	6	30
3	Normative Commitment	0.854	6	30
4	Intention to Leave	0.768	3	30

Source: Developed for the research

All the independent variables yield a very good reliability as their Cronbach's alpha values are between 0.80 and 0.95. Besides, the dependent variable, intention to leave, has the lowest reliability as compared to the other variables. This may due to the statements of the intention to leave are adapted from three different sources, however, it also has a good reliability as its Cronbach's Alpha value is 0.768.

3.7.3 Inferential Analysis

Due to all the statements used to measure the variables are metric scales, the following two analyses have been selected to conduct the inferential analysis. The significant level of this research is 0.05 and the alternate hypothesis is supported when its alpha value less than 0.05. Before the analysis, the researchers have combine the statements into one variable for each individual variable by obtaining their average scores.

3.7.3.1 Pearson Correlation Coefficient Analysis

Since Likert scale has been used in Section B and C, researchers used Pearson correlation coefficient to analyze the direction and strength of relationship among variables by entering the average score of each data into SPSS. Pearson correlation coefficient allow the researchers analyze those metric questions and obtain the strength of the relationships. This analysis is essential for the researchers to answer the first three research questions developed in Chapter 1.

3.7.3.2 Multiple Linear Regression Analysis

After generated the correlation result between the variables, researches have to perform multiple regression analysis to determine the contribution of the three dimensions of organizational commitment towards the intention to leave. It provides the impact on intention to leave when one of the independent variables changes. This analysis is vital in providing sufficient evidence to prove the comprehensiveness of the framework proposed in Chapter 2. It would generate the beta of each independent variable as well as the r square of the whole model. The all variables would be enter into the program and the information generated would be arranged according to the following equation:

$$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \varepsilon$$

After that, the researchers continue the multiple regression analysis by adding the age as well as the interaction terms. The interaction terms is created by multiplying each individual independent variables with the moderating variable. Age has a moderating effect only when the interaction terms in the multiple regression analysis is significant.

3.8 Conclusion

The main purpose of Chapter 3 is to explain the whole process of this research study. It listed out the methods of collecting necessary primary and secondary data to support the study and described the details of getting the primary data through survey. In this research hotels located in Penang has been selected to conduct the survey and a pilot study of 30 hotel employees has been carried out before the full study. In the full study, total 326 set of data have been collected through convenience sampling technique by using the questionnaire survey.

The questionnaires which consist of 27 questions adopted and adapted from various prior studies have been distributed to the target respondents. After collected the data from the respondents. The researchers perform the data checking and editing to ensure the accuracy of the data and key in the data into SPSS. All the data collected have gone through the descriptive analysis to get their frequency distribution and inferential analysis to get the relationships between the variables. The result of these data analysis would be presented in the following chapter.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

In this chapter, all the data collected will be summary and the results of testing the hypotheses will be presented. The respondents' demographic profile will be given in descriptive analysis section follow by the central tendencies of the statements. Besides, internal reliability test was also discussed in scale measurement. In the end of the chapter, the results of Pearson correlations analysis and multiple regression analysis were examined to test the hypotheses.

4.1 Descriptive Analysis

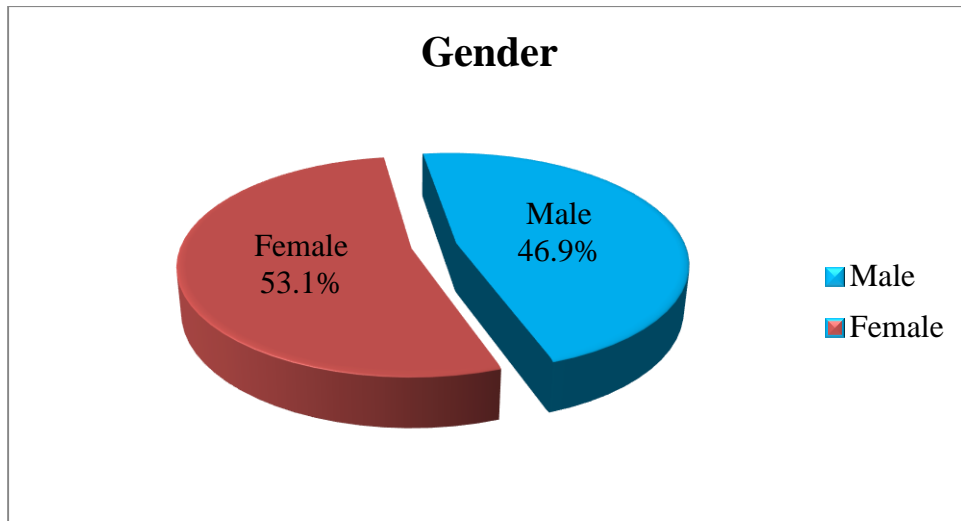
4.1.1 Respondents' Demographic Profile

Table 4.1: Statistics of Respondents' Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	153	46.9	46.9	46.9
Female	173	53.1	53.1	100.0
Total	326	100.0	100.0	

Source: Developed for the research

Figure 4.1: Statistics of Respondents' Gender



Source: Developed for the research

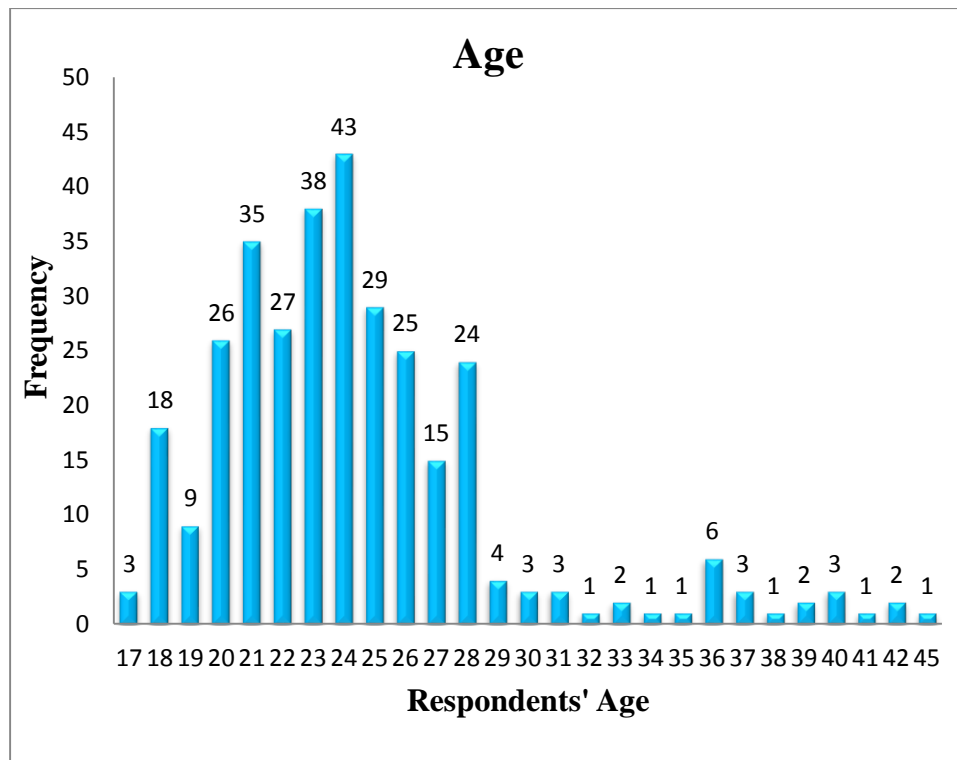
The Table 4.1 and Figure 4.2 above show the respondents' gender which had participated in the survey. There are total numbers of 326 respondents, 153 (46.9%) respondents were male and 173 (53.1%) respondents were female.

Table 4.2: Statistics of Respondents' Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
17 - 25	228	69.94	69.94	69.94
26 - 35	79	24.23	24.23	94.17
36 - 45	19	5.83	5.83	100.00
Total	326	100.00	100.00	

Source: Developed for the research

Figure 4.2: Statistics of Respondents' Age



Source: Developed for the research

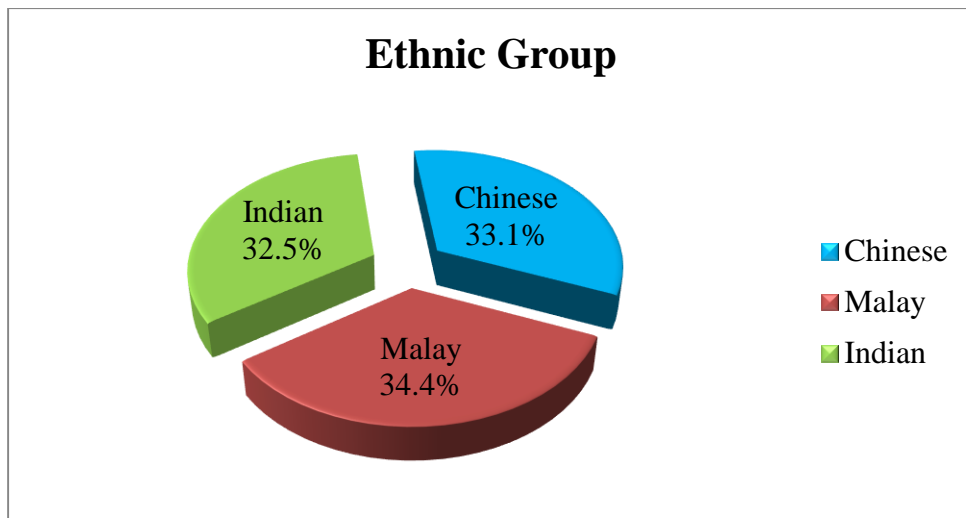
The Table 4.2 and Figure 4.2 show the respondents' age of the 326 respondents. Based on the table and figure above, the respondents' age with the highest frequency of respondents was 24 years old with 43 (13.2%) respondents, followed by 23 years old with 38 (11.7%) respondents and the lowest frequency of respondents was around 29-42 years old, with consist 1-6 (0.3%-1.8%) respondents.

Table 4.3: Statistics of Respondents' Ethnic Group

Ethnic Group	Frequency	Percent	Valid Percent	Cumulative Percent
Chinese	108	33.1	33.1	33.1
Malay	112	34.4	34.4	67.5
Indian	106	32.5	32.5	100.0
Total	326	100.0	100.0	

Sources: Developed for the research

Figure 4.3: Statistics of Respondents' Ethnic Group



Source: Developed for the research

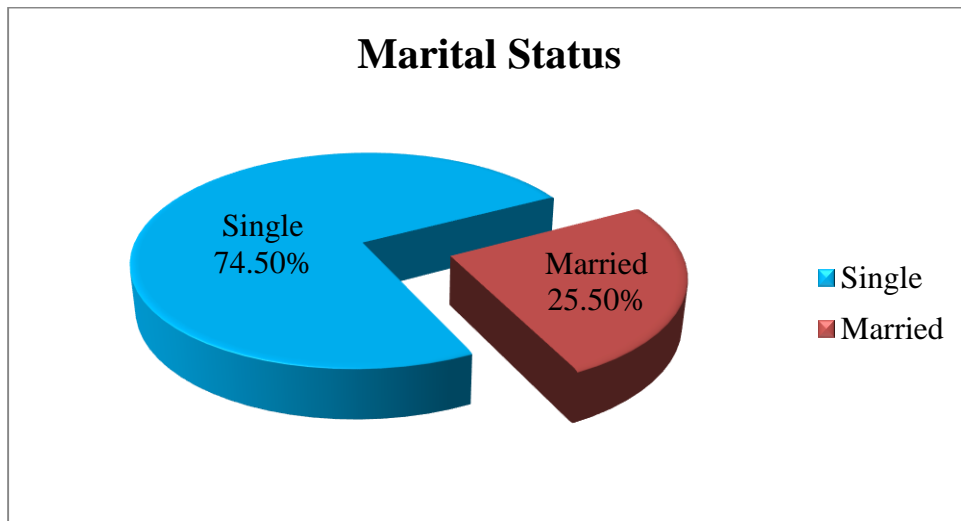
The Table 4.3 and Figure 4.3 show the three ethnic groups of the respondents. Based in the table and figure above, Malay was the most respondents with 112 (34.4%), followed by Chinese with 108 (33.1%) respondents and India with 106 (32.5%) respondents.

Table 4.4: Statistics of Respondents' Marital Status

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Single	243	74.5	74.5	74.5
Married	83	25.5	25.5	100.0
Total	326	100.0	100.0	

Source: Developed for the research

Figure 4.4: Statistics of Respondents' Marital Status



Source: Developed for the research

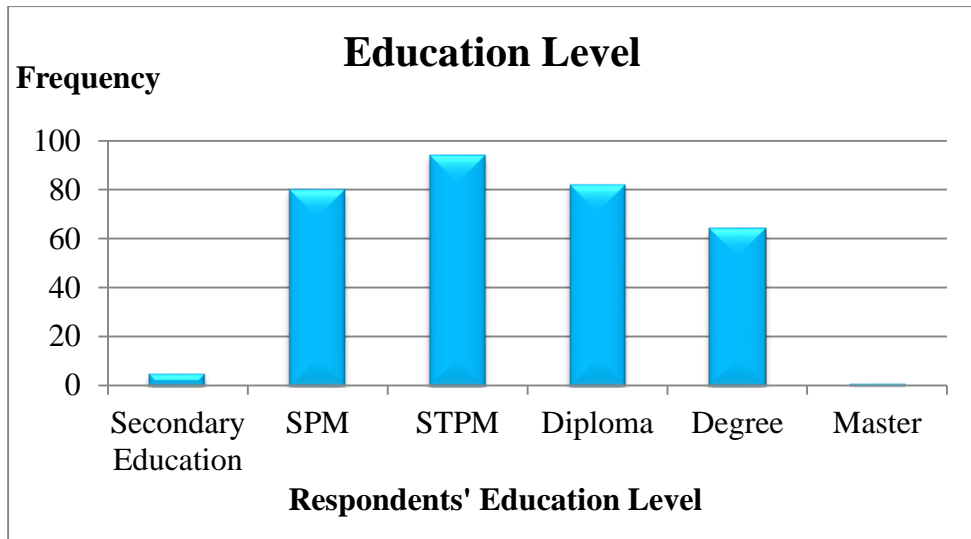
Figure above show the respondent's marital status. The result shows that most of the employees were single, which has 243 (74.50%) respondents. On the other hands, employees who got married which has 83 (25.50%) respondents.

Table 4.5: Statistics of Respondents' Education Level

Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary Education	5	1.5	1.5	1.5
SPM	80	24.5	24.5	26.1
STPM	94	28.8	28.8	54.9
Diploma	82	25.2	25.2	80.1
Degree	64	19.6	19.6	99.7
Master	1	.3	.3	100.0
Total	326	100.0	100.0	

Source: Developed for the research

Figure 4.5: Statistics of Respondents' Education Level



Source: Developed for the research

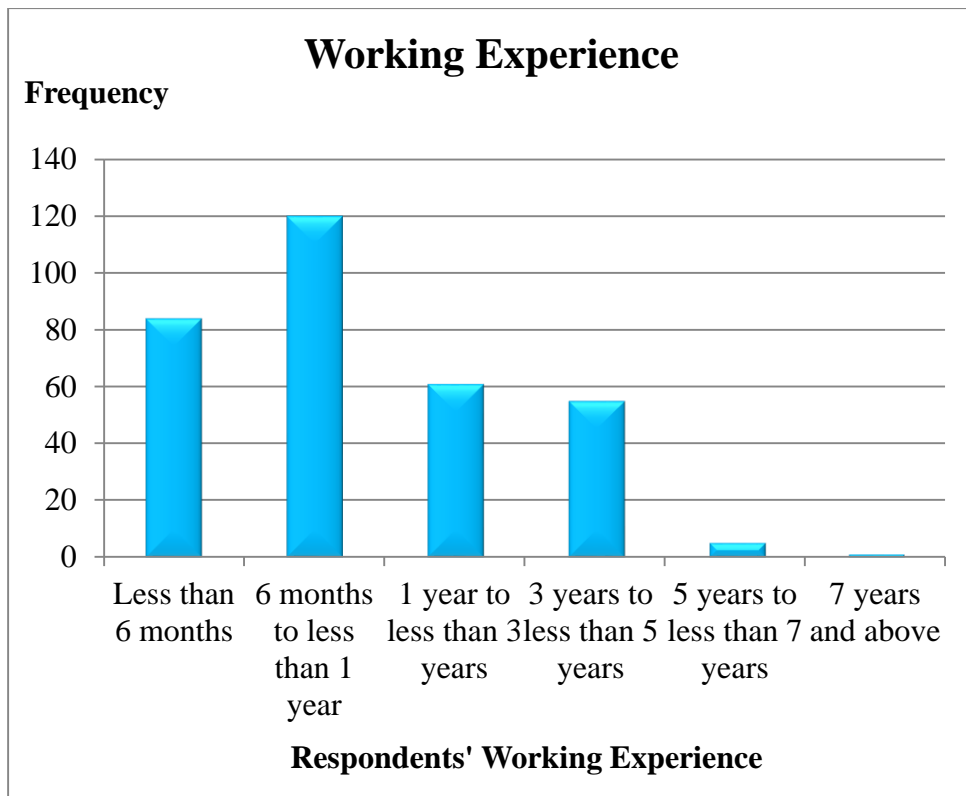
In the terms of education level, there have 6 levels of qualification which are secondary education, SPM, STPM, Diploma, Degree and Master. There are total 326 respondents. Table and figure show that there are 94 (28.8%) respondents are STPM holder. It follows by 82 (25.2%) of the respondents are Diploma holder and 80 (24.5%) of the respondents are SPM holder. Furthermore 5 (1.5%) of the respondents are from secondary school. Then there are only 1 (0.3 %) of the respondents archived Master.

Table 4.6: Statistics of Respondents' Working Experience

Working Experience	Frequency	Percent	Valid Percent	Cumulative Percent
< 6 months	84	25.8	25.8	25.8
6 months - 1 year	120	36.8	36.8	62.6
1 year - 3 years	61	18.7	18.7	81.3
3 years - 5 years	55	16.9	16.9	98.2
5 years - 7 years	5	1.5	1.5	99.7
7 years and above	1	.3	.3	100.0
Total	326	100.0	100.0	

Source: Developed for the research

Figure 4.6: Statistics of Respondents' Working Experience



Source: Developed for the research

Based on the result above, most of the respondents have just working for 6 months to less than 1 year in their organizations, which are 120 (36.8%) of the respondents. There are 84 (25.8%) of respondents having working in their organizations for less than 6 months. Moreover, there are 61 (18.7%) of the respondents have worked for 1 year less than 3 years for the organizations. This follows by 55 (16.9%) of the respondents have 3 years to less than 5 years working experience in their organizations. Next, 5 (1.5%) of the respondents have work on their organizations for 5 years to less than 7 years. There is only 1 (0.3%) of the respondents have the longest 7 years and above working experience.

4.1.2 Central Tendencies Measurement of Constructs

4.1.2.1 Affective Commitment

Table 4.7: Statistics of Affective Commitment

Statements	N	Mean	Standard Deviation	Ranking (Mean)
I would be very happy to spend the rest of my career with this organization.	326	4.3681	1.66394	3
I really feel as if this organization's problems are my own.	326	4.4724	1.41122	1
I do not feel a strong sense of "belonging" to my organization. (R)	326	3.4908	1.35587	6
I do not feel "emotionally attached" to this organization. (R)	326	3.5767	1.41376	5
I do not feel like "part of the family" at my organization. (R)	326	3.6135	1.32119	4
This organization has a great deal of personal meaning for me.	326	4.3773	1.30395	2

Source: Developed for the research

Table 4.7 shows the percentage of responses, means and standard deviations for each statement of affective commitment. Referring to the table, the statement "I really feel as if this organization's problems are my own" has the highest ranking in mean which is 4.4724. There are 37.4% of respondents slightly agree on this statement while only 4.0% of respondents strongly agree on this statement.

The reverse-keyed statement “I do not feel a strong sense of "belonging" to my organization” has the lowest ranking in mean which is 3.4908. 34.0% of respondents slightly agree on this statement while only a small number of respondent strongly agree on this statement which is only 3.1% of them.

On the other hand, the statement “This organization has a great deal of personal” has the second highest mean which is 4.3773. Follow by statement “I would be very happy to spend the rest of my career with this organization”, “I do not feel like "part of the family" at my organization.” and “I do not feel "emotionally attached" to this organization”. The mean of these statements are 4.3681, 3.6135, and 3.5767 respectively. Among all six statements, “I do not feel like "part of the family" at my organization ” , “I do not feel "emotionally attached" to this organization”, and “I do not feel a strong sense of "belonging" to my organization are reverse-keyed statement. At the same time, these three reverse-keyed statements have the lowest mean.

4.1.2.2 Continuance Commitment

Table 4.8: Statistics of Continuance Commitment

Statements	N	Mean	Standard Deviation	Ranking (Mean)
Right now, staying with my organization is a matter of necessity as much as desire.	326	4.7454	1.87113	5
It would be very hard for me to leave my organization right now, even if I wanted to.	326	4.8466	1.92660	3
Too much of my life would be disrupted if I decided I wanted to leave my organization now.	326	4.8712	1.93636	2
I feel that I have too few options to consider leaving this organization.	326	4.6963	1.94615	6
If I had not already put so much of myself into this organization, I might consider working elsewhere.	326	4.8773	1.76382	1
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	326	4.8190	1.83498	4

Source: Developed for the research

Table 4.8 shows the percentage of responses, means and standard deviations for each statement of continuance commitment. Based on the table, the statement “If I had not already put so much of myself into this organization, I might consider working elsewhere” has the highest ranking in mean which is 4.8773. At the same time, this statement has the lowest standard deviation which is 1.76382. There are 26.4% of respondents agree and 5.5% of respondents strongly disagree to this statement.

In contrast, the statement “I feel that I have too few options to consider leaving this organization” has the lowest ranking of mean which is 4.6963. Other than that, it also has the highest standard deviation compare to other statement, which is 1.94615. Approximately 25.8% of respondents feels agree on this statement against 11.7% respondent who disagree on this statement. Furthermore, only 8.0% of respondents slightly disagree to this statement.

Other statements such as “Too much of my life would be disrupted if I decided I wanted to leave my organization now” have the second highest mean which is 4.8712 while “Right now, staying with my organization is a matter of necessity as much as desire” have the second lowest mean which is 4.7454. The mean of statement “It would be very hard for me to leave my organization right now, even if I wanted to” and “One of the few negative consequences of leaving this organization would be the scarcity of available alternatives” are 4.8466 and 4.8190 respectively.

4.1.2.3 Normative Commitment

Table 4.9: Statistics of Normative Commitment

Statements	N	Mean	Standard Deviation	Ranking (Mean)
I do not feel any obligation to remain with my current employer. (R)	326	3.3834	1.64089	5
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	326	4.6871	1.75244	2
I would feel guilty if I left my organization now.	326	4.6442	1.77567	3
This organization deserves my loyalty.	326	4.6350	1.73964	4
I would not leave my organization right now because I have a sense of obligation to the people in it.	326	4.6442	1.60262	3
I owe a great deal to my organization.	326	4.7178	1.56700	1

Source: Developed for the research

From the Table 4.9, the statement with the highest mean fall on “I owe a great deal to my organization” which is 4.7178. This statement also has the lowest standard deviation which is 1.56700. There are 27.6% respondents agree to this statement. However, 2.1% strongly disagree with it.

The statement “I do not feel any obligation to remain with my current employer” has the lowest ranking in mean which is 3.3834. There are 25.5% respondents disagree to this statement. However, 8.6% agree with it. Meanwhile, the highest standard deviation fall to “I would feel guilty if I left my organization now” that is 1.77567.

While for the other rank and mean, the statement “Even if it were to my advantage, I do not feel it would be right to leave my organization now” has the second highest mean which is 4.6871. The statement “I would feel guilty if I left my organization now” and “I would not leave my organization right now because I have a sense of obligation to the people in it” have the third highest mean which is 4.6442. This is a reversed-keyed statement. The statement “This organization deserves my loyalty” has the fourth highest mean which is 4.6350. The statement “I do not feel any obligation to remain with my current employer” has the fifth highest mean which is 4.6166.

4.1.2.4 Intention to Leave

Table 4.10: Statistics of Intention to Leave

Statements	N	Mean	Standard Deviation	Ranking (Mean)
I often think about leaving the organization.	326	3.1135	2.02507	1
I am looking for a job in another organization.	326	3.0368	1.94664	2
I will probably leave the organization next year.	326	3.0092	2.07474	3

Source: Developed for the research

From the Table 4.10, “I often think about leaving the organization” has the highest ranking in mean which is 3.1135. There are 6.4% respondents agree to this statement. However, 25.2% strongly disagree with it.

“I will probably leave the organization next year” is the statement with the lowest mean that is 3.0092. The highest standard deviation also fall on this statement that is 2.07474. There are 7.7% of respondents agree to this statement. Meanwhile, “I am looking for a job in another organization” has the lowest standard deviation that is 1.94664. The second highest mean was fall on this statement that is 3.0368.

4.2 Scale Measurement

4.2.1 Reliability Analysis

Table 4.11: Reliability Test Result for Full Study

No.	Constructs	Cronbach's Alpha	Items	Number of respondents
1	Affective Commitment	0.873	6	30
2	Continuance Commitment	0.911	6	30
3	Normative Commitment	0.895	6	30
4	Intention to Leave	0.799	3	30

Source: Developed for the research

Table 4.7 shows the results of reliability analysis for the three independent variables (affective commitment, continuance commitment and normative commitment) and the dependent variable (intention to leave). The intention to leave showed the lower value of Cronbach's alpha among all the independent variables which is 0.799, but also representing a good variability. Generally, the three independent variables showed a very good reliability. For the independent variable affective commitment, the Cronbach alpha is 0.873. Besides that, continuance commitment was the highest level of reliability in the independent variables which is 0.911, followed by normative commitment is 0.895. In conclusion, all the variables showed a Cronbach's alpha more than 0.70, so the reliability of the questionnaires in this research can be considered good.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Coefficient Analysis

For this section, direction and strength of the relationship will be analyzed. Furthermore, by using the following Pearson Correlation Coefficient table, whether the relationship among different variables are significant were also being analyzed.

Table 4.12: Pearson Correlation Coefficient

Coefficient Range	Strength
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
0.00 to ± 0.20	Slight, almost negligible

Source: Hair, J. F. Jr., Money, A. H., Samouel, P., & Page, M. (2007). Research Methods for Business. Chichester. West Sussex: John Wiley & Sons, Inc.

Table 4.13: Pearson Correlation Coefficient Analysis Result

	AC	CC	NC	ITL
AC	1			
CC	0.607*	1		
NC	0.578*	0.662*	1	
ITL	-0.784*	-0.794*	-0.810*	1

Note: AC = Affective Commitment; CC = Continuance Commitment;

NC = Normative Commitment; ITL = Intention to Leave

* $p < 0.05$

Source: Developed for the research

4.3.1.1 Affective Commitment and Intention to Leave

H₀: There is no significant relationship between affective commitment and intention to leave.

H₁: There is a significant relationship between affective commitment and intention to leave.

From the Table 4.13, the relationship between affective commitment and intention to leave is negatively correlated. This is because its correlation coefficient value is negative that is -0.784. Therefore, when there is a high affective commitment, there will be a low intention to leave. The strength of this relationship is high due to correlation coefficient value of -0.784 falls in the range of ± 0.71 to ± 0.90 . As p-value 0.000 less than alpha value 0.05, affective commitment in relation with intention to leave is significant. In conclusion, accept alternative hypothesis and reject null hypothesis.

4.3.1.2 Continuance Commitment and Intention to Leave

H₀: There is no significant relationship between continuance commitment and intention to leave.

H₁: There is a significant relationship between continuance commitment and intention to leave.

Table 4.13 also shows that the relationship between continuance commitment and intention to leave is negatively correlated. This is because its correlation coefficient value is negative that is -0.794. Therefore, when there is a high continuance commitment, there will be a low intention to leave. The strength of this relationship is high due to correlation coefficient value of -0.794 falls in the range of ± 0.71 to ± 0.90 . As p-value 0.000 is less than alpha value 0.05, continuance commitment in relation with intention to leave is significant. In conclusion, accept alternative hypothesis and reject null hypothesis.

4.3.1.3 Normative Commitment and Intention to Leave

H₀: There is no significant relationship between normative commitment and intention to leave.

H₁: There is a significant relationship between normative commitment and intention to leave.

Furthermore, Table 4.13 shows the relationship between normative commitment and intention to leave is negatively correlated. This is because its correlation coefficient value is negative that is -0.810. Therefore, when there is a high normative commitment, there will be a low intention to leave. The strength of this relationship is high due to correlation coefficient value of -0.810 falls in the range of ± 0.71 to ± 0.90 . As the p-value 0.000 is less than the alpha value 0.05, normative commitment in relation with intention to leave is significant. In conclusion, accept alternative hypothesis and reject null hypothesis.

4.3.2 Multiple Linear Regression Analysis

4.3.2.1 Organizational Commitment and Intention to Leave

H₀: There is no significant relationship between organizational commitment and intention to leave.

H₁: There is a significant relationship between organizational commitment and intention to leave.

Table 4.14: Multiple Linear Regression Analysis Result

Variable	Beta
Affective Commitment	-0.569*
Continuance Commitment	-0.339*
Normative Commitment	-0.488*
R Square = 0.853*	

* $p < 0.05$

Source: Developed for the research

From Table 4.14, the model has a p-value 0.000 which is less than the alpha value 0.05. Hence, the F-statistic is significant. The model is a good descriptor for dependent variables in relation with independent variables. Besides, the p-value for each independent variable also less than alpha value 0.05. Therefore, the independent variables including affective commitment, continuance commitment, and normative commitment are significant in explaining the variance of intention to leave. The alternate hypothesis is supported by the data.

Furthermore, R square equal to 0.853. This indicates that 85.3% of dependent variable which is intention to leave can be explained by the three independent variables including affective commitment, continuance commitment, and normative commitment. However, the remaining 14.7% (100% - 85.3%) was unexplained in this study. This means that there are some other critical variables for explaining intention to leave were not being take into account in this study.

By using the results shown in Table 4.14, researchers will be able to generate following equation:

$$\text{Intention to Leave} = 9.469 - 0.569 (\text{Affective Commitment}) - 0.339 (\text{Continuance Commitment}) - 0.488 (\text{Normative Commitment})$$

Based on the results, all three independent variables have a negative relationship with the intention to leave. For every 1 unit increase in affective commitment, intention to leave will reduce 0.569 units. Meanwhile, for every 1 unit increase in continuance commitment, intention to leave will reduce 0.339 units. While for every 1 unit increase in normative commitment, intention to leave will reduce 0.488 units.

In addition, independent variable with the highest beta indicates that it has the most significant effect towards its dependent variable. So, the Table 4.14 shows that affective commitment has the highest negative beta of 0.569, which mean it contribute the most and has stronger effect towards intention to leave as compared to other two independent variables.

4.3.2.2 Moderating Effect of Age

Table 4.15: Significant Level of Moderating Effect

Variable	Significant Level
Affective Commitment × Age	0.376
Continuance Commitment × Age	0.110
Normative Commitment × Age	0.001

Source: Developed for the research

Hypothesis 5:

H₀: Age groups do not moderate the relationship between affective commitment and intention to leave.

H₁: Age groups moderate the relationship between affective commitment and intention to leave.

Based on the Table 4.15, Age does not has the moderating effect on affective commitment in relation with intention to leave since the p-value 0.376 is more than the alpha value 0.05. Thus, alternate hypothesis is not supported.

Hypothesis 6:

H₀: Age groups do not moderate the relationship between continuance commitment and intention to leave.

H₁: Age groups moderate the relationship between continuance commitment and intention to leave.

Besides, age also does not has the moderating effect on continuance commitment in relation with intention to leave because the p-value 0.110 is more than the alpha value 0.05. Thus, alternate hypothesis also not supported.

Hypothesis 7:

H₀: Age groups do not moderate the relationship between normative commitment and intention to leave.

H₁: Age groups moderate the relationship between normative commitment and intention to leave.

Age only has moderating effect on the relationship between normative commitment and intention to leave as the p-value 0.001 is less than the alpha value 0.05. Hence, the alternate hypothesis is supported and the null hypothesis is rejected.

4.4 Conclusion

In the beginning of this chapter, the respondents' demographic information were analyzed and summarized into tables and figures. The constructs measurement of total 21 statements used to measure the variables have presented. Besides, the reliability of the statements of the variables is measured by using internal reliability test. On the other hand, Pearson correlation is used to measure the strength, direction, and significance of the bivariate relationship between the variables. Moreover, multiple regressions analysis also used to analyze the relationship between the dependent variable and multiple independent variables. All the results in this chapter will be summarized and discussed in the following chapter.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

Chapter 5 is the discussion of the results generated in the previous chapter. It provides a summary of both descriptive and inferential analyses as well as the major findings. There are a few implications included in this chapter which show how the study could be contributed to the real world. Besides, some limitations have been found in this research and future research suggestions have been provided to minimize the effect of the limitations as well as propose a new research area.

5.1 Summary of Statistical Analyses

5.1.1 Descriptive Analyses

The main objective of this research is to identify the relationship between organizational commitment and intention to leave when moderated by age groups. The characteristic of respondents are described by using the demographic factors such as gender, age, respondents' ethnic group, marital status, education level and working experience. In order to obtain this data, researchers have included the demographic profile at the section B of the questionnaire. Below are the results of the frequency analysis.

For the respondents' marital status 243 (74.50%) respondents were single, while which has 83 (25.5%) respondents were married. For education level, 94 (28.8%) respondents are STPM holder, 82 (25.2%) of the respondents are Diploma holder, 80 (24.5%) of the respondents are SPM holder, 5 (1.5%) of the respondents are from secondary school and only 1 (0.3 %) of the respondents archived Master. For the working experience, 120 (36.8%) of the respondents were working for 6 months to less than 1 year, 84 (25.8%) of respondents having working in their organizations for less than 6 months, 61 (18.7%) of the respondents have worked for 1 year less than 3 years, 55 (16.9%) of the respondents have 3 years to less than 5 years, 5 (1.5%) of the respondents have work on their organizations for 5 years to less than 7 years and only 1 (0.3%) of the respondents have the longest 7 years and above working experience.

5.1.2 Inferential Analyses

5.1.2.1 Pearson Correlation Coefficient Analysis

Based on the results obtained from Pearson test in Table 4.13, all three independent variables are negatively related with intention to leave. These three independent variables including affective commitment, continuance commitment, and normative commitment also have a negative correlation coefficient value which is -0.784, -0.794 and -0.810 respectively. This indicates they are negatively correlated to intention to leave.

5.1.2.2 Multiple Linear Regressions Analysis

Based on the results obtained from multiple linear regression analysis in Table 4.14, 85.3% of the variation in intention to leave is explained by affective commitment, continuance commitment, and normative commitment. Besides, the model is significant at the 0.000 level. Hence, F-statistic also is significant which indicates that this model is a good descriptor of the relation between intention to leave and affective commitment, continuance commitment, and normative commitment. Furthermore, the independent variable of affective commitment has the highest negative beta which is 0.569, this indicates that it contribute the most and has stronger effect towards intention to leave as compared to other two independent variables.

Following is the multiple regression equation formed from the result:

$$\text{Intention to Leave} = 9.469 - 0.569 (\text{Affective Commitment}) - 0.339 (\text{Continuance Commitment}) - 0.488 (\text{Normative Commitment})$$

Based on the Table 4.15, the results show that the moderator of age only has effect on the relation between normative commitment and intention to leave as the p-value 0.001 is less than alpha value 0.05. While it does not has moderating effect on the relation between affective commitment and intention to leave, continuance commitment and intention to leave as the p-value are more than alpha value 0.05 which is 0.376 and 0.110 respectively.

5.2 Discussions of Major Findings

Table 5.1: Summary of the Result of Hypotheses Testing

No.	Hypothesis	Result
1	There is a significant relationship between affective commitment and intention to leave.	p = 0.000 p < 0.05 Accepted
2	There is a significant relationship between continuance commitment and intention to leave.	p = 0.000 p < 0.05 Accepted
3	There is a significant relationship between normative commitment and intention to leave.	p = 0.000 p < 0.05 Accepted
4	There is a significant relationship between organizational commitment and intention to leave.	p = 0.000 p < 0.05 Accepted
5	Age groups moderate the relationship between affective commitment and intention to leave.	p = 0.376 p > 0.05 Rejected
6	Age groups moderate the relationship between continuance commitment and intention to leave.	p = 0.110 p > 0.05 Rejected
7	Age groups moderate the relationship between normative commitment and intention to leave.	p = 0.001 p < 0.05 Accepted

Source: Developed for the research

5.2.1 Affective Commitment

Based on the result generate through Pearson Correlation Test, with its analysis showing a correlation of -0.784 , there is a significant relationship between affective commitment and intention to leave. The result is consistent with previous research conducted by Meyer and Allen (as cited in Kumar & Eng, 2012), that affective commitment and intention to leave have a negative relationship. If an employee have high affective commitment, it is less likely that he or she will leave the organizations, vice versa.

According to past study, affective commitment is most influential to intention to leave compare to continuance commitment and normative commitment (Kumar & Eng, 2012). This is because affective commitment is the emotional attachment of the employee to the organizations, which emotional attachment is something that will influence the employee to wish to stay in the organizations voluntarily. In other words, if the hotel employees have affective commitment toward the organizations, they will choose to stay with the organizations even other hotels have a better offer or opportunity. However, if the hotel employees have low emotional attachment to the organizations, they will be more easily attracted to join other organizations if there is other offer or opportunity.

5.2.2 Continuance Commitment

Analysis indicates a correlation of -0.794 , prove that there is a significant relationship between continuance commitment and intention to leave. This result is in sync with the result of past research conducted by other researcher. Kumar & Eng (2012) states that continuance commitment and intention to leave have an adverse relationship, which mean if the continuance commitment is low, the intention to leave of the employee will be high.

This is because continuance commitment is related to the cost of the hotel employees staying or leaving the organizations. If the cost of leaving the hotel is high, it is most probably that the employee will choose to stay in the hotel rather than turnover to another organizations that offer less benefit. In the hotel employee point of view, continuance commitment is like betting. Based on their judgment if staying in the hotel gets to enjoy the continuance benefit that leaving the organizations could not enjoy, they will choose to continue to work for the hotel. Conversely, if leaving the hotel will have more benefit than staying in the hotel, they will not hesitate to leave the hotel and work for other organizations.

5.2.3 Normative Commitment

From the result generated in Pearson correlation analysis, it indicate that there is significant negative relationship between normative commitment and intention to leave due to the correlation of -0.810. Thus, when high in normative commitment, then low in intention to leave.

According to Allen and Meyer (1990), organization and intention to leave has an adverse relationship, which also supported by other researchers (Bartol, 1979; Moncrief, 1996; Chang, 1999; Samad, 2006). According to Kumar & Eng (2012), normative commitment is the least use as predictor to evaluate intention to leave, but it is proven that normative has negative relationship with the intention to leave.

Besides that, according to Allen and Meyer (1990), the people will have strong normative commitment to their organizations because in the organizations they might have their connected person work with them and their connected person such as parents have been worked on the organizations for many years and they are encourage their children pay loyalty to their organizations as well. Therefore, because of one of this reason the hotel employees have the obligation to stay on that organizations, lower chance they will leave.

5.2.4 Organizational Commitment

According to Thatcher, Stephina, and Boyle (2002), organizational commitment great impact in influencing intention to leave. Based on the result generate using multiple linear regression, organizational commitment has a significant relationship with intention to leave. All the independent variables possess an alpha value less than 0.05. The result shows that the three-component model have a negative relationship with intention to leave which correspond to previous research conducted by Allen and Meyer in 1990 (as cited in Bartol, 1979; Moncrief, 1996; Chang, 1999; Samad, 2006). Thus, organizational commitment has a significant and negative relationship with intention to leave. Employee will less likely leave the organization if they have high level of commitment towards the organization.

5.2.5 Age

From the result generated in chapter 4 by using multiple linear regression analysis, with the result of $0.376 > 0.05$, this represents that age does not moderate affective commitment and intention to leave. Besides that, correlation of $0.110 > 0.05$, which indicates that age also does not moderate continuance commitment and intention to leave. Whereas correlation of $0.001 < 0.05$, which show that age moderates normative commitment and intention to leave.

Age not influence affective commitment may due to no matter young or old workers they have their own emotional. They are more influence by own behavior to define things (Rhoades, Eisenberger, & Armeli, 2001). When come to determine their affective commitment level, employees who possess similar characteristics tend to have similar degree of affective commitment and intention to leave. However, the characteristics may not be change when they grow old. In other words, not all the old employees would have similar characteristics that determine whether they want to perform their jobs.

Besides that, age does not influence continuance commitment is because of this dimension is defined by the cost of leaving. (Meyer & Allen, 1991). Both young and old employees possess similar needs to survive and may perceive the similar value of the compensations and benefits given by the hotels. When come to the decision of resign from the hotels, the cost of leaving for young and old employees might be same. Therefore, age could not be a significant moderator to influence the perception of the cost of leaving from the organization.

Allen and Meyer (1993) said that employee's normative commitment is affected by age, organization tenure and positional tenure. They found that normative commitment significant increasing with employee's age. Moreover, the increase in age resulted in lower intention to turnover (Jonathan, Thibeli, & Darroux, 2013).

From the result generated and findings from researchers, we know that employees from different age groups tends to have different impact on their normative commitment and intention to leave. They may perceive different level of obligation on their job which would influence their willingness to stay with their organizations. The researchers proposed that increasing the normative commitment would have higher reduction of old employees' intention to leave. However, the process of supporting this statement is beyond the scope of this research.

Despite that, old employees have worked with the organizations for years and experience many things. They know the operation of the organizations and may gain some supports from the organizations when they are facing difficulties. Some of them might start working when the organizations starts from a scratch. Therefore, they make their job as an obligation from not letting the organizations fall down as they play a part of the organizations.

5.3 Implications of the Study

5.3.1 Managerial Implications

High turnover rate has become a critical issue for many organizations, this research advocate that organizational commitment is the most significant predictor for the intention to leave. In other words, organizations could reduce the cost of hiring by increasing the organizational commitment of their employees. However, instead of focusing on broad concept of organizational commitment, Meyer and Allen (1991) had developed a three-component model that divided organizational commitment into three independent dimensions. Therefore, organizations could maximize their employees' commitment by emphasizing these three variables.

The first independent variable is affective commitment that indicate the extent to which the employees want to work with organizations. The result shows that affective commitment has negative relationship towards the intention to leave. According to Meyer and Allen (1991), affective commitment would be influenced by the characteristics of the job as well as the employees that ultimately form the work experience. Therefore, organizations should conduct job analysis and employee personality test so that they could have a better understanding of the employees and their jobs. After that, corresponding action should be taken such as job rotation, decentralization of decision making, or job enrichment and enlargement according to the employees' personalities. This would increase the person-organization fit as well as the emotional attachment of the employees towards the organization since the jobs are fit to them and they want to do so (Kristof-Brown, Zimmerman, & Johnson, 2005; McConnell, 2003).

The second variable is continuance commitment. Result of the study also indicate that its relationship with intention to leave is negative and significant. According to Abdullah and Abdul (2014), continuance commitment is how much the employees willing to remain the employment due to cost of leaving is high. In order to increase continuance commitment, organizations could provide more incentives or benefits which would be taken away if they resign from the organizations. Some of the benefits such as accommodations and transportations are appropriate because they are the basic physiological needs. If employees resign from the organization, they have to look for a new place to live or another way to travel to their new workplace.

The last independent variable is normative commitment and also significant associated with intention to leave. Normative commitment is the perception of the employees in which they have the moral obligation to continue their employment in the organization (Doyle, 2014). Employees would it is their obligation to perform their works and this perception could be result from socialization process as well as the investments which the organizations have placed upon the employees such as the training costs (Meyer & Allen, 1991). Therefore, organizations could focus on their employees' career planning and development in order to increase their normative commitment. Training courses, part time study program, and others learning trips are some of the methods that could develop the employees' skills as well as their normative commitment if all the costs are bear by the organization.

On the other hand, the moderating effect of age which studied by this research should be taken into consideration when designing the strategies to increase the employees' organizational commitment. Result of the study shows that age moderate the relationship between normative commitment and intention to leave. It indicates that the effect of the proposed strategies to increase the affective and continuance commitment would be same for both young and old employees.

As a result, affective and continuance commitment will be more effective in increasing overall organizational commitment than normative commitment. Organizations should emphasize more on these two variables if the ultimate objective is to increase all employees' commitment and reduce overall turnover rate. However, whether young or old employees' normative commitment have more contribution to reduce their intention to leave is beyond the scope of this research, therefore, further implication of the moderating effect of age requires future study.

5.4 Limitations of the Study

Throughout the research, some limitations which may affect the reliability of the results as well as the objectivity when generalizing the hypothesis to whole hospitality industry in Malaysia. These limitations should be taken into consideration when other researchers or other organizations want to use the results or proposed implications of the study. The purpose of discovering the limitations is not to reject the hypothesis but to avoid in the future research.

5.4.1 Sampling Location

The some limitations is lying on the research methodology. The first limitation is the location where the survey has been conducted. Penang is selected as the sampling location due to there are many hotels and convenient for the researchers. However, there are total 13 states in Malaysia and each state represents a significant contribution to the hospitality industry in Malaysia. Therefore, the data obtained solely from one state is difficult to generalize to the whole hospitality industry in Malaysia.

5.4.2 Sampling Technique

The second limitation is about the method used to select the target respondents. Since the researchers are using convenience sampling technique, the objectivity of the result is less due to it is a nonprobability sampling method. Researchers select the sample based on their convenience and generally only those respondents who have the opportunity to meet the researchers got the chance being selected. In other words, not all the employees who work at Penang hotels have equal probability to be selected.

5.4.3 Target Sample

Another limitation is the coverage of the type of employees. The objective of this research is to cover all the employees who work in hospitality industry. So, the researchers decided to include from top to first-line employees in the survey. However, due to the convenience sampling method is adopted, most of the employees that researchers met is first-line employees. It intimates that the results only applicable to the first-line employees.

5.4.4 Number of Young and Old Samples

The following limitation is the proportion of young and old employees in the sample. As stated in the previous chapter. The difference between the numbers of young and old employees have been studied is large. The frequency distribution of age is right skewed and there are more young employees included in the survey. Since age is the moderator in this research, an approximately equal numbers of young and old employees are important to the reliability of the results.

5.4.5 Resources Constraints

The last limitation is the time and financial constraint. The sampling location is limited to only one state is mainly due to lack of sufficient time as well as the fund. The whole research is required to be completed within seven months and at the same time the researchers also have to complete other requirements or responsibilities given by other subjects as undergraduate students. Besides, high transportation expenses and difficulty in obtaining responses and cooperation from the hotels have increase the challenges for the researchers to gather the data. As mentioned earlier, the researchers are difficult to approach top management employees.

5.5 Recommendations for Future Research

Based on the limitations stated above, several future research suggestion are developed in order to minimize the impact of the constraints as well as improve the reliability of the implications of the research.

The first future research suggestion is about the research methodology. Although convenience sampling is easy and less cost to carry out, probability sampling technique should be the first consideration in order to improve the result. Since the age is the moderator in this research, stratified sampling could be a more appropriate method. By obtaining a sample which contains the similar number of young and old employees to the population would increase the reliability of the results. However, it is required the researchers to obtain the information of the population regarding their age. Therefore, the whole research may limit to one state of the Malaysia so that the cost of getting the information is reduced.

Another suggestion is to expand the research to other area. This research is done in Penang, therefore, future research could be carried out in other place such as Malacca, Kuala Lumpur, or even whole Malaysia. The selection of sampling location should also base on the contribution to the Malaysia hospitality industry since those locations could result a significant impact to the industry if the high turnover rate still exists.

The following suggestion is regarding the moderating effect of age. This research only concentrates only the moderating effect of age. However, the study of whether young or old have more significant impact to the relationship is beyond the scope of this research. Therefore, in the future research, the impact of different categories of age group to the relationship between normative commitment and intention to leave could be investigated so that a better implication could be made.

As an extent to this research, the moderating effort of working experience should be explored in the future study. Age is the moderator in this research and the result shows that age is only moderating the relationship between normative commitment and intention to leave. The other two dimensions are said to be not moderated by age. However, the result may be questionable because many young employees are included in the sample and most of them have joint the hotels for a short period of time. The less working experience in the organizations may result less commitment as the employees are socializing and adapting themselves to the organizations. If the organizational culture and norms are mismatch with the employees, they might have high intention to leave at the beginning. Nevertheless, they could have high organizational commitment when they socialize to the organizations. Besides, work experience and socialization are important in predicting organizational commitment (Meyer & Allen, 1991).

5.6 Conclusion

Throughout the research, the results show that organizational commitment is significantly associated with intention to leave. These results are consistent with previous studies done in different sampling location in which the three dimensions of organizational commitment represent important factors in determining intention to leave. It indicates that emphasizing on employees' organizational commitment is an effective way to maintain a low turnover rate in hospitality industry.

Besides, the study of the moderating effect of age in this research shows that age is moderating the relationship between normative commitment and intention to leave. Although the detail investigation of this moderating effect is beyond the scope of the results. This result indicate that employees from different generations would have different perception on the moral obligation towards the organization that may influence the relationship of normative commitment and intention to leave.

By using the result, this research provides a better understanding for the hotel managers in implementing proper strategy to retain talented employees. It is proven that increasing employees' organizational commitment would successfully reduce their intention to leave. There are a few implications provided in this chapter to help the hotels control their turnover rate by reducing the intention to leave of the employees through increasing their organizational commitment.

On the other hand, the researchers point out the limitations of this research which may reduce the reliability of the results. After that, a few suggestions for future research have been given which could avoid the limitations found and contribute to the understanding of organizational commitment and intention to leave.

In conclusion, this research contributes to the hospitality industry by have a better understanding of the association between organizational commitment and intention to leave as well as the moderating effect of age in their relationships. Hospitality industry has been selected as target industry due to high turnover rate exist in the industry and it represent a significant contribution to Malaysia GDP. The results indicate that intention to leave could be influenced by organizational commitment. Hence, hotel managers should maintain a high organizational commitment among employees so that they could ensure the services quality and organizational sustainability.

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Appendix A: Letter of Permission to Conduct Survey



UNIVERSITI TUNKU ABDUL RAHMAN
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

5th May 2014

To Whom It May Concern

Dear Sir/Madam

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

<u>Name of Student</u>	<u>Student ID</u>
CHIEW MENG SEI	11ABB02617
FOO MEI YEE	12ABB07518
HO SU LING	11ABB07310
HU SIEW PING	12ABB07501
TAN SUE ZHAN	12ABB06893

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely

.....
Mr Kuek Thiam Yong
Supervisor and Head of Department,
Faculty of Business and Finance
Email: kuekty@utar.edu.my

Address: No.9, Jalan Bersatu 13/4, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia
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Tel: (603) 7958 2628 Fax: (603) 7956 1923 Homepage: <http://www.utar.edu.my>



Appendix B: Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF BUSINESS AND FINANCE

BACHELOR OF BUSINESS ADMINISTRATION (HONS)

FINAL YEAR PROJECT

TITLE OF TOPIC: A STUDY ON THE RELATIONSHIP BETWEEN
ORGANIZATIONAL COMMITMENT AND INTENTION TO LEAVE: AGE
AS THE MODERATOR

SURVEY QUESTIONNAIRE

Dear respondent,

We are final year undergraduate students of Bachelor of Business Administration (Hons), from Universiti Tunku Abdul Rahman (UTAR). As part of the requirements of our degree program, we are required to conduct a research survey. The title of our research is “a study on the relationship between organizational commitment and intention to leave: age as the moderator”.

This questionnaire may take you approximately 15 minutes to complete. All the information collected will be kept strictly confidential and used solely for academic purpose. Thank you for your cooperation and willingness to answer the questionnaire.

If you have any doubt, please do not feel hesitate to contact us:

Name	Student ID	Hp. Number	E-mail Address
Chiew Meng Sei	11ABB02617	014-3344972	mengsei@hotmail.com
Foo Mei Yee	12ABB07518	017-6820163	purplewinter_2903@hotmail.com
Tan Sue Zhan	12ABB06893	016-5557282	sue_zhan31@hotmail.com
Ho Su Ling	11ABB07310	016-5430690	suling91@hotmail.com
Hu Siew Ping	12ABB07501	016-5938218	ping.0817@hotmail.com

General Instructions:

- 1) This questionnaire consists of three sections:
 - Section A: Respondent's Demographic Information
 - Section B: Organizational Commitment
 - Section C: Intention to Leave
- 2) Please answer **ALL** the questions in this questionnaire.

SECTION A: RESPONDENT'S DEMOGRAPHIC INFORMATION

INSTRUCTION: This section consists of 6 questions. Kindly complete **All** the questions by placing a **tick (√)** on the most appropriate answer.

1. Gender:

- Male Female

2. Age:

_____ years old

3. Ethnic group:

- Chinese Malay
 Indian Others (Please specify) _____

4. Marital status:

- Single Married

5. What is the highest level of education you have completed?

- Secondary Education SPM
 STPM Diploma
 Degree Master
 Doctor Others (Please specify)

6. How long have you work for the organization?

- Less than 6 months 6 months to less than 1 year
 1 year to less than 3 years 3 years to less than 5 years
 5 years to less than 7 years 7 years and above

SECTION B: ORGANIZATIONAL COMMITMENT*

INSTRUCTION: This section consists of 18 questions. Kindly complete **All** the questions based on your opinion about the statement. Please circle **ONLY ONE** number which reflect your degree of agreement.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Slightly Disagree
- 4 = Neutral
- 5 = Slightly Agree
- 6 = Agree
- 7 = Strongly Agree

Dimensions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
Affective Commitment							
2. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5	6	7
3. I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
4. I do not feel a strong sense of "belonging" to my organization.	1	2	3	4	5	6	7
5. I do not feel "emotionally attached" to this organization.	1	2	3	4	5	6	7
6. I do not feel like "part of the family" at my organization.	1	2	3	4	5	6	7
7. This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7

Dimensions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
Continuance Commitment							
8. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5	6	7
9. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6	7
10. Too much of my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5	6	7
11. I feel that I have too few options to consider leaving this organization.	1	2	3	4	5	6	7
12. If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5	6	7
13. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5	6	7

Dimensions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
Normative Commitment							
14. I do not feel any obligation to remain with my current employer.	1	2	3	4	5	6	7
15. 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	6	7
16. I would feel guilty if I left my organization now.	1	2	3	4	5	6	7
17. This organization deserves my loyalty.	1	2	3	4	5	6	7
18. I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5	6	7
19. I owe a great deal to my organization.	1	2	3	4	5	6	7

* Statements of Section B are adopted from Meyer, J. P., Allen, N. J., & Smith, C. A. (1993).

SECTION C: INTENTION TO LEAVE**

INSTRUCTION: This section consists of 3 questions. Kindly complete **All** the questions based on your opinion about the statement. Please circle **ONLY ONE** number which reflect your degree of agreement.

1 = Strongly Disagree (SD)

2 = Disagree (D)

3 = Slightly Disagree

4 = Neutral (N)

5 = Slightly Agree

6 = Agree (A)

7 = Strongly Agree (SA)

Dimensions	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
Intention to Leave							
1. I often think about leaving the organization.	1	2	3	4	5	6	7
2. I am looking for a job in another organization.	1	2	3	4	5	6	7
3. I will probably leave the organization next year.	1	2	3	4	5	6	7

** Statements of Section C are adapted from Carmeli & Weisberg (2006), Nadiri & Tanova (2010), and Stallworth (2003).

THANK YOU VERY MUCH FOR YOUR PARTICIPATION.

YOUR TIME AND OPINIONS ARE GREATLY APPRECIATED!

Appendix C: Descriptive Analyses of Respondents' Demographic Information

Statistics

		Gender	Age	Ethnic group
N	Valid	326	326	326
	Missing	0	0	0
Mean		1.5307	24.3926	1.9939
Median		2.0000	24.0000	2.0000
Mode		2.00	24.00	2.00
Std. Deviation		.49983	4.79093	.81143
Minimum		1.00	17.00	1.00
Maximum		2.00	45.00	3.00

Statistics

		Marital status	Highest level of education	Working experience
N	Valid	326	326	326
	Missing	0	0	0
Mean		1.2546	3.3773	2.3252
Median		1.0000	3.0000	2.0000
Mode		1.00	3.00	2.00
Std. Deviation		.43631	1.11022	1.09760
Minimum		1.00	1.00	1.00
Maximum		2.00	6.00	6.00

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	153	46.9	46.9	46.9
	Female	173	53.1	53.1	100.0
Total		326	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17.00	3	.9	.9	.9
	18.00	18	5.5	5.5	6.4
	19.00	9	2.8	2.8	9.2
	20.00	26	8.0	8.0	17.2
	21.00	35	10.7	10.7	27.9
	22.00	27	8.3	8.3	36.2
	23.00	38	11.7	11.7	47.9
	24.00	43	13.2	13.2	61.0
	25.00	29	8.9	8.9	69.9
	26.00	25	7.7	7.7	77.6
	27.00	15	4.6	4.6	82.2
	28.00	24	7.4	7.4	89.6
	29.00	4	1.2	1.2	90.8
	30.00	3	.9	.9	91.7
	31.00	3	.9	.9	92.6
	32.00	1	.3	.3	92.9
	33.00	2	.6	.6	93.6
	34.00	1	.3	.3	93.9
	35.00	1	.3	.3	94.2
	36.00	6	1.8	1.8	96.0
	37.00	3	.9	.9	96.9
	38.00	1	.3	.3	97.2
	39.00	2	.6	.6	97.9
	40.00	3	.9	.9	98.8
	41.00	1	.3	.3	99.1
	42.00	2	.6	.6	99.7
	45.00	1	.3	.3	100.0
Total		326	100.0	100.0	

Ethnic group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	108	33.1	33.1	33.1
	Malay	112	34.4	34.4	67.5
	Indian	106	32.5	32.5	100.0
	Total	326	100.0	100.0	

Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	243	74.5	74.5	74.5
	Married	83	25.5	25.5	100.0
	Total	326	100.0	100.0	

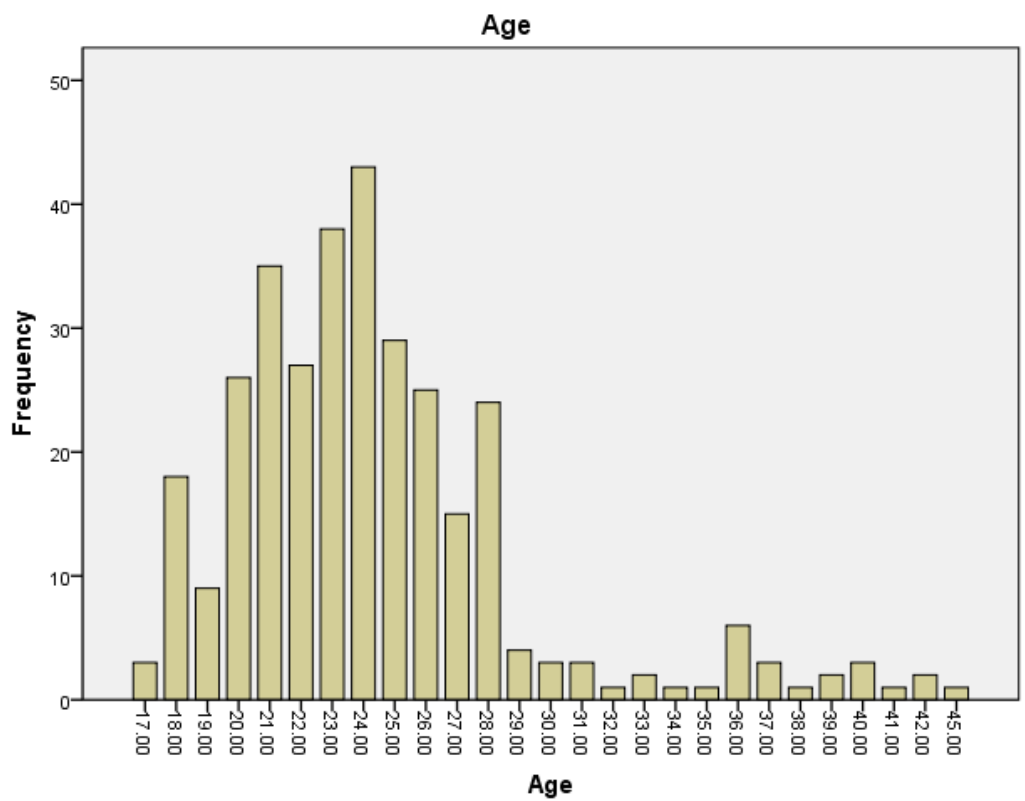
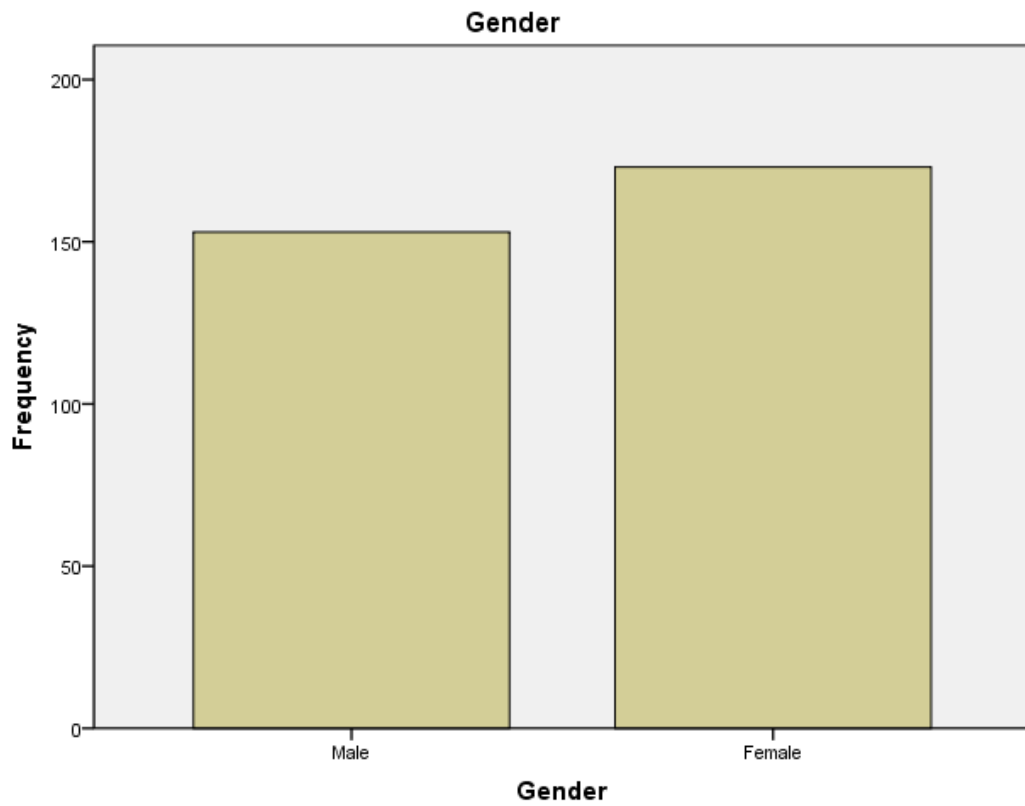
Highest level of education

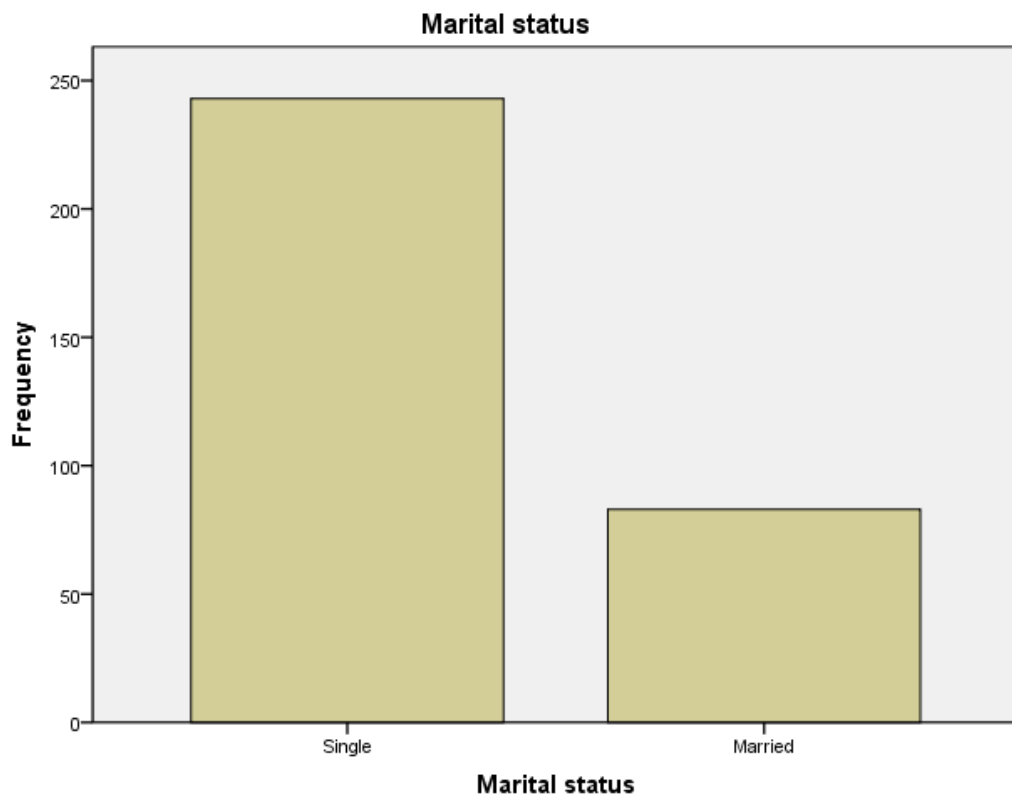
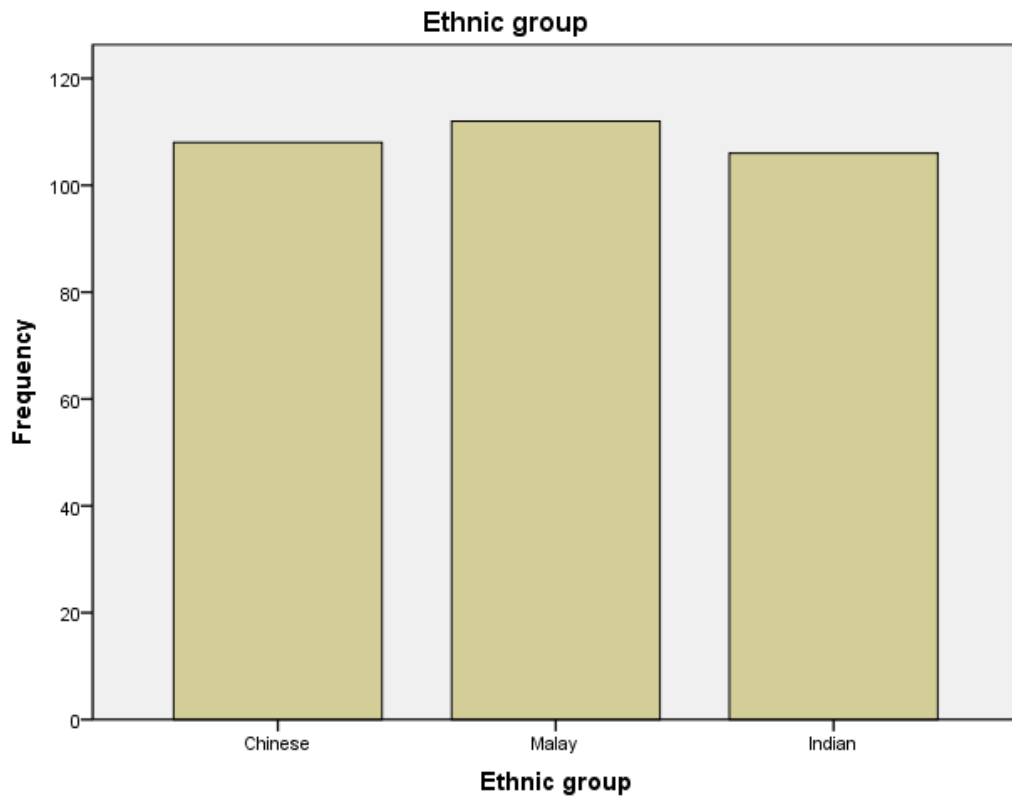
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary Education	5	1.5	1.5	1.5
	SPM	80	24.5	24.5	26.1
	STPM	94	28.8	28.8	54.9
	Diploma	82	25.2	25.2	80.1
	Degree	64	19.6	19.6	99.7
	Master	1	.3	.3	100.0
	Total	326	100.0	100.0	

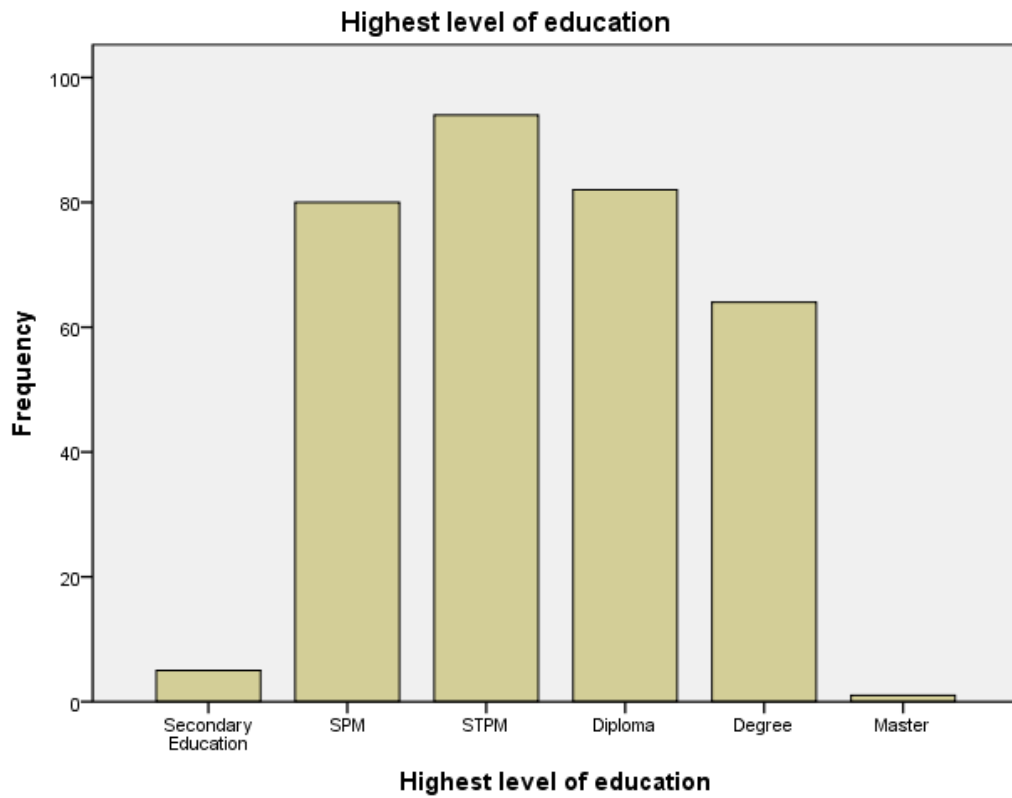
Working experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 months	84	25.8	25.8	25.8
	6 months to less than 1 year	120	36.8	36.8	62.6
	1 year to less than 3 years	61	18.7	18.7	81.3
	3 years to less than 5 years	55	16.9	16.9	98.2
	5 years to less than 7 years	5	1.5	1.5	99.7
	7 years and above	1	.3	.3	100.0
	Total	326	100.0	100.0	

Bar Chart







Appendix D: Descriptive Analyses of Affective Commitment

Statistics

		Affective Commitment Statement 1	Affective Commitment Statement 2	Affective Commitment Statement 3 (R)
N	Valid	326	326	326
	Missing	0	0	0
Mean		4.3681	4.4724	3.4908
Median		4.0000	5.0000	3.0000
Mode		4.00	5.00	3.00
Std. Deviation		1.66394	1.41122	1.35587
Minimum		1.00	1.00	1.00
Maximum		7.00	7.00	7.00

Statistics

		Affective Commitment Statement 4 (R)	Affective Commitment Statement 5 (R)	Affective Commitment Statement 6
N	Valid	326	326	326
	Missing	0	0	0
Mean		3.5767	3.6135	4.3773
Median		3.0000	3.0000	5.0000
Mode		3.00	3.00	5.00
Std. Deviation		1.41376	1.32119	1.30395
Minimum		1.00	1.00	1.00
Maximum		7.00	7.00	7.00

Frequency Table

Affective Commitment Statement 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	27	8.3	8.3	8.3
	Disagree	22	6.7	6.7	15.0
	Slightly Disagree	34	10.4	10.4	25.5
	Neutral	81	24.8	24.8	50.3
	Slightly Agree	78	23.9	23.9	74.2
	Agree	51	15.6	15.6	89.9
	Strongly Agree	33	10.1	10.1	100.0
	Total	326	100.0	100.0	

Affective Commitment Statement 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	4.9	4.9	4.9
	Disagree	21	6.4	6.4	11.3
	Slightly Disagree	29	8.9	8.9	20.2
	Neutral	69	21.2	21.2	41.4
	Slightly Agree	122	37.4	37.4	78.8
	Agree	56	17.2	17.2	96.0
	Strongly Agree	13	4.0	4.0	100.0
	Total	326	100.0	100.0	

Affective Commitment Statement 3 (R)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	3.1	3.1	3.1
	Disagree	66	20.2	20.2	23.3
	Slightly Disagree	111	34.0	34.0	57.4
	Neutral	76	23.3	23.3	80.7
	Slightly Agree	30	9.2	9.2	89.9
	Agree	22	6.7	6.7	96.6
	Strongly Agree	11	3.4	3.4	100.0
	Total	326	100.0	100.0	

Affective Commitment Statement 4 (R)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.1	2.1	2.1
	Disagree	65	19.9	19.9	22.1
	Slightly Disagree	115	35.3	35.3	57.4
	Neutral	65	19.9	19.9	77.3
	Slightly Agree	37	11.3	11.3	88.7
	Agree	20	6.1	6.1	94.8
	Strongly Agree	17	5.2	5.2	100.0
	Total	326	100.0	100.0	

Affective Commitment Statement 5 (R)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.2	1.2	1.2
	Disagree	54	16.6	16.6	17.8
	Slightly Disagree	120	36.8	36.8	54.6
	Neutral	83	25.5	25.5	80.1
	Slightly Agree	32	9.8	9.8	89.9
	Agree	17	5.2	5.2	95.1
	Strongly Agree	16	4.9	4.9	100.0
	Total	326	100.0	100.0	

Affective Commitment Statement 6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	3.7	3.7	3.7
	Disagree	23	7.1	7.1	10.7
	Slightly Disagree	36	11.0	11.0	21.8
	Neutral	73	22.4	22.4	44.2
	Slightly Agree	125	38.3	38.3	82.5
	Agree	55	16.9	16.9	99.4
	Strongly Agree	2	.6	.6	100.0
	Total	326	100.0	100.0	

Appendix E: Descriptive Analyses of Continuance Commitment

Statistics

		Continuance Commitment Statement 1	Continuance Commitment Statement 2	Continuance Commitment Statement 3
N	Valid	326	326	326
	Missing	0	0	0
Mean		4.7454	4.8466	4.8712
Median		5.0000	5.0000	5.0000
Mode		6.00	6.00	7.00
Std. Deviation		1.87113	1.92660	1.93636
Minimum		1.00	1.00	1.00
Maximum		7.00	7.00	7.00

Statistics

		Continuance Commitment Statement 4	Continuance Commitment Statement 5	Continuance Commitment Statement 6
N	Valid	326	326	326
	Missing	0	0	0
Mean		4.6963	4.8773	4.8190
Median		5.0000	5.0000	5.0000
Mode		6.00	6.00	6.00
Std. Deviation		1.94615	1.76382	1.83498
Minimum		1.00	1.00	1.00
Maximum		7.00	7.00	7.00

Frequency Table

Continuance Commitment Statement 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	7.7	7.7	7.7
	Disagree	36	11.0	11.0	18.7
	Slightly Disagree	21	6.4	6.4	25.2
	Neutral	36	11.0	11.0	36.2
	Slightly Agree	61	18.7	18.7	54.9
	Agree	91	27.9	27.9	82.8
	Strongly Agree	56	17.2	17.2	100.0
	Total	326	100.0	100.0	

Continuance Commitment Statement 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	29	8.9	8.9	8.9
	Disagree	28	8.6	8.6	17.5
	Slightly Disagree	20	6.1	6.1	23.6
	Neutral	42	12.9	12.9	36.5
	Slightly Agree	47	14.4	14.4	50.9
	Agree	88	27.0	27.0	77.9
	Strongly Agree	72	22.1	22.1	100.0
	Total	326	100.0	100.0	

Continuance Commitment Statement 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	27	8.3	8.3	8.3
	Disagree	27	8.3	8.3	16.6
	Slightly Disagree	27	8.3	8.3	24.8
	Neutral	39	12.0	12.0	36.8
	Slightly Agree	47	14.4	14.4	51.2
	Agree	78	23.9	23.9	75.2
	Strongly Agree	81	24.8	24.8	100.0
	Total	326	100.0	100.0	

Continuance Commitment Statement 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	28	8.6	8.6	8.6
	Disagree	38	11.7	11.7	20.2
	Slightly Disagree	26	8.0	8.0	28.2
	Neutral	31	9.5	9.5	37.7
	Slightly Agree	56	17.2	17.2	54.9
	Agree	84	25.8	25.8	80.7
	Strongly Agree	63	19.3	19.3	100.0
	Total	326	100.0	100.0	

Continuance Commitment Statement 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	5.5	5.5	5.5
	Disagree	29	8.9	8.9	14.4
	Slightly Disagree	24	7.4	7.4	21.8
	Neutral	41	12.6	12.6	34.4
	Slightly Agree	67	20.6	20.6	54.9
	Agree	86	26.4	26.4	81.3
	Strongly Agree	61	18.7	18.7	100.0
	Total	326	100.0	100.0	

Continuance Commitment Statement 6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	29	8.9	8.9	8.9
	Disagree	20	6.1	6.1	15.0
	Slightly Disagree	22	6.7	6.7	21.8
	Neutral	47	14.4	14.4	36.2
	Slightly Agree	59	18.1	18.1	54.3
	Agree	90	27.6	27.6	81.9
	Strongly Agree	59	18.1	18.1	100.0
	Total	326	100.0	100.0	

Appendix F: Descriptive Analyses of Normative Commitment

Statistics

		Normative Commitment Statement 1 (R)	Normative Commitment Statement 2	Normative Commitment Statement 3
N	Valid	326	326	326
	Missing	0	0	0
Mean		3.3834	4.6871	4.6442
Median		3.0000	5.0000	5.0000
Mode		3.00	5.00	6.00
Std. Deviation		1.64089	1.75244	1.77567
Minimum		1.00	1.00	1.00
Maximum		7.00	7.00	7.00

Statistics

		Normative Commitment Statement 4	Normative Commitment Statement 5	Normative Commitment Statement 6
N	Valid	326	326	326
	Missing	0	0	0
Mean		4.6350	4.6442	4.7178
Median		5.0000	5.0000	5.0000
Mode		6.00	6.00	6.00
Std. Deviation		1.73964	1.60262	1.56700
Minimum		1.00	1.00	1.00
Maximum		7.00	7.00	7.00

Frequency Table

Normative Commitment Statement 1 (R)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	30	9.2	9.2	9.2
	Disagree	83	25.5	25.5	34.7
	Slightly Disagree	92	28.2	28.2	62.9
	Neutral	36	11.0	11.0	73.9
	Slightly Agree	40	12.3	12.3	86.2
	Agree	28	8.6	8.6	94.8
	Strongly Agree	17	5.2	5.2	100.0
	Total	326	100.0	100.0	

Normative Commitment Statement 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	6.1	6.1	6.1
	Disagree	26	8.0	8.0	14.1
	Slightly Disagree	37	11.3	11.3	25.5
	Neutral	46	14.1	14.1	39.6
	Slightly Agree	74	22.7	22.7	62.3
	Agree	70	21.5	21.5	83.7
	Strongly Agree	53	16.3	16.3	100.0
	Total	326	100.0	100.0	

Normative Commitment Statement 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	7.1	7.1	7.1
	Disagree	26	8.0	8.0	15.0
	Slightly Disagree	42	12.9	12.9	27.9
	Neutral	35	10.7	10.7	38.7
	Slightly Agree	71	21.8	21.8	60.4
	Agree	85	26.1	26.1	86.5
	Strongly Agree	44	13.5	13.5	100.0
	Total	326	100.0	100.0	

Normative Commitment Statement 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	7.1	7.1	7.1
	Disagree	30	9.2	9.2	16.3
	Slightly Disagree	27	8.3	8.3	24.5
	Neutral	45	13.8	13.8	38.3
	Slightly Agree	76	23.3	23.3	61.7
	Agree	88	27.0	27.0	88.7
	Strongly Agree	37	11.3	11.3	100.0
	Total	326	100.0	100.0	

Normative Commitment Statement 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	3.4	3.4	3.4
	Disagree	34	10.4	10.4	13.8
	Slightly Disagree	37	11.3	11.3	25.2
	Neutral	42	12.9	12.9	38.0
	Slightly Agree	85	26.1	26.1	64.1
	Agree	88	27.0	27.0	91.1
	Strongly Agree	29	8.9	8.9	100.0
	Total	326	100.0	100.0	

Normative Commitment Statement 6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.1	2.1	2.1
	Disagree	36	11.0	11.0	13.2
	Slightly Disagree	33	10.1	10.1	23.3
	Neutral	42	12.9	12.9	36.2
	Slightly Agree	87	26.7	26.7	62.9
	Agree	90	27.6	27.6	90.5
	Strongly Agree	31	9.5	9.5	100.0
	Total	326	100.0	100.0	

Appendix G: Descriptive Analyses of Intention to Leave

		Statistics		
		Intention to Leave Statement 1	Intention to Leave Statement 2	Intention to Leave Statement 3
N	Valid	326	326	326
	Missing	0	0	0
Mean		3.1135	3.0368	3.0092
Median		3.0000	2.0000	2.0000
Mode		1.00	2.00	1.00
Std. Deviation		2.02507	1.94664	2.07474
Minimum		1.00	1.00	1.00
Maximum		7.00	7.00	7.00

Frequency Table

Intention to Leave Statement 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	82	25.2	25.2	25.2
	Disagree	80	24.5	24.5	49.7
	Slightly Disagree	69	21.2	21.2	70.9
	Neutral	8	2.5	2.5	73.3
	Slightly Agree	27	8.3	8.3	81.6
	Agree	21	6.4	6.4	88.0
	Strongly Agree	39	12.0	12.0	100.0
	Total	326	100.0	100.0	

Intention to Leave Statement 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	80	24.5	24.5	24.5
	Disagree	86	26.4	26.4	50.9
	Slightly Disagree	70	21.5	21.5	72.4
	Neutral	8	2.5	2.5	74.8
	Slightly Agree	26	8.0	8.0	82.8
	Agree	26	8.0	8.0	90.8
	Strongly Agree	30	9.2	9.2	100.0
	Total	326	100.0	100.0	

Intention to Leave Statement 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	99	30.4	30.4	30.4
	Disagree	75	23.0	23.0	53.4
	Slightly Disagree	63	19.3	19.3	72.7
	Neutral	3	.9	.9	73.6
	Slightly Agree	23	7.1	7.1	80.7
	Agree	25	7.7	7.7	88.3
	Strongly Agree	38	11.7	11.7	100.0
	Total	326	100.0	100.0	

Appendix H: Reliability Test Result for Pilot Study

Statements of Affective Commitment

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.871	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Affective Commitment Statement 1	22.7000	52.079	.664	.850
Affective Commitment Statement 2	22.7667	53.013	.614	.858
Affective Commitment Statement 3	23.0333	50.792	.633	.855
Affective Commitment Statement 4	22.9000	49.610	.727	.839
Affective Commitment Statement 5	23.1000	45.472	.791	.826
Affective Commitment Statement 6	22.8333	51.109	.603	.861

Statements of Continuance Commitment

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.910	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Continuance Commitment Statement 1	21.7333	29.099	.838	.881
Continuance Commitment Statement 2	21.9000	31.679	.726	.898
Continuance Commitment Statement 3	21.8333	34.144	.712	.899
Continuance Commitment Statement 4	21.9000	32.369	.741	.895
Continuance Commitment Statement 5	21.7333	35.582	.675	.905
Continuance Commitment Statement 6	21.7333	32.271	.833	.883

Statements of Normative Commitment

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.854	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Normative Commitment Statement 1	22.4000	39.490	.601	.837
Normative Commitment Statement 2	22.3333	42.713	.532	.848
Normative Commitment Statement 3	22.4667	40.120	.658	.826
Normative Commitment Statement 4	22.6667	36.989	.730	.811
Normative Commitment Statement 5	22.2333	41.495	.473	.862
Normative Commitment Statement 6	22.4000	36.800	.896	.784

Statements of Intention to Leave

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.768	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Intention to Leave Statement 1	6.3333	10.506	.528	.766
Intention to Leave Statement 2	6.3667	8.516	.708	.557
Intention to Leave Statement 3	6.7667	10.737	.577	.714

Appendix I: Reliability Test Result for Full Study

Statements of Affective Commitment

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.873	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Affective Commitment Statement 1	22.1687	29.815	.638	.861
Affective Commitment Statement 2	22.0644	32.411	.608	.862
Affective Commitment Statement 3	22.0276	31.762	.692	.848
Affective Commitment Statement 4	22.1135	32.224	.620	.860
Affective Commitment Statement 5	22.1503	31.580	.731	.842
Affective Commitment Statement 6	22.1595	30.953	.794	.832

Statements of Continuance Commitment

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.911	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Continuance Commitment Statement 1	24.1104	60.720	.818	.885
Continuance Commitment Statement 2	24.0092	65.831	.592	.917
Continuance Commitment Statement 3	23.9847	61.794	.740	.896
Continuance Commitment Statement 4	24.1595	62.811	.696	.903
Continuance Commitment Statement 5	23.9785	62.864	.790	.890
Continuance Commitment Statement 6	24.0368	59.457	.892	.874

Statements of Normative Commitment

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.895	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Normative Commitment Statement 1	23.3282	47.212	.750	.872
Normative Commitment Statement 2	23.2577	47.927	.652	.888
Normative Commitment Statement 3	23.3006	49.405	.572	.900
Normative Commitment Statement 4	23.3098	47.027	.703	.879
Normative Commitment Statement 5	23.3006	46.537	.811	.863
Normative Commitment Statement 6	23.2270	46.170	.855	.857

Statements of Intention to Leave

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	326	100.0
	Excluded ^a	0	.0
	Total	326	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.799	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Intention to Leave Statement 1	6.0460	12.813	.634	.737
Intention to Leave Statement 2	6.1227	13.191	.645	.726
Intention to Leave Statement 3	6.1503	12.294	.653	.716

Appendix J: Inferential Analyses

Pearson Correlation Coefficient Analysis

		Correlations			
		Affective Commitment	Continuance Commitment	Normative Commitment	Intention to Leave
Affective Commitment	Pearson Correlation	1	.607**	.578**	-.784**
	Sig. (2-tailed)		.000	.000	.000
	N	326	326	326	326
Continuance Commitment	Pearson Correlation	.607**	1	.662**	-.794**
	Sig. (2-tailed)	.000		.000	.000
	N	326	326	326	326
Normative Commitment	Pearson Correlation	.578**	.662**	1	-.810**
	Sig. (2-tailed)	.000	.000		.000
	N	326	326	326	326
Intention to Leave	Pearson Correlation	-.784**	-.794**	-.810**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	326	326	326	326

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

Multiple Linear Regressions Analysis

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Normative Commitment, Affective Commitment, Continuance Commitment ^b		. Enter
2	Age ^b		. Enter
3	NC_Age, AC_Age, CC_Age ^b		. Enter

a. Dependent Variable: Intention to Leave

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.924 ^a	.853	.852	.65553
2	.928 ^b	.861	.859	.63920
3	.931 ^c	.866	.863	.62956

a. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment

b. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment, Age

c. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment, Age, NC_Age, AC_Age, CC_Age

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	804.263	3	268.088	623.860	.000 ^b
	Residual	138.371	322	.430		
	Total	942.634	325			
2	Regression	811.483	4	202.871	496.538	.000 ^c
	Residual	131.151	321	.409		
	Total	942.634	325			
3	Regression	816.594	7	116.656	294.326	.000 ^d
	Residual	126.040	318	.396		
	Total	942.634	325			

a. Dependent Variable: Intention to Leave

b. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment

c. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment, Age

d. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment, Age, NC_Age, AC_Age, CC_Age

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	9.469	.158		60.020
	Affective Commitment	-.569	.043	-.370	-13.142
	Continuance Commitment	-.339	.033	-.311	-10.152
	Normative Commitment	-.488	.037	-.390	-13.095
2	(Constant)	8.908	.204		43.746
	Affective Commitment	-.572	.042	-.372	-13.547
	Continuance Commitment	-.414	.037	-.380	-11.149
	Normative Commitment	-.520	.037	-.416	-14.004
	Age	.044	.011	.125	4.204
3	(Constant)	2.540	2.089		1.216
	Affective Commitment	-.389	.303	-.253	-1.284
	Continuance Commitment	-.133	.224	-.122	-.593
	Normative Commitment	.077	.204	.062	.378
	Age	.112	.023	.316	4.827
	AC_Age	-.013	.015	-.173	-.886
	CC_Age	-.026	.016	-.352	-1.605
	NC_Age	-.039	.012	-.531	-3.235

Coefficients ^a		
Model		Sig.
1	(Constant)	.000
	Affective Commitment	.000
	Continuance Commitment	.000
	Normative Commitment	.000
2	(Constant)	.000
	Affective Commitment	.000
	Continuance Commitment	.000
	Normative Commitment	.000
	Age	.000
3	(Constant)	.225
	Affective Commitment	.200
	Continuance Commitment	.553
	Normative Commitment	.706
	Age	.000
	AC_Age	.376
	CC_Age	.110
	NC_Age	.001

a. Dependent Variable: Intention to Leave

Excluded Variables ^a						
Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Age	.125 ^b	4.204	.000	.228	.491
	AC_Age	.285 ^b	1.753	.081	.097	.017
	CC_Age	.316 ^b	2.620	.009	.145	.031
	NC_Age	.109 ^b	.951	.342	.053	.035
2	AC_Age	-.072 ^c	-.390	.697	-.022	.013
	CC_Age	-.331 ^c	-1.540	.125	-.086	.009
	NC_Age	-.462 ^c	-2.931	.004	-.162	.017

a. Dependent Variable: Intention to Leave

b. Predictors in the Model: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment

c. Predictors in the Model: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment, Age