Goodman School of Business

Department of Marketing, International Business and Strategy

MKTG3P96 Winter 2021 D3 S2
Marketing Research

Guidelines for Data Analysis Assignment

Due Date
Tuesday, April 13, 2021 (before midnight)

Submission
Assignment link via course Sakai site

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Purpose of the Assignment
Business analytics is on the rise. Firms increasingly require the skills of talented business analysts to deliver data models, insights and managerial solutions. This assignment provides students with the opportunity to explore the basic quantitative skills for conducting data analyses and communicating research results.

Requirements
You are required to develop a research paper that addresses the top management's concern about employee retention, an organizational issue relevant to service quality. As shown in the data set (HBAT_data.sav, available at the course Sakai site), there are five key factors to be considered: 1) *Job Satisfaction*, 2) *Organizational Commitment*, 3) *Staying Intentions*, 4) *Environmental Perceptions*, and 5) *Employee Attitudes toward Coworkers*. Each factor was operationalized by multiple indicators (or multi-item scale). See the attached pages for details.

You task is to choose the variables of interest (including others in the data set) and conduct a multiple regression analysis using SPSS. In doing so, you need to determine the dependent variable (DV) and a set of independent variables (IVs). Prior to running the data analysis, you should develop research hypotheses based on literature review (see for example, the list of references provided below). And then using data to test the proposed hypotheses and write-up the results, and finally draw managerial implications.

Suggested Outline of the Research Report
1. An engaging title of the research
2. Introduction (100-150 words)
3. Research objectives (2-3 points)
4. Literature review and hypotheses statements (300-350 words)
5. Analyses and results
    o Descriptive statistics of the sample profile
    o Check on the assumptions of predictors for multiple regression analysis
    o Results of multiple regression analysis and hypotheses testing
6. Managerial Implications (100 words)

List of references (3-5 articles)

Ahmad, A., & Rainyee, R. A. (2014). Which is the better predictor of employee turnover intentions: Job satisfaction or organizational commitment? A literature review. *Business and Management*, *6*(1), 74-81.
Das, B. L., & Baruah, M. (2013). Employee retention: A review of literature. *Journal of Business and Management*, *14*(2), 8-16.
Hong, E. N. C., Hao, L. Z., Kumar, R., Ramendran, C., & Kadiresan, V. (2012). An effectiveness of human resource management practices on employee retention in institute of higher learning: A regression analysis. *International journal of business research and management*, *3*(2), 60-79.
Mansell, A., Brough, P., & Cole, K. (2006). Stable predictors of job satisfaction, psychological strain, and employee retention: An evaluation of organizational change within the New Zealand Customs Service. *International Journal of Stress Management*, *13*(1), 84.

Appendix (SPSS outputs, when necessary)

HBAT employs thousands of workers in different operations around the world. Like many firms, one of their biggest management problems is attracting and keeping productive employees. The cost to replace and retrain employees is high. Yet the average new person hired works for HBAT less than three years. In most jobs, the first year is not productive, meaning the employee is not contributing as much as the costs associated with employing him/her. After the first year, most employees become productive. HBAT management would like to understand the factors that contribute to employee retention. A better understanding can be obtained if the key constructs are measured accurately. Thus, HBAT is interested in developing and testing a measurement model made up of constructs that impact employees' attitudes and opinions about remaining with HBAT.

HBAT initiated a research project to study the employee retention/turnover problem. Preliminary research discovered that a large number of employees are exploring job options with the intention of leaving HBAT should an acceptable offer be obtained from another firm. Based on published literature and some preliminary interviews with employees, an employee retention/turnover study was designed focusing on five key constructs. The five constructs are defined as:

- **Job Satisfaction (JS) – reactions / beliefs about one's job situation.**
- **Organizational Commitment (OC) – the extent to which an employee identifies and feels part of HBAT.**
- **Staying Intentions (SI) – the extent to which an employee intends to continue working for HBAT and is not participating in activities that make quitting more likely.**
- **Environmental Perceptions (EP) – beliefs an employee has about their day-to-day, physical working conditions.**
- **Employee Attitudes toward Coworkers (AC) – attitudes an employee has toward the coworkers he/she interacts with on a regular basis.**

3

Organizational Commitment
OC1 = My work at HBAT gives me a sense of accomplishment.
OC2 = I am willing to put in a great deal of effort beyond that normally expected to help HBAT be successful.
OC3 = I have a sense of loyalty to HBAT.
OC4 = I am proud to tell others that I work for HBAT.

Staying Intentions
SI1 = I am not actively searching for another job.
SI2 = I seldom look at the job listings on monster.com.
SI3 = I have no interest in searching for a job in the next year.
SI4 = How likely is it that you will be working at HBAT one year from today?

Attitudes Towards Co-Workers
AC1 = How happy are you with the work of your coworkers?
AC2 = How do you feel about your coworkers?
AC3 = How often do you do things with your coworkers on your days off?
AC4 = Generally, how similar are your coworkers to you?

Environmental Perceptions
EP1 = I am very comfortable with my physical work environment at HBAT.
EP2 = The place I work in is designed to help me do my job better.
EP3 = There are few obstacles to make me less productive in my workplace.
EP4 = What term best describes your work environment at HBAT?

Job Satisfaction
JS1 = All things considered, I feel very satisfied when I think about my job.
JS2 = When you think of your job, how satisfied do you feel?
JS3 = How satisfied are you with your current job at HBAT?
JS4 = How satisfied are you with HBAT as an employer?
JS5 = Please indicate your satisfaction with your current job with HBAT by placing a percentage in the blank, with 0% = not satisfied at all and 100% = highly satisfied.

	Variable Description	Variable Type
JS1	I feel satisfied when I think about my job. (0-10, Agree-Disagree)	Metric
OC1	My work at HBAT give me a sense of accomplishment (0-10, Agree-Disagree).	Metric
OC2	I am willing to put in a great deal of effort . . to help HBAT (0-10, Agree-Disagree).	Metric
EP1	I am . . . comfortable with my . . . work environment at HBAT (0-10, Agree-Disagree).	Metric
OC3	I have a sense of loyalty to HBAT (0-10, Agree-Disagree).	Metric
OC4	I am proud to tell others that I work for HBAT (0-10, Agree-Disagree).	Metric
EP2	The place I work in is designed to help me do my job better (0-10, Agree-Disagree).	Metric
EP3	There are few obstacles to make me less productive in my workplace (0-10, Ag-Disa).	Metric
AC1	How happy are you with the work of your coworkers? (5-pt. Happy-Unhappy)	Metric
EP4	What term best describes your work environment? (7-pt. Hectic-Soothing?)	Metric
JS2	When you think of your job, how satisfied do you feel? (7-pt)	Metric
JS3	How satisfied are you with your current job with HBAT? (7-pt)	Metric
AC2	How do you feel about your coworkers? (7-pt. Unfavorable-Favorable)	Metric
SI1	I am not actively searching for another. (5-pt. Agree/Disagree)	Metric
JS4	How satisfied are you with HBAT as an employer? (5-pt. Not vs. Very Much)	Metric
SI2	I seldom look at the job listings on Monster.com. (5-pt. Agree-Disagree)	Metric
JS5	Please indicate your satisfaction with your current job. (0-100% Satisfied)	Metric
AC3	How often do you do things with your coworkers on your days off? (5-pt. Never-Often)	Metric
SI3	I have no interest in searching for a job in the next year. (5-pt. Agree-Disagree)	Metric
AC4	Generally, how similar are your coworkers to you? (6-pt. Different-Similar)	Metric
SI4	How likely is it that you will be working at HBAT one year from today? (5-pt)	Metric
X22	Your work type – full time or part time? (0 = Full Time/1 = Part Time)	Nonmetric
X23	Your gender – male or female? (0 = Female/1 = Male)	Nonmetric
X24	Your geographic location – in USA or outside USA? (0 = Outside/1 = USA)	Nonmetric
X25	Your age in years ___?	Metric
X26	How long have you worked for HBAT – years and months?	Metric
X27	Performance – as measured by their supervisor.	Metric