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**UNIVERSITY OF MACAU**  
**FACULTY OF BUSINESS ADMINISTRATION**

**FACTORS AFFECTING TURNOVER INTENTION**  
**OF AVIATION SECURITY GUARD**



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## **Abstract**

Within the worldwide civil aviation industry, aviation security guards are the key element to assure safety since all the security screening technologies and security preventive measures rely on human to operate. However, this industry is encountering retention issues of security guards. As a result, it is imperative to understand the reasons and drive of the significant turnover of security guards.

This study examined the relationships among career adaptability, perceived organizational support, affective commitment, promotability, and career satisfaction, and their impacts on turnover intention of security guards in civil aviation security industry in Macau. The quantitative research data was collected from 431 security guards. The qualitative research data was collected from 13 security guards through exit interviews. This study found that career adaptability was significantly and positively related to affective commitment, promotability and career satisfaction, while apparent perceived organizational support was significantly and positively related to affective commitment. This study also found that career adaptability, perceived organizational support, affective commitment, promotability and career satisfaction were significantly and negatively related to turnover intention. Moreover, affective commitment mediated the relationship of career adaptability and perceived organizational support with turnover intention, while promotability and career satisfaction also mediated the effect between career adaptability and turnover intention.

By determining the impacts of career adaptability, perceived organizational support, affective commitment, promotability and career satisfaction on turnover intention, the findings contribute to the literature and provide a deeper understanding on turnover intention in civil aviation security industry. Practical implications for the industry on how to retain employees and talent were also provided.



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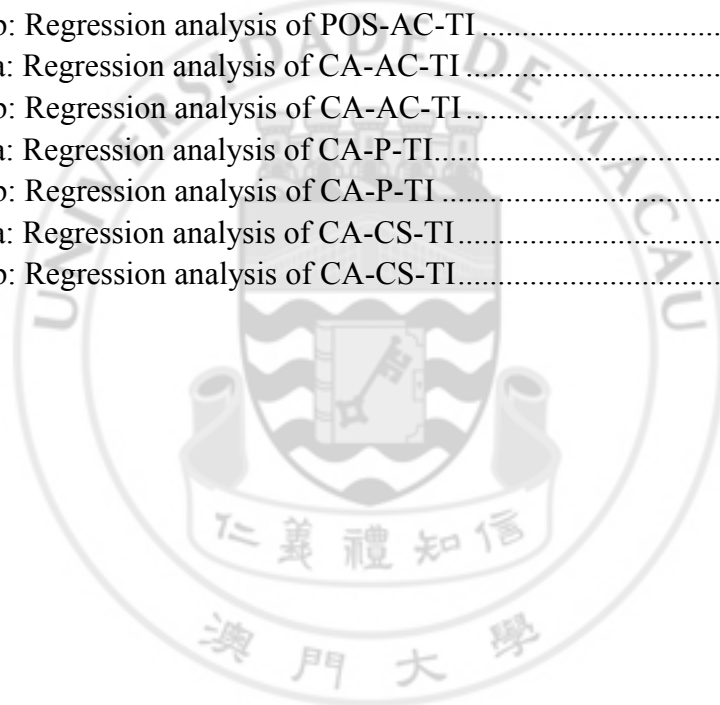
## List of figures

Figure 1: Hierarchical system of aviation security guard .....	11
Figure 2 : Conceptual model.....	29
Figure 3 : CFA analysis in AMOS .....	61



## List of tables

Table 1: Summary of demographic information .....	51
Table 2: Descriptive and correlation of variables .....	53
Table 3: One sample T test.....	54
Table 4: Reliability test of each variable.....	55
Table 5: Descriptive statistics (Career adaptability) .....	57
Table 6: Descriptive statistics (Perceived organizational support .....	58
Table 7: Descriptive statistics (Affective commitment) .....	59
Table 8: Descriptive statistics (Promotability).....	59
Table 9: Descriptive statistics (Career satisfaction).....	60
Table 10: Descriptive statistics (Turnover intention).....	61
Table 11a: Regression analysis .....	63
Table 11b: Regression analysis .....	64
Table 12a: Regression analysis of POS-AC-TI .....	66
Table 12b: Regression analysis of POS-AC-TI .....	66
Table 13a: Regression analysis of CA-AC-TI .....	67
Table 13b: Regression analysis of CA-AC-TI .....	68
Table 14a: Regression analysis of CA-P-TI .....	69
Table 14b: Regression analysis of CA-P-TI .....	69
Table 15a: Regression analysis of CA-CS-TI .....	70
Table 15b: Regression analysis of CA-CS-TI .....	70



## Table of contents

Abstract.....	i
Acknowledgment.....	iii
List of figures.....	iv
List of tables.....	v
Table of contents.....	vi
1 Chapter 1. Introduction .....	1
1.1 Statement of the problem.....	1
1.2 Background.....	9
1.3 Research Objectives.....	11
1.4 Significance of the study .....	12
1.5 Thesis outline.....	15
2 Chapter 2. Literature Review .....	16
2.1 Definition of constructs .....	16
2.2 Theoretical background.....	18
2.3 Conceptual framework.....	29
2.4 Hypothesis development.....	29
2.5 Summary.....	31
3. Chapter 3. Methodology .....	32
3.1 Quantitative Research.....	32
3.1.1 Distribution and Data collection.....	33
3.1.2 Questionnaire design .....	35
3.1.3 Measurements .....	37
3.1.4 Pilot test .....	44
3.1.5 Data analysis plan.....	46
3.2 Qualitative research .....	46
3.3 Summary.....	49
4. Chapter 4. Research Results .....	50
4.1 Results of demographic Information analysis.....	50
4.2 Results of descriptive and correlation analysis.....	52
4.3 Results of reliability Test .....	55
4.4 Results of exploratory factor analysis.....	55
4.5 Result of confirmatory factor analysis.....	61
4.6 Results of regression Analysis .....	61
4.7 Exit interview data analysis .....	70
4.8 Summary .....	74
5. Chapter 5. Conclusion.....	76
5.1 Discussion.....	76
5.2 Implication .....	83
5.3 Limitation and Further Research .....	87
5.4 Conclusion .....	89
References.....	91
Appendices.....	101



# **1 Chapter 1. Introduction**

## **1.1 Statement of the problem**

On September 11, 2001 several groups of terrorists hijacked four commercial aircrafts carrying passengers from the East Coast to the West Coast and used the aircraft as weapons to strike the United States (Schmemmann, 2001). Two of the aircrafts hit the World Trade Centers in the middle of the New York City, one of the aircrafts smashed into the Pentagon in Washington D.C. and the last one crashed in an vacant field of Pennsylvania (Grunwald, 2001). In this 9-11 incident, almost 3,000 people lost their life during the attack (The National Commission on terrorist attacks upon the United States, 2001). Since the attacks, the civil aviation industry and the general public become more concern about the safety of the civil aviation (Lawrence, & Schmidlin, 2002). The industry and countries, globally, have began investing enormous resources to minimize the vulnerability of the civil aviation operations while increasing the vigilance in preventing acts of unlawful interference (ICAO, 2001).

Security screening standards and security on aircrafts were improved and strengthened by introducing newer technologies, and more specialized training have been providing to the personnel who execute the preventive measures (Blalock, Kadiyali, & Simon, 2007). New screening standards have also been introduced to minimize the weakest links in the preventive measure system (ICAO, 2001). For example, after 9-11 incident, the International Civil Aviation Organization (ICAO), which provides international standards of security preventive measures, published the

7th edition of the Annex 17, the official document, which contains standards of security preventive measures and all member countries are held accountable in implementing the standards. In this edition, the ICAO requires each member-country to implement new procedures in the following areas (ICAO, 2002):

1. Quality control of security measures; this standard requires frequent Security Audit, Inspection, Survey and Tests to be conducted.
2. Certification and recertification of security training; this standard requires all security personnel to be trained, tested and certified at the initial training and recertification at the minimum once every two years. Failure of the certification and recertification requires the removal of the security personnel.
3. Regulates security training in accordance to the international standard; this standard requires each country to set standards for security training of security personnel and a system to oversee the effectiveness of the training.

In addition, each member-country is required to re-examine the existing preventive measures in accordance to the level of threat of each country with the objective of enhancing the effectiveness of each measure. As a result, the following practices are considered to be the best practiced and have been adopted and implemented worldwide (ICAO, 2002):

- a. Computers and i-Pads are to be screened separately;
- b. The ratio of hand search (in the absence of alarm from the Arch-way Metal Detector) increases from nil requirement to one out of every ten passengers. In

some countries, the ratio has reached 100%, such as airports in China and Israel.

c. The ratio of open bag search (in the absence of any indication from the X-ray image) increases from nil requirement to one out every thirty passengers.

In some countries, the ration has reached 100%, such as airports in Israel. In China, the ratio is one out of ten passengers.

d. When the threat level is high, passengers are required to remove their shoes, belts and outer jackets for separate screening.

e. More frequent security tests are to be conducted at airports. If there is a failure during any security test, any individual who fails the test will be held accountable with administrative consequence. For example, an individual may be subject to retraining, disciplinary actions or termination.

In 2006, when the plot of massive attack of US bound flights were discovered in United Kingdom (London) by the use of liquid explosive, the Liquid, Aerosol, and Gel, further restriction was introduced (ICAO, 2007). The measure has been known as the LAG Restriction (ICAO, 2007). This requires screeners to detect and confiscate the LAG items from the passengers if the contents do not meet the minimum requirements. As a result, the process of passengers screening becomes more complex, and carries a heavy burden in protecting the airport operations (Blalock, Kadiyali, & Simon, 2007). While new measures have been introduced since the 9-11 incidents to better safeguard the civil aviation industry, it caused the workload of the security guards increased accordingly. For example, the LAG Restriction increases the

workload for open bag search, so the security guards should take account of the checking and the explaining to passengers.

The aviation security guards have become the last line of defense in preventing any acts of unlawful interference (Eldar, 2010). These security guards should have been given proper recognition and credit as the role of aviation security staff are also to serve and protect the public (Fallows & Goldberg, 2010). In reality, they do not receive proper recognition nor credit, as CNN reported on “several instances of passengers arguing with, and even attacking, airport security personnel” (Annenberg Classroom, 2010). Their job title is the same as “security guard” as other security officers elsewhere, but they have to bear more responsibility and workload. For example, the X-ray operator shall study X-ray images in less than 5 seconds to determine whether the luggage brings a security threat to the aircraft. One of the TSA deputy administrators said, *“Eight hours of lifting luggage, searching passengers and studying X-ray images of bags is much more physically demanding than they expected”* (Frank, 2008b).

The civil aviation industry has been and will always be subject to attack either by terrorists or criminals due to various reasons, either political or personal interest (ICAO, 2011). The civil aviation industry, along with the countries, has implemented various preventive measures, such as screening, access control, guarding, patrolling, etc. with the aim to prevent acts of unlawful interference (ICAO, 2011). Although various technologies, such as X-ray, archway metal detectors, explosive trace detection, CCTVs, etc. have been deployed to achieve the objective but they all rely

on people to execute, monitor and operate (Eldar, 2010). In sum, if there are no people to operate these technologies, there is no aviation security, or aviation security does not exist. As a result, “human” is the key element to aviation security and safety (Eldar, 2010). Their performance would dictate the effectiveness and quality of aviation security services. However, the civil aviation industry, globally, is encountering a major turnover issue in retaining frontline security guards. Manpower shortage in the civil aviation security industry has become another threat when there is not enough labor force to execute the preventive measures, the industry is open to acts of unlawful interference and the safety of the general public cannot be guaranteed.

For examples, in the City of Ottawa, Canada, the turnover rate of passenger screeners continues to soar, hitting 73% in 2009 (The Canadian Press, 2010). In the United States, the Transportation Security Administration (TSA) struggles to reduce the turnover of airport security guard and airport security screeners throughout the country (Frank, 2008a). According to the record, TSA has spent \$100-million to increase the salaries and work duties of federal workers, but the turnover remained high, and the turnover rate of airport security guard was 20% in year 2006 and 2007 (Frank, 2008a). Furthermore, during 2002 to 2011, the high turnover rate of the TSA has cost the United States \$2.4 billion mainly on the hiring and training of new staffs (Chris, 2013). The turnover rate in Asia was also considered high. In 2011, the Hong Kong International Airport suffered a security staff turnover of 30% as a result of the passage of the minimum wages ordinance (South China Morning Post, 2012). In

Macau, available statistics on the airport security industry shows an average of 18% in turnover rate during 2012 to 2014 (Personal communication, 2014). Taken together, these data shows persistent high turnover rate for aviation security workers.

There are some significant drawbacks as a result of the turnover. When experienced staff leaves, he/she leaves with his/her experience. It takes time for newly hired staff to build up his/her experience and until then, he/she becomes the weakest link in the work performed. After recruitment, it also takes times to train up a security guard, due to the uniqueness of the job nature. According to the ICAO guidance, a minimum number of classroom training hours and practical training hours must be achieved. For example, at a minimum, security personnel must attend 80 classroom training hours, such as Hong Kong International Airport. In China, the minimum classroom training hours is 360 hours. Examples of practical training include one month on the job training at a minimum. This is known as the basic aviation security training. In the training, recruits are required to go through and pass various training modules such as concept of aviation security, security awareness, hand search technique, operation of arch-way metal detector, operation of hand-held metal detector, access control, search of vehicle, open bag search technique, travel document and boarding pass examination, etc. Once the recruits are certified with basic training, they are subject to specialized trainings such as Explosive Trace Device, X-ray operation. In some countries, specialized trainings also include Millimeterwave Scanner, Liquid Analysis Scanner. The training time for specialized training varies and in accordance to the complexity of the equipment to be training.

For example, a standard X-ray training can include 40 hours of classroom training and up to 3 months of practical training before the staff is certified. In general, it takes approximately 3 to 6 months to train a new staff before this staff can be deployed to work in the frontline. While the staff is deployed to work after related training, he/she will have very limited experience and requires extra supervision.

### **Research area of this study**

When the industry cannot retain their staff, it is costly to train up new staff. It also makes the aviation security industry vulnerable to attack due to the lack of experience of the staff. In order to contain the problem, it is necessary to understand the reasons behind the departure of airport security staff to identify proper solution to retain the staff. Previously, some researches indicated that there are various factors that can predict employees' intention to leave, which include employees' career attitudes (Feldman, & Bolino, 1996), career adaptability (Guan, Zhou, Ye, Jiang, & Zhou, 2015), employee development perception (Rahman & Nas, 2013), and supports from supervisor or organization (Eisenberger & Stinglhamber, 2011; Kang, Gatling & Kim, 2015). Feldman and Bolino (1996) found that employees' abilities and needs can influence their career value and attitude, which were viewed as essential driving force towards career intention and decision, such as career path and choice.

The areas of this study examined the reasons behind the turnover intention of security guards in Macau, by analyzing the impact of employees' perceived organizational support, affective commitment, promotability, career satisfaction and

career adaptability on consequent outcomes. Perceived organizational support is used to analyze the employees' perception of whether the organization treats them well, if they think their contribution is well recognized by the organization and can receive suitable rewards in regard of bonus and other company welfares (Eisenberger, Huntington, Hutchison, & Sowa, 1986). This factor may influence the employees' commitment, satisfaction and intention to leave (Rhoades & Eisenberger, 2002). Affective commitment can be used to measure employee' feelings of involvement to the organization; it affects the employees' willingness to contribute their efforts to work for the organization (Meyer & Allen, 1997). Employees with high emotional attachment with the organization, are less likely to leave the organization (Motshegwa, 2011).

Career adaptability is used to test whether the employees are capable to adapt to changes at work and are able to participate in work roles and develop their career (Savickas, 1997). For aviation security guards, if their capability cannot fit the work role, either the nature of the work or the qualification, then they might end up leaving the organization or even the aviation security industry. Base on the statistics from the target company (Personal communication, 2014), the low percentage (3%) of new hiring employees with working experience in aviation security service could also support this view. In other words, if any individual could not adapt to the work role of being a security guard, they might need to leave the industry to start another career.

Promotability can be used to estimate how the chance for promotion influences the turnover decision-making. Career satisfaction can be explained by whether the



employees are willing and happy to stay in this industry for high achievement and treat it as life-long career (Fu, 2010; Greenhaus, Parasuraman & Wormley, 1990). If the employees are not satisfied with their current career, it may probably cause some negative outcomes, such as turnover intention (Kang, Gatling & Kim, 2015). The literature to support of the relationship of each variable will be elaborated in the next chapter.

## **1.2 Background**

### **1.2.1 City of Macau**

Macau is one of the famous tourism and leisure destinations in the Asia Pacific Region (The Government Information Bureau of the Macao Special Administrative Region, 2014). Macau's Gross Domestic Product (GDP) has increased on average by 14.1% between 2011 and 2013, due to the rapid growth of gaming and tourism industries (DSEC Macau, 2014). The unemployment rate was very low, which was 1.9% in 2012 and 1.8% in 2013 (DSEC Macau, 2014). Due to the sustainable economic growth in Macau, the unemployment rate is almost approaching to zero. The locals have priority for job opportunities under government policies, which means that the local people can easily find a job, and they can select the company with higher payment terms or benefits (Chan, 2013). For example, under the Macau labor law, companies that hire non-resident workers are also required to employ certain number of local staffs, so the gaming and hotel industries are providing good offers to attract the local labor force and increase the number of non-resident workers

to support the business operation (Chan, 2013; The Government Information Bureau of the Macao Special Administrative Region, 2014). Due to the expansion in the casinos business and the second phase of construction of casinos (such as Galaxy, Wynn and Venetian) schedule to be completed at the end of 2015, Macau labor resources will be even tighter. Nowadays, most of the casinos in Macau retain employees by good pay rate and additional employment benefits which are deemed attractive to job seekers, so majority of the labor force from local market has shifted to the gaming industry (Chan, 2012). As a result, many companies in other industries are facing difficulties in human resources shortage.

### **1.2.2 Target Company**

The target company in this study is a private security firm, which employs approximately five hundred employees and operates twenty-four hours a day, providing aviation security services for the airport in Macau.

The hierarchical system of security guard has six ranks (Please see Figure -1). Only 14% of the total manpower filled the top four ranks (namely, supervisor, inspector, patroller and group leader); and the turnover rate is comparably low within these ranks. Approximately 23% of the total manpower occupied the x-ray machine operator rank while the remaining 63% of the total manpower were at the rank of vigilante. The two bottom ranks namely vigilante and X-ray operator faced higher turnover problem compared to other ranks. These two groups of employees are also the primary workforces in the daily aviation security operation, which occupies 86%

in total workforce.



Figure-1: Hierarchical system of aviation security guard

Since the casinos raise wages to contain staff problem, the aviation security Company is losing trained staffs to the gaming industry, and the company also finds it difficult to recruit locals to join the company. For example, during the year 2012 to 2014, the Company only received one job application for the security guard position from a local resident. However, the employee only worked for one week, and then left to join the casino industry, causing the position to be left vacant again.

This study presents the analysis based on the whole population of security guards in the target company. Available statistics on this group shows their turnover rate to be on an average of 18% during 2012 to 2014. Given the alarming turnover rate, and instead of wasting precious resources on recruitment and training new employees, it is vital to understand the main reasons for turnover intention in order to come up with solutions to resolve the human resource issues.

### 1.3 Research Objectives

In order to understand the issues faced by the aviation security company, this study examines the reasons why airport security guards leave the organization and

offer possible solutions for the management to reduce the turnover. The study includes the use of quantitative method and qualitative method. In quantitative method, perceived organizational support and career adaptability are used as independent variables, and affective commitment, promotability and career satisfaction are used as mediator between independent variables and dependent variable (turnover intention). This study tested the relationship between each variable and related hypothesis. In qualitative method, exit interviews were used to collect information for the real reasons behind their departure.

#### **1.4 Significance of the study**

The security guards in the aviation security industry were not well understood by other researches or scholars. First, there have not been many researches relating to the workers in the aviation security industry. Since aviation security is important for civil aviation operations, the effectiveness of the preventive security measures relies on the performance of the trained security staff. As a result, it is necessary to study this group of workers' career adaptability and other factors causing their intention to leave the industry, as their departure could significantly impact the safety and quality of aviation security services. Given the limited literature or articles on this group of workers in civil aviation security industry (Eldar, 2010; United States, Congress, House, Committee on Homeland Security, & Subcommittee on Transportation Security and Infrastructure Protection, 2009), the findings provide evidence regarding the relationship among career adaptability, perceived organizational support, affective

commitment, promotability, career satisfaction and turnover intention within this group of target participants. The finding of this study can also help the management of the aviation security industry to understand why security guards leave the organization and how to proactively reduce the turnover.

Second, as far as we know, most of the current researches on career adaptability targeted students (middle school, high school, college), who do not have practical working experience. As such, the information collected from these groups of participants might not fully explain the concept of career adaptability (Chan & Mai, 2015). For example, although previous study tested the construct validity of career adaptability scale in Macau, the researchers selected middle school students and high school students as participants (Tien, Lin, Hsieh, & Jin, 2014). In this study, the participants were security guards of civil aviation security industry in Macau, who had practical experience at work. In response to the call from Tien and colleagues (Tien, Lin, Hsieh, & Jin, 2014), this study could contribute to the career adaptability literatures by further testing the scales of career adaptability on working adults.

Third, there were some contradictive arguments related to the impact of career adaptability on turnover intention. Some researchers found a negative correlation between career adaptability and turnover intention (Omar & Noordin, 2013; Ferreira, Coetzee, & Masenge, 2013), while other researchers found a positive correlation between career adaptability and turnover intention (Ito & Brotheridge, 2005). Since those researches were conducted in different countries and organizations, the difference in culture, occupation and education difference might influence the results

and findings. Therefore, the relationship between career adaptability and turnover intention remained unclear and debatable, thus needing further investigation.

Fourth, few existing literature examine the relationship between career adaptability and career adaptation outcomes (i.e. promotability and career satisfaction) (Tolentino, Garcia, Restubog, Bordia, & Tang, 2013) and job related outcomes (i.e. affective commitment) (Ito & Brotheridge, 2005; Ferreira, Coetzee & Masenge, 2013), or the mediation effects of constructs, such as affective commitment, promotability and career satisfaction on turnover intention. For example, Chan and Mai (2015) studied the mediation effect of career satisfaction between career adaptability and turnover intention, which did not include the investigation of other mediators (i.e. commitment, promotability). Since there is limited knowledge available about the mediators between career adaptability and turnover intention, the findings of this study extend the current literature on the topic.

Moreover, organizational support could be another important factor that could affect individual's behaviors. Thus, this study examined the related behavioral outcomes (i.e. turnover intention and affective commitment) of perceived organizational support to expand the knowledge of organizational support theory by providing insights of support received by employees.

Lastly, this study can serve as foundation and provide empirical evidence for further research on low-skilled workers. Mostly, low skilled workers are the basic level of social and corporate hierarchy, they always play a substantial role to support the corporate operation, so it is necessary for us to pay attention to their vocational

behaviors. An earlier study had reported a group of low ranking employees' career adaptability and career satisfaction, and the related impact on turnover intention (Chan & Mai, 2015). However, the studied variables were limited in that study. This study could validate if the reported relationship could apply and be generalizable to other group of workers. By adding further variables, this study also provided further insights to scholars and practitioners.

### **1.5 Thesis outline**

The study is divided into five Chapters. This chapter provided the introduction of this study. Chapter 2 provides details on the literature review for the definition of perceived organizational support, career adaptability, affective commitment, promotability, career satisfaction and turnover intention. It also includes the hypotheses and framework for this study. Chapter 3 describes the research methodology, data collection plan and data analysis method. Chapter 4 includes the result of analysis and findings. Chapter 5 contains the discussion and conclusion of the study. Recommendations to the management of the aviation security company are discussed in this chapter.

## **2 Chapter 2. Literature Review**

This chapter reviews the related literatures about perceived organizational support, affective commitment, career adaptability, promotability, career satisfaction and turnover intention, which serves as foundation to understand the factors affecting turnover intention of aviation security guards. The hypothesis and conceptual framework are shown in the last two sections.

### **2.1 Definition of constructs**

#### **Perceived organizational support**

Perceived organizational support is defined as a general belief developed by employees, the degree of how the organization cares about their well-being and treasures their contributions (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Rhoades and Eisenberger (2002) reviewed over 70 studies and suggested that perceived organizational support had become a pervasive construct in organizational research. The consequences of perceived organizational support includes increased positive attitude toward the organization (i.e. organizational commitment, affective commitment), improved performance, and reduced turnover behaviors (Rhoades, & Eisenberger, 2002).

#### **Career adaptability**

Career adaptability is defined as the “the readiness to cope with the predictable tasks of preparing for and participating in the work role and with the unpredictable adjustments prompted by changes in work and working conditions” (Savickas, 1997,



p254). Career adaptability is treated as “a psychosocial construct that implies an individual's resources for dealing with current and anticipated developmental tasks, occupational transitions, and work traumas in their occupational roles, that alter their social integration” (Savickas & Porfeli, 2012, p662). Career adaptability is also conceptualized as a set of capabilities, attitudes, and behaviors that individuals use in adjusting themselves to work that suits them, which is the ability of an individual to react to career role conversions (Tolentino, Garcia, Restubog, Bordia, & Tang, 2013).

### **Affective commitment**

Affective commitment is defined as the positive attitude of identification, involvement and belonging with the work organization (Meyer & Allen, 1984). Meyer, Allen and Smith (1993) further defined affective commitment as employees' emotional bond and involvement in their organization and goals.

### **Career satisfaction**

Career satisfaction is defined as the extent of overall happiness feeling through one's selection of career (Fu, 2010) Career satisfaction is the evaluation of an individual's advancement towards achieving different occupation related objectives (e.g., income, achievement, development) and career-related successes (Boudreau, Boswell, & Judge, 2001; Greenhaus, Parasuraman & Wormley, 1990; Judge, Cable, Boudreau, & Bretz, 1995; Ng, Eby, Sorensen, & Feldman, 2005).

### **Promotability**

Promotability has been represented as the “favorability of an employee's

advancement prospects” (Greenhaus, Parasuraman, & Wormley, 1990, p69) and reflects an “individual’s projected performance at higher managerial levels” (London & Stumpf, 1983, p245). Since individual’s ability and motivation could generate and influence their actual behavior and performance (Locke, Mento, & Katcher, 1978), researchers integrate the above conceptualizations and define promotability as “the individuals’ perception of capacities and willingness to perform at upper job positions effectively” (De Pater, Van Vianen, Bechtoldt, & Klehe, 2009, p299).

### **Turnover Intention**

Turnover intention is defined as an individual’s perception of likelihood or possibility of quitting a current employing organization (Cotton & Tuttle, 1986). Turnover intention is also referred to as employees’ propensity and deliberate willfulness to leave the employing organization voluntarily at the near future (Hsu-I, 2006; Tett & Meyer, 1993).

## **2.2 Theoretical background**

### **Career adaptability and Turnover Intention**

Career adaptability is important for working adults, who can possess the competence in facilitating future career development and adapting employment requirements (Hou, Li, Xu, Leung & Li, 2012; Tien, Lin, Hsieh, & Jin, 2014). Career adaptability is viewed as the key aspects for employees to survive in their careers and competitive labor market. Studies have shown that employees with some ability to proactively cope with and adapt to the changing and uncertain nature of their careers

in the current working environment, could influence their retention or turnover (Ferreira, Basson & Coetzee, 2010; Ferreira, Coetzee & Masenge, 2013; Savickas et al., 2009). Intention is an immediate predictor to actual behavior (Addae, Parboteeah, & Davis, 2006; Bedeian, Kemery, & Pizzolatto, 1991; Sommer & Haug, 2010). Earlier researches have also demonstrated that turnover intention consistently related to actual withdrawal behavior (Griffeth, Hom, & Gaertner, 2000). Turnover intention can be treated as a direct predictor of actual turnover (Cotton & Tuttle, 1986; Lee & Mowday, 1987; Steel & Ovalle, 1984). Through the analysis of turnover intention of employees, it might help the employer to proactively predict and determine the actual turnover of the organization (Oluwafemi, 2013).

Previously, the relationship between the career adaptability and turnover intention had been tested and was proved to be significant and correlated. Some previous studies found that career adaptability and turnover intention was positively correlated (Ito & Brotheridge, 2005). Career adaptability could increase turnover intention by encouraging job-hopping (Ito & Brotheridge, 2005). Since the attractive employment alternatives are available and an individual's adaptation to change in the labor market exists, then it would directly increase the intention to leave (Ito & Brotheridge, 2005). In contrast, other studies found that the relationship between career adaptability and turnover intention was negatively correlated, meaning that having career adaptability could prevent employees to have turnover intention (Chan & Mai, 2015; Ferreira, Coetzee & Masenge, 2013; Mai & Chan, 2015; Omar & Noordin, 2013). The cultural and occupational differences can be among some of the

factors that lead to the opposite results found in previous researches. As the target industry in this study is aviation security, there are few organizations providing such service in Macau. Thus, career adaptability of aviation security guards would not significantly enhance the job-hopping to other organizations in Macau. Instead, career adaptability refers to personal resources that encourage individuals to have proactive career behaviors (Savickas, 2013; Savickas & Porfeli, 2012), including development of problem solving strategies and coping behavior in adaption of work role, which help individuals overcome obstacles at work. Given that having career adaptability could help the employees to be more qualified to survive in the organization, which could prevent them to have turnover intention, therefore, the hypothesis of this study is:

H1: There is a negative relation between career adaptability and turnover intention.

### **Career adaptability, affective commitment and turnover intention**

Since exchange theory provides a rationale for connecting career adaptability with affective commitment (Whitener & Walz, 1993), previous researches demonstrated that career adaptability was significantly and positively correlated to affective commitment (Ito & Brotheridge, 2005; Ferreira, Coetzee & Masenge, 2013). Career adaptability represents an ability to develop resources and positive attitude for handling changes at work, including action for future career planning, a sense of control over situation, openness for new information, and confidence in problem solving (Klehe, Zikic, Van Vianen, & De Pater, 2011; London & Stumpf, 1983;

Savickas, 1997). Employees can build up their skills and career adaptability through organizational trainings, challenging job assignments and other corporate development activities (Wayne, Shore, & Liden, 1997), which in turn might increase their loyalty and affective commitment towards the organization (Ito & Brotheridge, 2005; Klehe, Zikic, Van Vianen, & De Pater, 2011).

Affectively committed employees are emotionally attached to the organization (Meyer & Allen, 1991). The committed employees show higher involvement in the organization's activities, have more willingness to contribute efforts to achieve the organization's objectives, and have greater desire to stay with the organization (Meyer & Allen, 1991). Research also shows that employees with strong affective commitment may continue with an organization because they want to (Meyer, Allen, & Smith, 1993). Previous studies found that affective commitment was negatively correlated to employees' turnover intention (Mohamed, Taylor & Hassan, 2006; Juma & Lee, 2012; Joarder, Sharif & Ahmmed, 2011; Zhao, Sun, Cao, Li, Duan, Fan, & Liu, 2013). Since social behavior of individual is influenced by attitude, Wasti (2003) further demonstrated that affective commitment was a strong predictor of turnover, and high affective commitment was associated with decreased turnover intention. In other words, the higher the affective commitment score of the employees, the lower intention to leave the organization. We believe that the employees have higher level of affective commitment, they would have positive attitude in loyalty and commitment towards the organization and be more willing to stay in the organization to contribute their efforts on the work of their own accord.

As mentioned above, employees who lack career adaptability at work might not be easy to generate the sense of acceptance or feel that they are not part of the organization. The lower affective commitment towards the organization would make the employees to seek another job elsewhere. In contrast, if employees are adaptable to the job or career, they might have a higher sense of belonging towards the organization and would be more willing to stay with the organization (Joarder, Sharif & Ahmmed, 2011; Wasti, 2003). Career adaptability (Guan, Zhou, Ye, Jiang, & Zhou, 2015; Mai & Chan, 2015; Omar & Noordin, 2013) and affective commitment (Mohamed, Taylor & Hassan, 2006; Zhao, Sun, Cao, Li, Duan, Fan, & Liu, 2013) are both negatively correlated with turnover intention, career adaptability can lead to affective commitment (Ito & Brotheridge, 2005; Ferreira, Coetzee & Masenge, 2013), and affective commitment strongly correlates with turnover intention (Flinkman, Leino-Kilpi, & Salantera, 2010). Base on the previous discussion, it is reasonable to propose that affective commitment plays an intervening role in governing the linkage between career adaptability and turnover intention. Thereby, it is justifiable to hypothesize that affective commitment mediates the relationship between career adaptability and turnover intention. Thus, the hypotheses for this study are:

H2: There is a positive relation between career adaptability and affective commitment.

H3: There is a negative relation between affective commitment and turnover intention.

H4: Affective commitment mediates the effect between career adaptability and

turnover intention.

### **Career adaptability, career satisfaction and turnover intention**

Previous studies reported that career adaptability was an important predictor for positive career outcomes, including career satisfaction (Chan & Mai, 2015; Guan, Zhou, Ye, Jiang, & Zhou, 2015; Tolentino, Garcia, Restubog, Bordia, & Tang, 2013; Zacher, 2014a). Some earlier researches found that employees who have high level of career adaptability are more likely to achieve career goal and more satisfied with their career (see for example, Niu, & Guo, 2009; Savickas & Porfeli, 2012; Zacher, 2014a). Higher career adaptability can enhance positive attitudes of career progress, thereby increasing the feeling of satisfaction towards one's career (Tolentino, Garcia, Restubog, Bordia, & Tang, 2013). Career adaptability is positively associated with career satisfaction (Tolentino, Garcia, Restubog, Bordia, & Tang, 2013).

Career satisfaction pertains to individuals' perceptions' of their current career achievement and expectation for future development (Judge, Cable, Boudreau, & Bretz, 1995; Gattiker & Larwood, 1986). Career satisfaction is “a subjective evaluation that represents employees' perceptions of their satisfaction with their success, overall career goals, goals for income, goals for advancement and goals for the development of new skills” (Greenhaus, Parasuraman & Wormley, 1990, p69 & p86).

Direnzo and Greenhaus (2011) suggest that organizations should be more aware of the important role of employees' career satisfaction, and devote company resources

on improving their career satisfaction, which could help to reduce the turnover intention among those employees. Recent researches further reveal that career satisfaction is negatively correlated with turnover intention (Chan & Mai, 2015; Kang, Gatling & Kim, 2015; Nauta, et al., 2009); higher level of career satisfaction may result in lower level of turnover intention of employees (Guan, et al., 2014a; Guan, et al., 2014b). In other words, employees who are satisfied with their career would experience less urgency to change to another job within or outside their current organization (Nauta et al., 2009). Base on this view, it can be concluded that career satisfaction has negative correlation with turnover intention.

Career adaptability had been found to be positively correlated to career satisfaction (Chan & Mai, 2015; Tolentino, Garcia, Restubog, Bordia, & Tang, 2013). Previous research also supported that career satisfaction was negatively correlated to turnover intention (Chan & Mai, 2015; Guan et al., 2013). It means the lack of career adaptability reduces the overall satisfaction towards the achievement of career goals, the perception of failure at work and lower level of career success might lead to higher intention to leave the organization. Previous studies had found that employees with higher career adaptability have lower possibility to leave their organization due to high level of career satisfaction (Chan & Mai, 2015; Guan, Zhou, Ye, Jiang, & Zhou, 2015). It demonstrated that career satisfaction mediated the effect of career adaptability on turnover intention (Chan & Mai, 2015; Guan, Zhou, Ye, Jiang, & Zhou, 2015; Mai & Chan, 2015). Although there is limited literature that examined the mediation role of career satisfaction between career adaptability and turnover



intention, base on foregoing hypotheses (i.e. H5 and H6) and rational explanation, we can now propose that career satisfaction is a mediator between career adaptability and turnover intention. Therefore, the hypotheses for this study are:

H5: There is a positive relation between career adaptability and career satisfaction.

H6: There is a negative relation between career satisfaction and turnover intention.

H7: Career satisfaction mediates the effect between career adaptability and turnover intention.

### **Career adaptability, promotability and turnover intention**

Tolentino, Garcia, Restubog, Bordia and Tang (2013) further observed and proved the relationship between career adaptability and the outcomes of career adaptation, including promotability and career satisfaction. Career adaptability is positively associated with promotability. Employees who have higher career adaptability may perceive themselves to have higher possibility to get promoted (Tolentino, Garcia, Restubog, Bordia, & Tang, 2013).

Promotability pertains to the employee's perceptions of being rewarded by the organization for a deserved promotion (Shore, Barksdale & Shore, 1995). Previous research findings suggest that employees who are the most likely to receive organizational rewards such as promotions would choose to remain in the organization (Shore, Barksdale & Shore, 1995). Employees with less promotability might be less attached to the organization, and would be more likely to have turnover intention and would actually withdraw from the organization (Goldner, 1970).

Promoted employees or employees with higher promotability score would choose to stay with the organization as it become more and more costly to leave an organization (Williamson, Wachter & Harris, 1975). Earlier research further investigated that higher value on promotional and advancement opportunities might lower the employees' turnover intention (Martin, 1979). That is, promotion is negatively correlated to turnover (Carson, Carson, Griffeth & Steel, 1994). Some studies also found that perceived promotional opportunities was significantly and negatively correlated with turnover (Porter & Steers, 1973; Marsh & Mannari, 1977; Martin, 1980).

As previously mentioned, employees who are adaptable to handle challenges at work, might be more likely to achieve the goals for promotion. In turn, they would have lower intention to look for another job outside the organization (Carson, Carson, Griffeth & Steel, 1994). In accordance with earlier studies, career adaptability has positive relationship with promotability, while career adaptability and promotability are negatively correlated with turnover intention. To the best of our knowledge, there is no literature to support the mediation effect of promotability between career adaptability and turnover intention. However, base on earlier point of views, career adaptability can lead to turnover intention via promotability, while promotability is an influential factor to boost the relationship between career adaptability and turnover intention. In other words, promotability might mediate the causal relationship between career adaptability and turnover intention. Thus, the hypotheses for this study are:

H8: There is a positive relation between career adaptability and promotability.

H9: There is a negative relation between promotability and turnover intention.

H10: Promotability mediates the effect between career adaptability and turnover intention.

### **Perceived organizational support, affective commitment and turnover intention**

Perceived organizational support is an important concept to study since it strongly influences employees' satisfaction, motivation, commitment and behavioral outcomes (Eisenberger, & Stinglhamber, 2011). Turnover intention is a possible behavioral outcome caused by low level of perceived organizational support, and low organizational commitment (Islam, Khan, Ahmad, Ali, Ahmed, & Bowra, 2013; Urbonas, Kubilienė, Kubilius, & Urbonienė, 2015). Several empirical evidence supports the view that employees who perceived high level of organizational support creates feelings of obligation to support the organization, which manifests itself in favorable attitudes and behaviors toward the organization, including increased organizational commitment, job satisfaction and performance, and reduced intentions to quit (Rhoades & Eisenberger, 2002). Rhoades and Eisenberger (2002) found that perceived organizational support was positively correlated with commitment, and was negatively correlated with turnover.

Other scholarly studies also reported that perceived organizational support has impact on turnover perception through affective commitment (Rhoades, Eisenberger and Armeli 2001; Eisenberger, Stinglhamber, Vandenberghe, Sucharski and Rhoades

2002; Maertz, Griffeth, Campbell, & Allen, 2007). Some studies have revealed negative associations between affective commitment and turnover intention (Joarder, Sharif & Ahmmed, 2011; Juma & Lee, 2012; Meyer & Allen, 1997), and affective commitment being a mediator of the relationship between perceived organizational support and turnover (Imran, Ali, & Islam, 2014; Eisenberger, Rhoades, & Armeli 2001). Eisenberger, Rhoades and Armeli (2001) explained that employees with high perceived organizational support have a greater emotional attachment to the organization and show better behavioral outcomes, including better performance, more satisfaction with their jobs and less desire to leave the organization.

El Akremi, Colaianni, Portoghese, Galletta and Battistelli (2014), using a large sample of Italian nurses, found that perceived organizational support could positively influence affective commitment and negatively impact turnover intention, and affective commitment acts as a mediator of perceived organizational support and voluntary turnover. Allen, Shore and Griffeth (2003), using two samples of 215 salespeople and 197 insurance agents, found that organizational commitment mediated the effects of perceived organizational support on turnover. Affective commitment is a primary mediator between perceived organizational support and turnover intention (Maertz et al. 2007; Islam, Khan, Ahmad, Ali, Ahmed, & Bowra, 2013). According to these research findings, affective commitment may serve as a mediator between perceived organizational support and turnover intention. Thus, the hypotheses for this study are:

H11: There is a positive relation between perceived organizational support and

affective commitment.

H12: There is a negative relation between perceived organizational support and turnover intention.

H13: Affective commitment mediates the effect between perceived organizational support and turnover intention.

### 2.3 Conceptual framework

According to the literature reviewed, the conceptual framework of this study is shown in Figure-2:

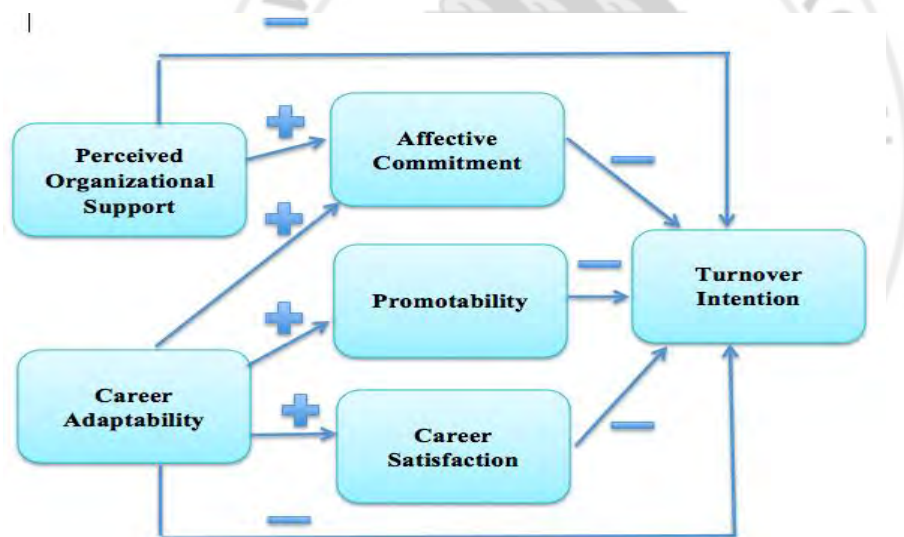


Figure 2 – Conceptual model

### 2.4 Hypothesis development

Base on the relationship of variables in the framework, concluded from the literatures, the related hypotheses generated are:

H1: There is a negative relation between career adaptability and turnover intention.

H2: There is a positive relation between career adaptability and affective commitment.

H3: There is a negative relation between affective commitment and turnover intention.

H4: Affective commitment mediates the effect between career adaptability and turnover intention.

H5: There is a positive relation between career adaptability and career satisfaction.

H6: There is a negative relation between career satisfaction and turnover intention.

H7: Career satisfaction mediates the effect between career adaptability and turnover intention.

H8: There is a positive relation between career adaptability and promotability.

H9: There is a negative relation between promotability and turnover intention.

H10: Promotability mediates the effect between career adaptability and turnover intention.

H11: There is a positive relation between perceived organizational support and affective commitment.

H12: There is a negative relation between perceived organizational support and turnover intention.

H13: Affective commitment mediates the effect between perceived organizational support and turnover intention.

## 2.5 Summary

This chapter presented the six variables included in this study. These variables contain career adaptability, perceived organizational support, affective commitment, promotability, career satisfaction and turnover intention. Base on the literature review, there 13 hypotheses were generated.



### **3. Chapter 3. Methodology**

This chapter describes the design of the research. First, it introduces the methodology of quantitative research, which includes the questionnaire design, instruments of each variables and the related measurement. Second, it presents the pilot test and the process of data collection. Third, it describes the data analysis methods. Lastly, it introduces the methodology of qualitative research, which includes the interview design and data analysis plan.

#### **3.1 Quantitative Research**

The research target populations are security guards of one security company of Macau. Since there is no secondary data about this group of people in previous research, so it was necessary to collect primary data directly from this target population. In this study, quantitative research method was applied, which used to study human behavior of populations or samples that represent populations (Gall, Gall, & Borg, 2003). By doing quantitative research, it could determine the relationship between one independent variable and a dependent or outcome variable in a population (Manheim & Brians, 2011) and examine the hypotheses posed. Questionnaire was used extensively to collect data about phenomena that are not directly observable (Gall, Gall, Borg, 2003). The advantages of using questionnaire include the low cost and less time in data collection (Gall, Gall, Borg, 2003).



### **3.1.1 Distribution and Data collection**

#### **3.1.1.1 Permission**

The approval from the general manager of the Company was obtained prior to this research. Cooperation and assistance was given since the Company expects the result of this research to help the managers to better understand the employees' turnover intention, which might benefit the company's operation and future development. Second, in order to increase the response rate in the quantitative research, the assistance from the director of Operation Department of the Company was obtained. The department director agreed to assist in the distribution of the questionnaires to the security guards during the working hours.

#### **3.1.1.2 Distribution of questionnaire**

The questionnaires were distributed to the on-duty security guards in the staff rest area by one office staff of the Finance and Administration Department of the Company. All the questionnaires were completed during the break (for meals or rest time) after peak hours. The English version of the questionnaire was distributed to employees from the Philippines, while the Chinese version of the questionnaire was distributed to the Chinese employees.

The distribution of questionnaires and collection of completed questionnaires occurred over two weeks. Before the distribution, the office staff prepared a list of staff number of all security guards. According to the working schedule, the office staff randomly selected 50 on-duty security guards each day, and gave the list to the

manager of the control center for manpower arrangement. Once the selected security guards were released for their working break, he/she would be invited to the designated office room to fill in the questionnaire. In order to assure no repeats of data was collected from the same person, their staff number was recorded once the security guards took the questionnaire. In other words, none of the employees were invited more than once.

### **3.1.1.3 Sampling**

The entire population of the security guards in the Company was included in the study. Until the end of June 2014, the total number of security guards in the organization was 477. All the employees received the questionnaire except those who were on-leave during the data collection period. The total completed questionnaires returned were 446. The response rate was 93.5%. 15 questionnaires were discarded; 4 of them have more than one missing value in the response, which might influence the accuracy of the scale. While the other 11 respondents completed the same score for all the questions. Thus these 11 forms were treated as invalid answers. The total number of the valid completed questionnaires was 431. The valid response rate was 90.4%. The quantitative research was carried out over two weeks during 16<sup>th</sup> June 2014 to 27<sup>th</sup> June 2014.

### **3.1.1.4 Anonymity and privacy issues**

Anonymity might be necessary if highly personal or threatening information is

requested, and more honest responses might be received if the respondents remain anonymous (Gall, Gall, & Borg, 2003). This research was designed with anonymity in mind to encourage the employees to give answers without any stress and worries by protecting the privacy of each employee. This step can also help to enhance the authenticity of the research (Gall, Gall, & Borg, 2003).

Once the security guards finished the questionnaire, they were asked to put the questionnaire into a locked data collection box, to ensure that each individual's data were not exposed to other parties in the organization. The cover page of the questionnaire shows a written message informing the employees that the data collected from this research will be used for academic purpose only (See Appendix 1 and Appendix 2). No incentives were given to the security guards.

### **3.1.2 Questionnaire design**

The questionnaire consists of four parts, with 59 questions formatted in three pages. Referring to the “Guidelines for designing a questionnaire” (Berdie, Anderson, & Niebuhr, 1986), the questionnaire was organized in a logical sequence, which grouped items with the same content or items having the same response options together. The first part includes 24 items for measuring career adaptability. The second part includes 5 items for testing career satisfaction. The third part contains 8 items for measuring perceived organizational support, 3 items for turnover intention, 8 items for affective commitment and 4 items for measuring promotability. The last part uses 7 questions to identify the targets' demographic characteristics, which

include age, gender, Macau residency status, place of origin, total years in the company, highest level of education achieved, and monthly salary.

Considering that the target respondents in the organization are mainly from Mainland China, Macau and the Philippines, the language spoken among this group of people are Chinese (for mainland China and Macau employees) and English (for Philippines employees). Since English is a language spoken by most of the population of Philippines and is primarily used in their educational contexts (Bernardo, 2004), in this research, two sets of questionnaires were prepared; in Chinese and English. All items in the questionnaire were previously published in past literatures in English. Some of them had already been translated into Chinese and used by some applied business and academic studies in China. These include the SPOS - Scale of perceived organizational support (Chen, Chou, & Wang 2013; Han, Chiang, & Yang, 2009), ACS - Affective commitment scale (Lai, & Lin, 2007; Yang, & Long, 2008), CAAS - Career adaptability scale (Hou, Li, Xu, Leung, & Li, 2012, supplementary data in Chinese) and CSS - Career satisfaction scale (Zhang, et al, 2011; Ma & Liu, 2011). Those Chinese translated items were used as reference in this study. The other items of promotability and turnover intention scales were translated accurately into Chinese. In order to ensure the correctness of each question, two native English and Chinese speaking professionals were employed in the translation process. These professionals were asked to translate all the items in the Chinese version back to English, which helps to check if there is any misunderstanding in the wordings in each difference language version.

Some modifications were made to some of the Chinese wordings, which had similar meanings. For example, “Sticking up for my beliefs” can be translated to “執著於我的信念” or “堅持我的信念”, both of them have similar meaning in Chinese, but the former one was used for persisting something bad or undesirable states or situation, so the final questionnaire used “堅持我的信念”. Similarly, some English wordings were polysemy, which represented different meanings. For example, “The organization values my contributions to its well-being”, normally “well-being” represents someone’s happiness and welfare, when applying to organization, it meant performance or achievement. In the Chinese version of the questionnaire, it was translated to “公司重視我的績效貢獻”.

### **3.1.3 Measurements**

The following sections introduce the scales used for each variable in this study. The Chinese version and English version of the questionnaire are attached in Appendix 1 and Appendix 2 respectively.

#### **3.1.3.1 Perceived organizational support**

The Scale of perceived organizational support (SPOS) was originally developed as a 36-item using a 7-point Likert scale (Eisenberger et al., 1986). A shorter version of this scale has demonstrated satisfactory level of reliability and construct validity in past research, with Cronbach’s alpha 0.90 (Eisenberger, Cummings, Armeli, & Lynch, 1997), so 16-item and 8-item versions of the original SPOS have also been used.

According to Rhoades and Eisenberger (2002) “For practical reasons, many studies use fewer items. Because the original scale is unidimensional and has high internal reliability, the use of shorter versions does not appear problematic” (Rhoades & Eisenberger, 2002, P699).

In this study, the 8-item version of SPOS (Eisenberger, Cummings, Armeli & Lynch, 1997; Lynch, Eisenberger, & Armeli, 1999) was applied to measure the perceived organizational support. The reliability for the short version of SPOS (i.e. coefficient alpha) was 0.90 (Eisenberger, Cummings, Armeli & Lynch, 1997) The items of perceived organizational support are arranged in Part 3 of the questionnaire (Q30, Q31, Q32, Q33, Q34, Q35, Q36, & Q37). A representative item is “This organization really cares about my well-being”. A 7-point Likert scale was adopted, where 1=strong disagree to 7= strongly agree. Some reversed items (i.e. Q33, Q36) were recoded, so that high score on these items could indicate high level of perceived organizational support. The scores summed up from each question generated the mean score, which represented the score of perceived organizational support. Higher values represented a greater level of perceived organizational support (Eisenberger et al., 1986).

### **3.1.3.2 Affective Commitment**

The Affective Commitment Scale (ACS) was developed as an 8-item scale, which used a 7-point Likert scale by Allen and Meyer (Allen & Meyer, 1990; Meyer, Allen, & Smith, 1993). Researchers using the Affective Commitment Scale have

reported that it has high reliability with one single factor generated (Allen & Meyer, 1990; Hackett, Bycio, & Hausdorf, 1994; Meyer, Allen & Gellatly, 1990; Mowday, Steers, & Porter, 1979). The reliability for ACS (i.e. coefficient alpha) was 0.87 (Allen & Meyer, 1990). Affective Commitment Scale is one of the subscales of organizational commitment, which are most commonly used in substantive research (Meyer et al., 2002). “Macro generalizability refers to the generalizability of the Meyer and Allen (1990) commitment measures to populations beyond the Western population in which it was originally developed” (Jaros, 2007, p16). “A robust research program studying the validity of the model in Chinese cultures” (e.g., Chen & Francesco, 2003; Chang, Chi, & Miao, 2007) was also implemented (Jaros, 2007, p16).

The items of affective commitment are arranged in Part 3 of the questionnaire (Q41, Q42, Q43, Q44, Q45, Q46, Q47, & Q48). Responses were obtained on a 7-point Likert scale, where 1=strong disagree to 7= strongly agree. A sample item is “I would be very happy to spend the rest of my career with this organization”. Some reversed items (i.e. Q44, Q46) were recoded, so that high score on these items could indicate high level of affective commitment. The scores summed up from each question generated the mean score, which represented the score of affective commitment. Higher score stands for higher emotional commitment to the organization (Allen & Meyer, 1990).

### **3.1.3.3 Career Adaptability**

The Career Adaptability Scale developed by Savickas and Porfeli (2012), “consists of four subscales, each with six items, measuring concern, control, curiosity, and confidence as psychosocial resources for managing self developmental tasks, work challenges, and occupational transitions” (Savickas & Porfeli, 2012, p661). “Career concern” relates to a time prospect on preparing for the coming future, for instance developing a plan for career development (Savickas & Porfeli, 2012; Tolentino, Garcia, Restubog, Bordia, & Tang, 2013, p411). “Career control indicates a sense of self-management and responsibility to utilize it on influencing one's career, by knowing what career to pursue” (Savickas & Porfeli, 2012; Tolentino, Garcia, Restubog, Bordia, & Tang, 2013, p411). “Career curiosity” pertains to think about oneself in exploring different ideas and opportunities that add value to the career development (Savickas & Porfeli, 2012; Tolentino, Garcia, Restubog, Bordia, & Tang, 2013, p411). Lastly, “career confidence refers to the pursuit of ambitions and expectation of success in face of difficulties”, means having self-efficacy to undertake actions for achieving career goals (Savickas & Porfeli, 2012; Tolentino, Garcia, Restubog, Bordia, & Tang, 2013, p411). The construct of career adaptability is used to evaluate individual's strength, which enables self-preparation for future occupational changes (Savickas & Porfeli, 2012).

This scale was tested in 13 counties, including China, and it demonstrated reliability and cross-national measurement equivalence (Savickas & Porfeli, 2012). Specifically, “the reliabilities of the CAAS subscales and the combined adaptability



scale range from acceptable to excellent when computed with the combined data. The measure appears to have strong potential to be useful in the internationalization of career development research and intervention in the global economy of the 21st century” (Savickas & Porfeli, 2012, p661 & p670). The CAAS has been translated, verified and applied in various countries and cultures, which demonstrates excellent reliability and appropriate cross-national measurement equivalence, including in China and Macau (Savickas & Porfeli, 2012; Hou, Li, Xu, Leung, & Li, 2012; Tien, Lin, Hsieh, & Jin, 2014).

The items of career adaptability were arranged in Part 1 of the questionnaire, which includes the constructs of concern (Q1, Q2, Q3, Q4, Q5 & Q6), control (Q7, Q8, Q9, Q10, Q11 & Q12), curiosity (Q13, Q14, Q15, Q16, Q17 & Q18), confidence (Q19, Q20, Q21, Q22, Q23 & Q24). Responses were obtained on a 5-point Likert scale, where 1=Not Strong, 2=Somewhat strong, 3=Strong, 4=Very Strong, 5=Strongest. The sample items are “Thinking about what my future will be like” and “Preparing for the future”. The internal consistency reliabilities of all scales are, for concern ranged from 0.79 to 0.92, control ranged from 0.64 to 0.89, curiosity ranged from 0.71 to 0.91, confidence ranged from 0.74 to 0.93, career adaptability ranged from 0.89 to 0.97 in various studies (Hou, Li, Xu, Leung, & Li, 2012; Savickas & Porfeli, 2012; Tien, Lin, Hsieh & Jin, 2014; Tolentino, Garcia, Restubog, Bordia & Tang, 2013). “The overall CAAS-International Scale has a reported reliability of 0.92, which is greater than the subscale reliability estimates for concern (0.83), control (0.74), curiosity (0.79), and confidence (0.85)” (Savickas & Porfeli, 2012; Tolentino,

Garcia, Restubog, Bordia, & Tang, 2013, p413). The scores for each item in different subscales were summed up respectively, and the mean of each subscale represented the score of concern, control, curiosity and confidence of career adaptability. The mean of the total score summed up stands for the score of career adaptability.

#### **3.1.3.4 Career satisfaction**

Career satisfaction was measured with the 5 items Career Satisfaction Scale (CSS), which was developed by Greenhaus, Parasuraman and Wormley (Greenhaus, Parasuraman, & Wormley, 1990). The Career Satisfaction Scale (Greenhaus, Parasuraman, & Wormley, 1990; Hofmans et al., 2008) is a broadly accepted measure of career satisfaction (Spurk, Abele, & Volmer, 2011).

The items of career satisfaction were arranged in Part 2 of the questionnaire (Q25, Q26, Q27, Q28 & Q29). A 5-point Likert scale was used for scoring each of the five items, where 1 = strongly disagree to 5 = strongly agree. The representative item is “I am satisfied with the progress I have made toward meeting my overall career goals”. The reliability in previous research reported a coefficient alpha of 0.88 (Greenhaus, Parasuraman, & Wormley, 1990). The mean of scores summed up from these five questions represented the score of career satisfaction. Higher score stands for higher career satisfaction.

### **3.1.3.5 Promotability**

Promotability was assessed “using 4-items scale drawn from earlier research” (Restubog, Bordia, & Bordia, 2011; Shore, Barksdale, & Shore, 1995; Thacker, & Wayne, 1995; Tolentino, Garcia, Restubog, Bordia, & Tang, 2013, p414; Wayne, Liden, Graf, & Ferris, 1997). Subordinates (participants) can also use these items to evaluate their perceived promotability in the organization (Restubog, Bordia, & Bordia, 2011; Shore, Barksdale, & Shore, 1995).

The items of promotability were arranged in Part 3 of the questionnaire (Q49, Q50, Q51, & Q52). Internal consistency reliability for protability scale was .87; responses were obtained on a 7-point Likert scale, where 1= Strongly disagree to 7= Strongly agree (Wayne, Liden, Draf, & Ferris, 1997). A representative item is “I am likely to be promoted to a higher position sometime during my career”. One item originally stated “It would be best for the organization if I were promoted from my current level during the next five years”. Since many employees in Macau change their jobs almost every one or two years, taking five years for the next promotion was considered too long, so the item was changed from “5 years” to “2 years” in the final version of the questionnaire. The mean of the score summed up with all items indicate the score of promotability.

### **3.1.3.6 Turnover intention**

The turnover intention was measured using the 3-item scale from Meyer and

colleagues (1993). This scale has been widely used in the earlier researches (H Lynn, 2003; Kuean, Kaur, & Wong, 2010; Bartram, Casimir, Djurkovic, Leggat, & Stanton, 2012). In this study, the scale designed by Meyer et al. (1993) has been used to find out the turnover intentions of the security guards.

The items of turnover intention were arranged in Part 3 of the questionnaire (Q38, Q39, & Q40). A 7-point Likert scale was used for scoring each of the three items, where 1 = strongly disagree to 7 = strongly agree. All the three items load satisfactorily and the reliability for this scale is 0.93 (Bartram, Casimir, Djurkovic, Leggat, & Stanton, 2012). A representative item is “I frequently think about leaving my current organization”. The score of the three items were summed up to produce the mean, which represented the respondents’ turnover intention. The higher the score, the higher is the intent to leave the current organization.

#### **3.1.4 Pilot test**

Previous researches suggest that a pilot study should be included as part of the research project. The small-scale testing of the procedures that were planned for the main study, could help the researcher revise the procedure and make necessary modifications based on what the testing reveals (Gall, Gall, & Borg, 2003). For many quantitative and qualitative researches, two or three participants may be sufficient (Gall, Gall, & Borg, 2003). In this study, six participants were involved in the pilot test. The participants included two local workers, two Chinese imported workers, and two Pilipino imported workers.

During the pilot testing, firstly, the time spend in answering the questionnaire was tested, in order to eliminate the problem of length. Secondly, after completing the questionnaire, discussion was made with participants for sharing their experience. It aims to test if the participants can fully understand the questions, or if the questions bring other meaning to the participants due to the problem of wordings.

The pilot test result showed that the time used for answering the questionnaire was between 8 to 12 minutes. After each participant completed the questionnaire, they were asked to share their experience by asking, for example, “Are there any questions that are not clear and make you confused?”, “Do you think you can fully understand all questions?”. According to the feedback given by participants, they were unclear about the meanings of some reversed questions. Those participants also explained that they preferred short straightforward questions, which is easier to understand. Based on the comments, some modifications were made before the final questionnaire was distributed. For example “Even if I did the best job possible, the organization would fail to notice it” was revised to “If I did the best job possible, the organization would notice it”; “I do not feel like part of the family at my organization” was revised to “I feel like part of the family at my organization”; “I do not feel a strong sense of belonging to my organization” was revised to “I feel a strong sense of belonging to my organization”. Lastly, some footnotes were added in page 2 and page 3, in order to remind participants to complete all questions in the questionnaire, including “Please continue on the next page/下頁繼續”.

### **3.1.5 Data analysis plan**

After collecting the returned questionnaires, Statistical Package for the Social Sciences (SPSS) was utilized to analyze the data and to test the hypotheses in this study.

Firstly, the descriptive statistics analysis was used to provide the means and standard deviations of all variables. Secondly, the reliability statistic was used to access the internal consistency or the reliability level (Crobach's Alpha) of a set of items of each scale. Higher values of alpha are more desirable. It is widely accepted for an instrument with alpha values to be 0.7 or higher. Thirdly, the correlation statistics was presented the correlations and significant level of each independent variable and dependent variable and measure the liner relationship between variables. Fourthly, exploratory factor analysis and confirmatory factor analysis were applied to test the scales and model fit. Lastly, the regression analysis was used to analyze the relationship between the variables, and examined the mediation effects.

## **3.2 Qualitative research**

The aim of qualitative research are “to achieve an understanding of how people make sense out of their lives, delineate the process of meaning-making, and describe how people interpret what they experience” (Merriam, 2009, p14). According to the definition and characteristics of qualitative research, the result of qualitative research would be richly descriptive, words rather than numbers could be used to convey what the researcher has learn about a phenomenon (Merriam, 2009). Since the company

was established, there was no exit interview procedure introduced. So there is no documental record or information about this group of employees who had resigned. In this study, the exit interview was applied as the data collection point to gather insights on the reasons behind the security guards' turnover decision.

### **3.2.1 Data Collection**

In the qualitative research, the target sample was employees who had submitted their resignation letter between June to December in 2014. Since the top management of the Company considered the data collected from the exit interviews as confidential and sensitive, so the company did not allowed any outsider or junior staffs of the Company to conduct the exit interview. After the negotiation with one deputy general manager, who is in charge of the human resource management, he agreed to be the researcher in the exit interview and allowed the author to observe the interviews (for recording the conversation by notes taking). Each exit interviews lasted around 20 to 30 minutes, which were conducted by a deputy general manager of the Company in his office.

During the exit interviews, each participant was asked a number of open-ended questions about their reason of turnover decision (see appendix 3). Before starting the interview, the researcher informed the interviewees that data collected would be kept confidential and anonymous to break the ice as well as to make them comfortable to express their perception and honest opinions. The exit interviews started with a casual

conversation about the family background of the employees, in order to have a general picture of the personal background of the participants. According the personal background difference, the questions and time spend were different. For example, when interviewing young and talented employees with high educational level, (meaning they were more valuable for retention), the examples of the questions asked might include “Can you describe the reason why you want to leave the company?” “What could be the motivators to make you stay longer in this company”, “What do you think can be done by the company in the future, that would make you consider rejoining the company?”. Some probing questions were used for getting more in-depth information, for example, “Can you elaborate on that idea?” “Would you give me an example?” “Is there anything else?”. On the other hand, for staffs who were beyond retirement age with high seniority, the question asked include “what do you think about the organizational support?”, “What do you think about your career satisfaction”. Detailed notes were taken during the interviews by the author. The exit interviews were conducted in Cantonese, Mandarin or English, depending on the language spoken of the participants. The interviews were translated and presented in English. The total number of exit interviews completed was 13, 11 interviews were conducted in Chinese and 2 interviews were conducted in English.

### **3.2.2 Data analysis**

Data analysis of qualitative data consisted of identifying, coding, and categorizing. Grounded theory (Glaser, & Strauss, 1999) was applied to analyze the



data collected from the interviews. Firstly, identify the goal. Since the data analysis is the process to answer the research questions, so the first step was beginning by identifying segments in the data set that were responsive to the research questions (Merriam, 2009). Beginning with the preconceived research framework and hypotheses, all data collected would be analyzed and selected that could answer the research questions. Secondly, group data into different categories. As Guba and Lincoln (1981) suggested the frequently mentioned item represents an important dimension or some categories will stand out because of their uniqueness and should be retained. Each data within each category was grouped together and compared, and integrated as final findings. Lastly, summarize data from descriptive into theoretical. Theorizing data by manipulating abstract categories and the relationships among those categories (LeCompte, Preissle, & Tesch, 1993).

### **3.3 Summary**

This chapter has presented the research method of this study, which includes the questionnaire design and exit interview design, together with their data collection and analysis plan. The results of the analysis of quantitative and qualitative research would be shown in the following chapter.

## **4. Chapter 4. Research Results**

This chapter presents the results of the quantitative research and the qualitative research. First, the response rate and summary of demographic information, reliability score for perceived organizational support, affective commitment career adaptability, promotability career satisfaction, turnover intention and their respective correlations are described. Second, exploratory factor analysis and confirmatory factor analysis were deployed to test the model fit. Third, regression was used to examine the relationship of each variable. Lastly, the information collected from the exit interviews was summarized and explained in theoretical way.

### **4.1 Results of demographic Information analysis**

Table 1 showed the demographic summary of the 431 valid respondents. In this research, 55.6% of the participants were male. A majority of the participants originate from Mainland China (72.8%), were non-Macau resident (75.5%), below 40 years old (72.6%), had obtained at least a college level degree (66.0%), were employed by the company for less than three years (52.1%), and were earning a monthly total salary of less than MOP10,000 (64.8%) (about USD1,260).

**Table 1 - Summary of Demographic Information (in Percent)**

	%	N
Gender		
Male	55.6	235
Female	44.4	188
Residency		
Macau Resident	24.5	101
Non-Macau Resident	75.5	311
Place of Origin		
Macau	14.8	62
Portugal	.5	2
Philippines	11.9	50
Mainland China	72.8	305
Age		
18-29 years old	58.7	204
30-39 years old	23.9	100
40-49 years old	7.6	32
50-59 years old	15.0	63
60 years old or above	4.8	20
Highest Level of Education		
Primary School	3.8	16
Middle School	30.2	127
College (Certificate / Diploma)	42.4	178
University (Bachelor Degree)	22.4	94
University (Master Degree or above)	1.2	5
Total tenure in the company		
Less than 1 year	18.1	76
1-3 years	34.0	143
4-6 years	7.6	32
7-10 years	18.3	77
More than 10 years	21.9	92
Monthly Salary		
Less than 10,000	64.8	273
10,000-11,999	31.4	132
12,000-14,999	1.7	7
15,000-16,999	.2	1
17,000-19,999	.5	2
20,000 or above	1.4	6

## 4.2 Results of descriptive and correlation analysis

Table 2 and Table 3 showed the descriptive analysis of all variables and the results of one sample T test. The highest score of career adaptability was 5, while the lowest was 1. The mean score of career adaptability was 3.847 and the standard deviation was 0.656. As the result of the one sample T-test of career adaptability ( $t=26.798$ ,  $p<0.05$ ) was significantly greater than the middle score (3), this result suggested that the employees were adaptable to the current career.

The highest score of perceived organizational support was 7, while the lowest score was 1. The mean score of perceived organizational support was 4.481 and the standard deviation was 1.045. As the result of the one sample T-test of perceived organizational support ( $t=9.548$ ,  $p<0.05$ ) was significantly different from the test value (4), it appeared that the employees could receive enough organizational support from the company.

The highest score of affective commitment was 7, while the lowest was 1. The mean score of affective commitment was 4.372 and the standard deviation was 1.065. As the result of the one sample T-test of affective commitment ( $t=7.248$ ,  $p<0.05$ ) was significantly different from the test value (4), it suggested that the employees were emotionally committed to the company.

The highest score of promotability was 7, while the lowest was 1. The mean score of promotability was 4.208 and the standard deviation was 1.365. As the result of the one sample T-test of promotability ( $t=3.158$ ,  $p<0.05$ ) was significantly different from the test value (4), it appeared that the employees might believe themselves were

possible to get promotion in the future.

The highest score of career satisfaction was 5, while the lowest was 1. The mean score of career satisfaction was 3.319 and the standard deviation was 0.751. As the result of the one sample T-test of career satisfaction ( $t=8.819$ ,  $p<0.05$ ) was significantly different from the test value (3), it appeared that the employees were happy with their current occupation.

The highest score of turnover intention was 7, while the lowest was 1. The mean score of turnover intention was 3.342 and the standard deviation was 1.505. As the result of the one sample T-test of turnover intention ( $t= -9.071$ ,  $p<0.05$ ) was significantly different from the test value (4), it appeared that the employees might not want to leave the company.

**Table 2 – Descriptive and Correlations of variables**

	Min	Max	Mean	S.D	CA	POS	AC	P	CS	TI
CA	1	5	3.8471	.65628						
POS	1	7	4.4808	1.04542	.300**					
AC	1	7	4.3719	1.06514	.201**	.716**				
P	1	7	4.2076	1.36514	.398**	.426**	.428**			
CS	1	5	3.3188	.75054	.337**	.583**	.462**	.262**		
TI	1	7	3.3423	1.50523	-.132**	-.543**	-.667**	-.240**	-.298**	

Notes: 1. CA: career adaptability; POS: perceived organizational support; AC: affective commitment; P: promotability; CS: career satisfaction; TI: turnover intention.

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

3. N=431

**Table 3 – One sample T-test**

	Test Value	t	p
Career adaptability	3	26.798	.000
Perceived organizational support	4	9.548	.000
Affective commitment	4	7.248	.000
Promotability	4	3.158	.002
Career satisfaction	3	8.819	.000
Turnover intention	4	-9.071	.000

Table 2 showed the inter-correlations of variables in the study, that career adaptability was significantly and positively correlated with perceived organizational support ( $r=.300$ ,  $p<0.01$ ), affective commitment ( $r=.201$ ,  $p<0.01$ ), promotability ( $r=.398$ ,  $p<0.01$ ), and career satisfaction ( $r=.337$ ,  $p<0.01$ ).

The table showed that perceived organizational support was significantly and positively correlated with affective commitment ( $r=.716$ ,  $p<0.01$ ), promotability ( $r=.426$ ,  $p<0.01$ ), and career satisfaction ( $r=.583$ ,  $p<0.01$ ).

The table also showed that affective commitment was significantly and positively correlated with promotability ( $r=.428$ ,  $p<0.01$ ), and career satisfaction ( $r=.462$ ,  $p<0.01$ ). The table showed that promotability was significantly and positively correlated with career satisfaction ( $r=.262$ ,  $p<0.01$ ).

The table also showed that turnover intention was significantly and negatively correlation with career adaptability ( $r= -.132$ ,  $p<0.01$ ), perceived organizational support ( $r= -.543$ ,  $p<0.01$ ), affective commitment ( $r= -.667$ ,  $p<0.01$ ), promotability ( $r= -.240$ ,  $p<0.01$ ) and career satisfaction ( $r= -.298$ ,  $p<0.01$ ).

### 4.3 Results of reliability Test

Table 4 showed the reliability test result of all scales. The Cronbach's alpha of scales ranges from 0.808 to 0.940. All of them were larger than 0.8, which exceeded the recommended level of 0.7 (Cortina, 1993). Thus, high score of Cronbach's alpha indicated the reliability and internal consistency of this research.

**Table 4 - Reliability Test of each variable**

	Cronbach's Alpha	No. of items
Career adaptability	.940	24
Concern	.865	6
Control	.867	6
Curiosity	.844	6
Confidence	.876	6
Perceived organizational support	.853	8
Affective commitment	.808	8
Promotability	.848	4
Career satisfaction	.863	5
Turnover intention	.884	3

### 4.4 Results of exploratory factor analysis

In order to test the validity of all constructs in this study, exploratory factor analysis was employed to identify the main constructs, which explained the intercorrelation matrix. "The exploratory factor analysis (EFA) is one of the most commonly used in social and behavioral sciences, which can determine the minimum number of common factors required to reproduce the item correlation matrix" (Izquierdo, Olea & Abad, 2014, p395). Since the KMO value was 0.924, which was greater than 0.5, it indicated that the sample was adequate. Bartlett is significant at a p value of .000 ( $p < .05$ ).

Since there were four dimensions in the construct of Career Adaptability, a

separate factor analysis was run for this construct, by using Principal Components extraction method and Varimax rotation method, with four fixed number of factors to extract. The results showed KMO value was 0.940, which was greater than 0.5. Table 5 showed the mean, standard deviation and factor loadings of each item in the career adaptability construct. The overloaded items were deleted, including CA20 and CA21. The rotated results showed there were four components. These four factors accounted together for 61.983% of the total variance.





**Table 5 – Descriptive Statistics (Career adaptability)**

Construct		Item (First order)	M	SD	Loading
Concern	CA1	Thinking about what my future will be like.	3.50	1.138	.712
	CA2	Realizing that today's choices shape my future.	3.21	1.178	.730
	CA3	Preparing for the future.	3.61	1.145	.772
	CA4	Becoming aware of the educational and vocational choices that I must make.	3.39	1.101	.696
	CA5	Planning how to achieve my goals.	3.65	1.095	.735
	CA6	Concerned about my career.	3.70	1.080	.584
Control	CA7	Keeping upbeat.	4.05	1.036	.664
	CA8	Making decisions by myself.	4.03	1.021	.688
	CA9	Taking responsibility for my actions.	4.41	.811	.727
	CA10	Sticking up for my beliefs.	4.17	.943	.703
	CA11	Counting on myself.	4.16	1.004	.730
	CA12	Doing what's right for me	4.22	.865	.692
Curiosity	CA13	Exploring my surroundings	3.64	.994	.630
	CA14	Looking for opportunities to grow as a person	3.79	1.037	.693
	CA15	Investigating options before making a choice	3.59	1.093	.715
	CA16	Observing different ways of doing things	3.77	1.069	.718
	CA17	Probing deeply into questions I have	3.57	.999	.640
	CA18	Becoming curious about new opportunities	3.75	1.081	.513
Confidence	CA19	Performing tasks efficiently	4.12	.858	.588
	CA20	Taking care to do things well	4.37	.784	-
	CA21	Learning new skills	3.93	1.016	-
	CA22	Working up to my ability	3.88	.982	.660
	CA23	Overcoming obstacles	3.84	.955	.724
	CA24	Solving problems	3.98	.905	.752
Construct		Item (Second order)	M	SD	Loading
Concern		Concern	3.51	.868	.796
		Control	4.17	.737	.832
		Curiosity	3.69	.784	.871
		Confidence	3.96	.765	.861

A separate factor analysis was run for the construct of Perceived Organizational Support, by using Principal Components extraction method and Varimax rotation method. Since there were two items located in different column of rotated component

matrix, it indicated that they are not appropriate to explain the construct. As a result, POS33 and POS36 were discarded. Another factor analysis was rerun after these two incompatible items were deleted. The results showed KMO value was 0.890, which was greater than 0.5. The results showed that one component was extracted. Factor 1 (POS) accounted for 67.958% of the total variance. Table 6 showed the mean, standard deviation and factor loadings of each item in perceived organizational support construct.

**Table 6 - Descriptive Statistics (Perceived organizational support)**

Construct	Items	Mean	S.D.	Loading
Perceived Organizational Support	POS30 The organization values my contributions to its well-being.	4.71	1.468	.832
	POS31 The organization really cares about my well-being.	4.50	1.590	.876
	POS32 The organization would appreciate any extra effort from me.	4.45	1.525	.880
	POS34 If I did the best job possible, the organization would notice it.	4.93	1.526	.810
	POS35 The organization cares about my general satisfaction at work.	4.82	1.401	.808
	POS37 The organization shows little concern for me.	4.27	1.450	.732

A separate factor analysis was run for the construct of Affective Commitment, by using Principal Components extraction method and Varimax rotation method. Since there were two items located in different column of rotated component matrix, it indicated that they are not appropriate to explain the construct. As a result AC44 and AC46 were deleted. Another factor analysis was run with the remaining items. The KMO value was 0.853, which was greater than 0.5. The results showed there was one component extracted. Factor 1 (AC) accounted for 56.850% of the total variance.

Table 7 showed the mean, standard deviation and factor loadings of selected items in affective commitment construct.

**Table 7 - Descriptive Statistics (Affective commitment)**

Construct	Items	Mean	S.D.	Loading
Affective Commitment	AC41 I would be very happy to spend the rest of my career with this organization.	4.12	1.745	.732
	AC42 I enjoy discussing my organization with people outside this organization.	3.66	1.712	.504
	AC43 I really feel as if this organization's problem are my own.	4.32	1.643	.681
	AC45 I feel like "part of the family" at my organization.	4.97	1.593	.827
	AC47 This organization has a great deal of personal meaning for me.	4.75	1.590	.840
	AC48 I feel a strong sense of belonging to my organization.	4.33	1.587	.876

A separate factor analysis was run for the construct of Promotability, by using Principal Components extraction method and Varimax rotation method. The KMO value was 0.749, which was greater than 0.5. The results showed there was one component extracted. The results showed that factor 1 (Promotability) accounted for 68.691% of the total variance. Table 8 showed the mean, standard deviation and factor loadings of each item in promotability construct.

**Table 8 - Descriptive Statistics (Promotability)**

Construct	Items	Mean	S.D.	Loading
Promotability	P49 I am likely to be promoted to a higher position sometime during my career.	4.20	1.610	.826
	P50 If my supervisor had to select a successor for his/her position, it would be me.	3.50	1.659	.834
	P51 I believe that I have what it takes to be promoted to a higher-level position.	4.60	1.742	.848
	P52 It would be best for the organization if I were promoted from my current level during the next two years.	4.52	1.575	.806

A separate factor analysis was run for the construct of Career Satisfaction, by using Principal Components extraction method and Varimax rotation method. The KMO value was 0.819, which was greater than 0.5. The results showed that factor 1 (CS) accounted for 64.707% of the total variance. Table 9 showed the mean, standard deviation and factor loadings of each item in career satisfaction construct.

**Table 9 - Descriptive Statistics (Career satisfaction)**

Construct	Items	Mean	S.D.	Factor loadings
Career satisfaction	CS25 I am satisfied with the success I have achieved in my career.	3.30	.921	.779
	CS26 I am satisfied with the progress I have made toward meeting my overall career goals.	3.32	.924	.797
	CS27 I am satisfied with the progress I have made toward meeting my goals for income.	3.22	.928	.827
	CS28 I am satisfied with the progress I have made toward meeting my goals for advancement.	3.27	.939	.852
	CS29 I am satisfied with the progress I have made toward meeting my goals for the development of new skills.	3.49	.957	.763

A separate factor analysis was run for the construct of Turnover Intention, by using Principal Components extraction method and Varimax rotation method. The KMO value was 0.739, which was greater than 0.5. There was only one component extracted. The results showed that factor 1 (TI) accounted for 81.215% of the total variance. Table 6 showed the mean, standard deviation and factor loadings of each item in turnover intention construct.

**Table 10 - Descriptive Statistics (Turnover intention)**

Construct	Items	Mean	S.D.	Factor loadings
Turnover Intention	TI38 I frequently think about leaving my current organization.	3.36	1.640	.908
	TI39 It is likely that I will search for a job in another organization.	3.60	1.700	.914
	TI40 It is likely that I will actually leave the organization within the next year.	3.07	1.671	.881

#### 4.5 Result of confirmatory factor analysis

Using the results of the exploratory factor analysis, the structural equation modeling was deployed to conduct confirmatory factor analysis with AMOS 22.0.0. The CFA results showed Chi-square=1938.033, df=941, Chi-square/df=2.06 (ranging between value 2 to 5), comparative fit index (CFI)=0.914 (greater than 0.9), root mean square error of approximation (RMSEA)=0.05 (below 0.07), TLI=0.905. A model fit is reasonable when CFI is above 0.90, and TLI is greater than 0.90, thus the model is acceptable for the study.

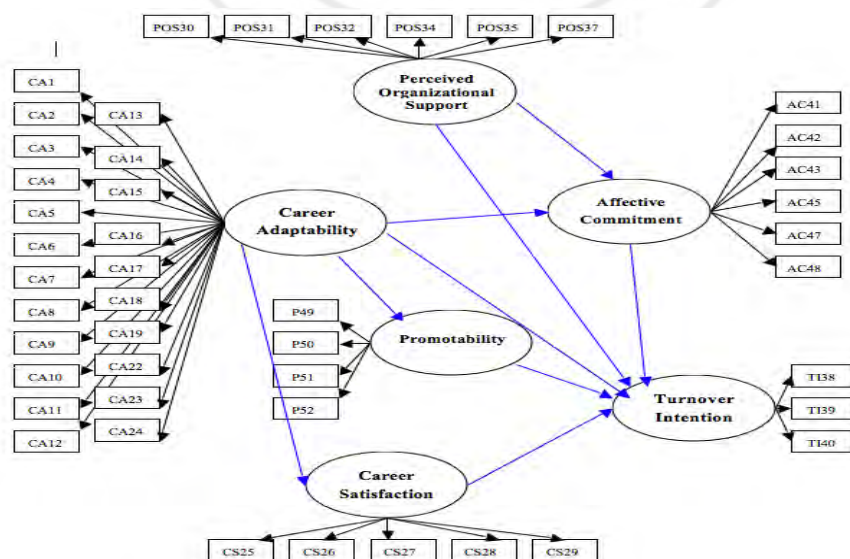


Figure 3 – CFA analysis in AMOS

#### 4.6 Results of regression Analysis

To test the relationship among the variable, multiple regression analysis was run. First step, turnover intention was used as dependent variable, with the independent variables perceived organizational support, affective commitment, promotability, career satisfaction and career adaptability. The results in Table 11a showed that there were two significant variables for predicting turnover intention, including perceived organizational support ( $\beta = -.184$ ,  $p < 0.01$ ) and affective commitment ( $\beta = -.589$ ,  $p < 0.001$ ). The standardized coefficients results indicated that the independent contribution of each coefficient, and affective commitment was the most important driver of turnover intention. Promotability ( $\beta = .076$ ), career satisfaction ( $\beta = .051$ ) and career adaptability ( $\beta = -.015$ ) were not significant in the regression ( $p > 0.05$ ). The F-value was 39.206 ( $p < 0.05$ ) indicated the model was statistically significant and the result of adjusted  $R^2$  (.455) implied that around 45.5% of the variation in turnover intention has been predicted by the two variables namely perceived organizational support and affective commitment in this model.

<b>Table 11a – Regression analysis</b>				
	Turnover Intention			
(C.V.)	Model 1	Model 2	Model 3	Model 4
Age	.018	.079	.058	.061
Gender	.039	.023	-.030	-.025
Education	-.077	-.090	-.040	-.049
Seniority	-.092	-.127	-.118	-.118
(I.V.)				
POS		-.552***		-.184**
CA		.001		-.015
(M.V.)				
AC			-.685***	-.589***
P			.053	.076
CS			-.010	.051
F	1.142	30.681***	47.926***	39.206***
Adjusted R <sup>2</sup>	.001	.302	.444	.455

Note: \*p<0.05, \*\*p<0.01, \*\*\*p<0.001 (N=431)

Age: “1”=18-39, “0”=40 or above

Gender: “0” Female, “1” male

Education: “0”=primary school / middle school, “1”=college or above

Tenure: “1”= 3 years or less, “0”= more than 3 years

Second step, to separately test the relationship between each variables (POS, CA, AC, Promotability and CS) and turnover intention, linear regression analysis was run. By regressing each independent variable on dependent variable (TI) one by one, it could generate the results to indicate how each independent variables impact the dependent variable (TI). The results in table 11b showed that perceived organizational support ( $\beta = -.543$ ,  $p < 0.05$ ), career adaptability ( $\beta = -.132$ ,  $p < 0.05$ ), affective commitment ( $\beta = -.667$ ,  $p < 0.05$ ), promotability ( $\beta = -.240$ ,  $p < 0.05$ ) and career satisfaction ( $\beta = -.298$ ,  $p < 0.05$ ) were all significantly and negatively related to turnover intention. According to the above analysis results, Hypothesis 1 (career adaptability is negatively correlated to turnover intention), Hypothesis 3 (affective commitment is

negatively correlated to turnover intention), Hypothesis 6 (career satisfaction is negatively correlated to turnover intention), Hypothesis 9 (promotability is negatively correlated to turnover intention), and Hypothesis 12 (perceived organizational support is negatively correlated to turnover intention) were supported.

**Table 11b – Regression analysis**

Dependent variable	Independent variable	Adjusted R square	F	$\beta$	t	p
Turnover intention	Perceived organizational support	.294	179.825	-.543	-13.410	.000.
	Career adaptability	.015	7.598	-.132	-2.757	.006
	Affective commitment	.444	344.614	-.667	-18.564	.000
	Promotability	.055	26.223	-.240	-5.121	.000
	Career satisfaction	.087	41.764	-.298	-6.463	.000

Regression analysis was also deployed to test the mediation effect among variables. Judd and Kenny (1981) recommended a series of regression models to test mediation effect. “Firstly, regressing the mediator on the independent variable; secondly, regressing the dependent variable on the independent variable; thirdly, regressing the dependent variable on both the independent variable and on the mediator” (Baron & Kenny, 1986, p1177). Baron and Kenny (1986) also suggested to hold the following conditions to establish mediation: “first, the independent variable must affect the mediator in the first equation; second, the independent variable must be shown to affect the dependent variable in the second equation; and third, the mediator must affect the dependent variable in the third equation, and the effect of the independent variable on the dependent variable must be less in the third equation than in the second. Perfect mediation holds if the independent variable has no effect when



the mediator is controlled” (Baron & Kenny, 1986).

#### POS-AC-TI

The regression analysis was used to test the mediation effects of affective commitment between perceived organization support and turnover intention. To run the regression analysis, affective commitment was set as dependent variable and perceived organizational support was set as independent variable, the results in table 12a showed that  $\beta(\text{POS})=.716$ ,  $p=.000$  ( $p<0.05$ ), which indicated significant. Next, turnover intention was treated as dependent variable and perceived organizational support was treated as independent variable, the results showed  $\beta(\text{POS})= -.543$ ,  $p=.000$  ( $p<0.05$ ), which indicated significant. Based on these results, mediation testing could be continued. Lastly, turnover intention was put into dependent variable, and perceived organizational support and affective commitment were put into independent variable, the results showed  $\beta(\text{POS})= -.134$ ,  $p(\text{POS})=.009$  ( $p<0.05$ ), which indicated significant, while  $\beta(\text{AC})= -.571$ ,  $p(\text{AC})=.000$  ( $p<0.05$ ), which indicated significant. The negative effect of perceived organizational support on turnover intention was reduced in the third regression equation, and the p value of perceived organizational support indicated significant. These results demonstrated that affective commitment has partial mediation effect between perceived organizational support and turnover intention. Thus, Hypothesis 13 (the mediation role of affective commitment between perceived organizational support and turnover intention) was supported.

The results of first regression equation between perceived organizational support and affective commitment, showed  $\beta=.716$ ,  $p<0.05$ , which supported Hypothesis 11 that perceived organizational support was positively and significantly correlated to affective commitment.

Table 12a Regression analysis of POS-AC-TI							
Step	Dependent Variable	Independent Variable	Adjusted R <sup>2</sup>	F	$\beta$	t	p
1	AC	POS	.512	451.556	.716	21.25	.000
2	TI	POS	.294	179.825	-.543	-13.41	.000
3	TI	POS AC	.452	178.137	-.134 -.571	-2.629 -11.16	.009 .000

Table 12b Regression analysis of POS-AC-TI		
	Turnover Intention	
Independent Variable	Model 1	Model 2
POS	-.543***	-.134**
Mediation Variable		
AC		-.571***
F	179.825***	178.137***
Adjusted R <sup>2</sup>	.294	.452

Note: \* $p<0.05$ , \*\* $p<0.01$ , \*\*\* $p<0.001$  (N=431)

#### CA-AC-TI

The correlation analysis among variable reported in Table-2 indicated that career adaptability, affective commitment and turnover intention are correlated to each other. To test the mediation effect of affective commitment between career adaptability and turnover intention, regression analysis was employed. First, when regressing the mediator (affective commitment) on independent variable (career adaptability), the results in table 13a showed  $\beta$  (CA)= .201,  $p=.000$  ( $p<0.05$ ), which indicated significant. Next, when regressing the dependent variable (turnover intention) on

independent variable (career adaptability), the results showed that  $\beta(\text{CA}) = -.132$ ,  $p = .006$  ( $p < 0.05$ ), which indicated significant. Lastly, when regressing the dependent variable (turnover intention) on both the independent variable (career adaptability) and the mediator (affective commitment), the results showed that  $\beta(\text{CA}) = .003$ ,  $\beta(\text{AC}) = -.668$ ,  $p(\text{CA}) = .945$  ( $p > 0.05$ ) indicated insignificant, while  $p(\text{AC}) = .000$  ( $p < 0.05$ ), which indicated significant. The negative effect of career adaptability on turnover intention was reduced in the third regression equation, and the p value of career adaptability indicated insignificant, while the mediator of affective commitment was controlled. This provided evidence that affective commitment has perfect mediation effect between career adaptability and turnover intention, which supported Hypothesis 4 that affective commitment mediated the effect between career adaptability and turnover intention.

The results of the first regression equation between career adaptability and affective commitment, showed  $\beta(\text{CA}) = .201$ ,  $p < 0.05$ , which supported Hypothesis 2 that career adaptability was positively and significantly correlated to affective commitment.

**Table 13a – Regression analysis of CA-AC-TI**

Step	Dependent Variable	Independent Variable	Adjusted R <sup>2</sup>	F	$\beta$	t	p
1	AC	CA	.038	18.12	.201	4.257	.000
2	TI	CA	.015	7.598	-.132	-2.757	.006
3	TI	CA AC	.443	171.910	.003 -.668	.069 -18.177	.945 .000

<b>Table 13b – Regression analysis of CA-AC-TI</b>		
	Turnover Intention	
Independent Variable	Model 1	Model 2
CA	-.132**	.003
Mediation Variable		
AC		-.668***
F	7.598**	171.910***
Adjusted R <sup>2</sup>	.015	.443

Note: \*p<0.05, \*\*p<0.01, \*\*\*p<0.001 (N=431)

#### CA-P-TI

In order to test the mediation effect of promotability between the variable of career adaptability and turnover intention, a regression analysis was employed. First when regression was run between dependent variable (promotability) and independent variable (career adaptability), the results in table 14a showed that  $\beta = .398$ ,  $p = .000$  ( $p < 0.05$ ), which indicated significant. This result also supported Hypothesis 8 that career adaptability was positively and significantly correlated to promotability. Second, when regression was run between dependent variable turnover intention and independent variable career adaptability. The results showed that  $\beta(CA) = -.132$ ,  $p = .006$  ( $p < 0.05$ ), which indicated significant. Third, when regression was run among independent variables (career adaptability and promotability) and dependent variable of turnover intention, the results showed that  $\beta(CA) = -.043$ ,  $p(CA) = .398$  ( $p > 0.05$ ), which indicated insignificant;  $\beta(P) = -.223$ ,  $p(P) = .000$  ( $p < 0.05$ ), which indicated significant. These results explained that promotability has perfect mediation effect between career adaptability and turnover intention. It supported Hypothesis 10 that promotability mediated the effect between career adaptability and turnover intention.

Table 14a – Regression analysis of CA-P-TI							
Step	Dependent Variable	Independent Variable	Adjusted R <sup>2</sup>	F	$\beta$	t	p
1	P	CA	.157	80.843	.398	8.991	.000
2	TI	CA	.015	7.598	-.132	-2.757	.006
3	TI	CA P	.055	13.460	-.043 -.223	-.845 -4.359	.398 .000

Table 14b – Regression analysis of CA-P-TI		
	Turnover Intention	
Independent Variable	Model 1	Model 2
CA	-.132**	-.043
Mediation Variable		
P		-.223***
F	7.598**	13.460***
Adjusted R <sup>2</sup>	.015	.055

Note: \*p<0.05, \*\*p<0.01, \*\*\*p<0.001 (N=431)

#### CA-CS-TI

In order to test the mediation effect of career satisfaction between the variable of career adaptability and turnover intention, regression analysis was employed. First, when regression was run between career adaptability (independent variable) and career satisfaction (mediator), the results in table 15a showed  $\beta$ =.337, p=.000 (p<0.05), which was significant. This result supported Hypothesis 5 that career adaptability is significantly and positively related to career satisfaction. Second, when another regression was run between career adaptability (independent variable) and turnover intention (dependent variable), the results showed that  $\beta$ =-.132, p=.006 (p<0.05), which was significant. Lastly, when regression was run among independent variables of career adaptability and career satisfaction, and dependent variable of

turnover intention, the results showed that  $\beta(\text{CA}) = -.036$ ,  $p(\text{CA}) = .466$  ( $p > 0.05$ ) which was insignificant, while  $\beta(\text{CS}) = -.286$ ,  $p(\text{CS}) = .000$  ( $p < 0.05$ ), which was significant. These results explained that career satisfaction has perfect mediation effect between career adaptability and turnover intention. This result provides support for Hypothesis 7 about the mediating role of career satisfaction between career adaptability and turnover intention.

Table 15a – Regression analysis of CA-CS-TI							
Step	Dependent Variable	Independent Variable	Adjusted R <sup>2</sup>	F	$\beta$	t	p
1	CS	CA	.111	54.823	.337	7.404	.000
2	TI	CA	.015	7.598	-.132	-2.757	.006
3	TI	CA CS	.086	21.125	-.036 -.286	-.729 -5.837	.466 .000

Table 15b – Regression analysis of CA-CS-TI		
	Turnover Intention	
Independent Variable	Model 1	Model 2
CA	-.132**	-.036
Mediation Variable		
CS		-.286***
F	7.598**	21.125***
Adjusted R <sup>2</sup>	.015	.086

Note: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$  (N=431)

#### 4.7 Exit interview data analysis

In the qualitative research, 13 exit interviews were arranged between June 2014 and January 2015. The respondents in these exit interviews were 11 resigned employees (85%) who were low ranking security guards who had resigned; under vigilante or x-ray operator position, while other 2 employees (15%) were under the

group leader and patroller position. The majority of interviewees were female 54%, originating from Mainland China (54%), Macau (31%), and Philippines (15%).

Most of interviewees agreed that they were not satisfied with their current job or career as a security guard. All of them reported having various concerns about their future and career achievement. In other words, career adaptability of concern and career satisfaction was important factors in these respondents' turnover decision-making. For example, they said:

*"I prefer to seek for better development of my career and higher salary. My new job would be a dealer in the casino, with monthly salary of MOP16,500, which is more than 50% increment compare to my current salary."*

*"I don't want to spent the rest of my career as a security guard. I have been working for this company for many years. I have enough experience from this job. But it is difficult for me to compete with the other young generation employees with much higher education and better ability to learn, which means less chance for me to get a promotion within this company."*

*"I am looking for a job with higher payment terms and benefit. I will work for the airport authority department as a driver, with higher monthly salary and better welfare and medical benefits."*

Some interviewees (15%) considered that the unclear promotion practices and limited learning opportunity as among other reasons why they decided to leave the organization. Some interviewees (31%) found that they were not adaptable to the job as an aviation security guard, since they were required to stand for a long time and

having to do shift work and perform professionally under strict discipline and control. As such, it was evident that career adaptability and promotability were another factors that influenced their turnover decision. To illustrate, several employees said:

*“I have concerns about my job promotion and career development. I don’t think being a security guard is my career goal. I suppose that I can work in higher level positions with my bachelor degree. But it seems to me that only the local employees always have priority for getting promotion in this company. That is unfair, especially when those locals are old and they do not have much forward education as I do.”*

*“There is no clear promotion policy have, and only a few management level positions available in the company. I don’t want to act like someone who does everything to please the boss, in order to make himself standout and have more chances for promotion.”*

*“I feel very tired with this job, by standing more than 7 hours each day. The shift-work schedule gives me sleep disorder. Whenever I fell asleep while at work when I am working during night shift, I received warning letters. The letters made me feel bad and stressed at the same time.”*

Most of the interviewees (54%) admitted that the company should make improvement in the context of providing more training programs, learning and development opportunities, and introducing better corporate welfare policies. They also revealed that they might consider staying longer in the company, if those suggestion were introduced. Some of them (15%) complaint that the company did not show enough care for their health and satisfaction under the strict operation discipline,



suggesting that perceived organizational support also plays an important role for their dissatisfaction at work and leading to their turnover intention. For example, several respondents said:

*“The company should provide more professional training to improve my knowledge at work, which is not only limited to top ranking superiors.”*

*“The company should improve the salary and other company welfare. I think the local workers should receive higher salary and more benefits than other non-local workers. The company should treasure and pay more attention to local staffs, as we are all senior and experienced employees.”*

*“One time I didn’t feel well and left the position for some rest in a rush without informing superior, then I received warning as I broke the operation regulations. The company should be more considerate of my health instead of only care about the operation issues.”*

*“I hope the company would care about our health, by providing more annual leaves and change the current working schedule, that we can have more spare time for rest after off from work.”*

Some of interviewees decided to leave the company because of their own accord, for example, some employees from Mainland China or Philippines indicated that they wanted to back home to live with and take care of their families. Some of them revealed that they have earned enough money, which they could start a new career by running some small business as a boss in China, or have a relaxing retirement life in Philippines or Macau. The following are illustration of their comments during the

interviews.

*“My hometown is far away from Macau, I can only go back once a year. My little daughter could not even recognize me, and she told her teacher that she doesn’t have a father, that makes me feel very sad. I think I should spent more time to stay with my family to take care of them and to spend time with them.”*

*“I will go back and stay in Philippines to build a new house. Once the construction complete, maybe I will consider working for this company again in the future.”*

To conclude, the findings from the information collected during the exit interviews provide further evidence to support the hypotheses and research model that perceived organizational support, affective commitment, career adaptability, promotability and career satisfaction influence the turnover decision, either directly or indirectly. The exit interviews also revealed information to further explain why the employees were concern about their career development on knowledge and skills, fair opportunity for promotion, organizational support and overall satisfaction at work. Other reasons to explain why the employees leave the organization, include personal reasons (such as taking care family in their hometown, health concerns due to pregnancy) or company policies (such as strict organizational discipline which makes the employees feel stressed).

#### **4.8 Summary**

This chapter has presented the findings of quantitative research analysis and

qualitative research analysis. The relationships among career adaptability, perceived organizational support, affective commitment, promotability, career satisfaction and turnover intention were examined and the related hypothesizes were tested. The discussion and conclusion will be shown in the next chapter.



## **5. Chapter 5. Conclusion**

This chapter discusses the research findings of this study. Base on the findings, theoretical implications and practical implications are presented for academic review and practical consideration. The limitation and conclusion of this study is included.

### **5.1 Discussion**

#### **Purpose and findings**

The purpose of this study was to understand the factors affecting the turnover intention of the security guards in the civil aviation security industry in Macau. This study examined the effects of perceived organizational support, career adaptability, affective commitment, promotability and career satisfaction on turnover intention.

Consistent with previous researches (Omar, & Noodin, 2013; Ferreira, Coetzee, & Masenge, 2013; Savickas et al., 2009), the findings of this study revealed that career adaptability was negatively correlated to turnover intention. That is, career adaptability represents the ability to handle problems and adapt to changes or development at work, which encourage individuals to have good performance at work to align with their talents. Individuals with high level of career adaptability would be able to stay competitive and survive in the organization, and then might be less likely to quit the organization (Ferreira, Basson & Coetzee, 2010). Rather, lower career adaptability would cause the individual to look for another job in different company or career, which might allow them to perform tasks within their capacity (Savickas et al., 2009). This is unsurprising, given that a majority of participants (75.5%) in this

study were non-Macau resident (from mainland China or Philippines), mostly were under 39 years old and have at least a college degree. As Chan and Mai (2015) indicated, these employees left their hometowns to start a new career in low ranking positions in Macau and to earn a living. They need to adapt to a new working environment, unfamiliar job nature, different corporate culture, overcome communication barriers (i.e. communicate with co-workers and superiors in different languages, such as Cantonese, English and Mandarin) and deal with the heavy workload. As long as they can adapt and fit into the position at work, they might prefer to stay longer to earn more money in order to take care of their families back home.

As revealed in the exit interviews, some young employees indicated that they could not adapt to the shift work and heavy workload during the peak hours of the day, such as standing for 8 hours a day and handling troublesome passengers. Such revelation provided evidence to explain that employees with lower level of career adaptability score may lead them to have some withdrawal behavior, such as turnover intention or actual turnover.

The other 25.4% participants from Macau, who had resigned, were mostly above 40 years old with more than 6 years seniority in the company, have less education than their counterparts. Half of them were in supervising position, while the other half were in low ranking position. These respondents had enough working experience and they are well trained for their position. Since the trainings and working experience could improve their knowledge and skills as security guards,

these senior employees were more confident and capable to handle the challenges in the workplace compared to the non-locals. Since it might be costly for these senior employees with high career adaptability in the aviation security profession to leave the current organization to start a new career in a different industry, they need to adjust to new working environment and different work roles. The organization should provide supports or opportunities for them to improve their skills, abilities and capability, in order to retain them. Once the employees have more confidence to deal with the problems at work and are better prepared for their career development, they might feel less urgency to find another job outside the organization, which might reduce their turnover intention (Guan, Zhou, Ye, Jiang, & Zhou, 2015).

Consistent with previous studies in regard of the relationship between career adaptability, affective commitment and turnover (Ito, & Brotheridge, 2005; Ferreira, Coetzee, & Masenge, 2013; Whitener, & Walz, 1993), the findings of this study revealed that career adaptability was positively correlated with affective commitment, and it was mediated by affective commitment on the linkage with turnover intention. That means career adaptability could positively influence the sense of individual's emotion for being attached to the company (Ito, & Brotheridge, 2005). Adaptable individuals are able to handle challenges and gain self-esteem at work, which could enhance a sense of belonging to the organization (Ferreira, Coetzee, & Masenge, 2013). In turn, these adaptable employees have lower level of the turnover intention (Juma & Lee, 2012; Zhao, Sun, Cao, Li, Duan, Fan, & Liu, 2013). Moreover, individuals who are able to make career development plan connected with the

organization's goals, might treat the organization's problems as their own and spent their career in the organization to accomplish their career plans (Joarder, Sharif & Ahmmed, 2011).

In this research, some employees wrote their comments and offer suggestions to the organization to better manage the operation, such as increasing the number of signage to direct passengers, update the security operational procedure periodically, have more trainings and exercises to improve the staffs' skills and technics, to organize more company activity (i.e. football match, basketball match or dinner gathering) to build up teamwork spirit, and so on. These employees showed that they care about the development and operation of the organization; they also try to solve the problems for the organization and treated it as part of their life, so that they could be happier and more willing to spend longer time in the organization.

In addition, the findings revealed that career adaptability was positively correlated to promotability, and career adaptability is mediated by promotability on the linkage with turnover intention. This is was consistent with findings from previous researches (Tolentino, Garcia, Restubog, Bordia, & Tang, 2013; Goldner, 1970; Carson, Carson, Griffeth, & Steel, 1994). That is, career adaptability could generate positive impact on the possibility for promotion, which represents a sense of career achievement (Zacher, 2014a). Rather, if an individual has low career adaptability, then he/she would perceive himself/herself as less likely to get promoted from the superiors or the organization, which generate negative motivation at work and they are more likely to leave the organization for better opportunity in other companies.

Promotability is one of the career adaptation outcomes, which could be influenced by career adaptability (Tolentino, Garcia, Restubog, Bordia, & Tang, 2013). Higher career adaptability could help individuals to achieve success in their career. They also have greater possibility to get rewards in the form of monetary incentives or promotion. Such employees would treat a promotion as career advancement, which can bring along a sense of success and represent a great deal of personal meaning and honor for them. Thus, higher perception of promotability would those employees to seek brighter career path in the current organization consequently having lower intention to leave. By realizing and understanding that the negative relationship between promotability and turnover intention exists, the managers of the organization should create a fair promotion policy with clear requirements (i.e. minimum tenure in the organization, performance records, professional certification, etc.) to encourage the employees to enhance their adaptability at work. Through implementing the fair promotion policy, the organization can ensure the qualified employees have equitable chances to get rewards or promotion, which could avoid any unfair conduct.

The findings of this study also revealed that career adaptability was positively correlated to career satisfaction, and negatively correlated to turnover intention. Career adaptability was mediated by career satisfaction on the linkage with turnover intention, this finding was consistent with the earlier research (Tolentino, Garcia, Restubog, Bordia, & Tang, 2013; Nauta et al., 2009; Kang, Gatling & Kim, 2015; Guan et al., 2013; Guan, Zhou, Ye, Jiang, & Zhou, 2015). Career adaptability is comprised of individual resources of concern, control, curiosity and confidence,



which enable individual to adapt to a changing work environment (Savickas, & Porfeli, 2012). If employees are capable to perform work tasks and remain competitive in the organization, they are more likely to be happy with their current career and create positive attitudes towards achieving their career goals. It also suggested that employees with high career adaptability might feel less urgent to move to another job outside the organization, due to satisfaction with their career achievement. Therefore, management may want to invest more in company resources (e.g. provide learning opportunities and incentive programs) to assist employees in improving their career adaptability (e.g. self-control skill, work related knowledge and self-confidence etc.). Such effort may make employees more capable to fulfill the job requirement. Consequently, such effort may increase the employees' career satisfaction and reduce their turnover intention.

Lastly, the finding of this study revealed that perceived organizational support was positively correlated to affective commitment, and negatively correlated to turnover intention. Perceived organizational support is mediated by affective commitment on the linkage with turnover intention, this finding is consistent with earlier studies (Eisenberger, Rhoades, & Armeli, 2001; Eisenberger et al., 2002; El Akremi et al, 2014; Allen, Shore & Griffeth, 2003; Imran, Ali, & Islam, 2014). Perceived organizational support is one of the most important factor, which could influence employees' behavior and attitudes (Eisenberger & Stinglhamber, 2011). In accordance with the organizational support theory (Eisenberger et al., 1986), when employees receive supports from the organization, they would have positive job

related behavioral outcomes, such as affective commitment and satisfaction (Eisenberger et al., 1986; Imran, Ali, & Islam, 2014). The findings of the study suggested that if employees feel the organization care about their welfare and contributions, they might be more attached to the organization and have more obligations to work harder for the organization. In other words, they may have less intention to leave the organization. Thus, HR manger should provide enough organizational supports to the employees, to enhance their commitment and willingness to stay in the organization. Some examples include improving healthcare packages, professional trainings, certificate trainings, team-building activities, and paternity leave benefits.

### **Contributions to literatures**

In sum, this study contributes to the career literature in several ways. First, the study demonstrates that career adaptability was also negatively correlated to turnover intention via the mediation effect of affective commitment and promotability. Second, this study provides further evidence for the theory of organizational support, by determining the relationship among perceived organizational support, affective commitment and turnover intention. The results showed that perceived organizational support was positively correlated with affective commitment and negatively correlation with turnover intention via the mediation effect of affective commitment. Therefore, the company should improve organizational support and employees' career adaptability, which could enhance employees' positive job related attitude and staff

retention. Third, few scholars examined the career of understudied samples. The findings here therefore expand our knowledge regarding the mediators between perceived organizational support, career adaptability and turnover intention among working adults. Lastly, the findings provide empirical evidence and groundwork for further research in unique samples.

## **5.2 Implication**

### **Theoretical Implication**

The Career Adaptability Scale was further tested among working adults in Macau, and the overall scale and subscales (i.e. concern, control, curiosity and confidence) have excellent reliability values, which is in the acceptable range from .844 to .940. Previous researches have investigated and proved that career adaptability is related to some individual outcomes. However, there is limited literature available to derive clear conclusion about the impact of career adaptability on turnover intention. The findings of this study were consistent with previous findings (Omar & Noordin, 2013; Ferreira, Coetzee & Masenge, 2013) by supporting the negative relationship between career adaptability and turnover intention. It means individuals with higher career adaptability would have lower intention to leave the organization. This study further expanded the knowledge on the positive relationship between career adaptability and job related outcomes, including affective commitment, promotability and career satisfaction, which was consistent with earlier researches (Ferreira, Coetzee & Masenge, 2013; Ito & Brotheridge, 2005; Niu & Guo, 2009;

Savickas, & Porfeli, 2012; Tolentino, Garcia, Restubog, Bordia, & Tang, 2013; Zacher, 2014a).

As far as we know, this was the first study that examined the mediating role of affective commitment and promotability between career adaptability and turnover intention. In addition, this study provides further support for the earlier research in regard to the mediation role of career satisfaction between career adaptability and turnover intention by Guan and colleagues (2015) and Chan and Mai (2015). In other words, employees with higher career adaptability would be less likely to leave the organization, because they might feel more attached and satisfied with the current career and position, and perceived themselves as having higher possibility to get a promotion in the near future.

### **Managerial Implication**

Since aviation security guards are one of the important elements to safeguard the safety of the airport and passengers, the manpower shortage in the aviation security field could potentially bring about some unexpected threats to the civil aviation security and the management of the company. Therefore, the investigation results of the factors which might affect turnover intention of security guards would be valuable for human resource management of this industry. This study could also provide practical implication and give some suggestions for the management to better retain employees. This study reinforced the important role of the aviation security personnel's career adaptability and their perceived organizational support, which

might influence their intention to leave through the mediation effects of affective commitment, promotability, and career satisfaction. In other words, security guards who have higher adaptability on managing career tasks and challenges at work might have less tendency to quit the company, due to them feeling as one organization, and believe they would have further promotional opportunities in the coming future in the organization and satisfaction with their career. Moreover, the security guards feel they get supports from the organization would also increase their emotional commitment and bear responsibility not to leave the organization.

Based on the findings, HR managers could be more efficient in retaining their employees through enhancing security guards' adaptability and organizational support. Management could provide diversity and professional training to the security personnel periodically in order to further improve their job knowledge and career adaptability. Security guards can also gain work-related knowledge from the training and develop a sense of mission by knowing the important role they play in the civil aviation security. Moreover, the knowledge and skills obtained from diversity training can help the security guards to better manage and adjust to the constant changing work situation to improve their performance on safeguarding the airport and passengers. Additionally, the employees can be better prepared for higher positions in the future by improving their abilities and skills via those training programs. Besides the regular training of aviation security guideline, the management can arrange training to enhance the employees' problem solving skill, behavior detection skill and communication skill, etc., which could improve the employees' self confidence and

their ability in handling work tasks. Previous research also suggests that trainings can help employees to “increase career adaptability or buffer against the decrease of career adaptability, which in turn can improve their employment quality” (Koen, Van Vianen, & Klehe, 2012, p404).

Moreover, by providing opportunities to employees who perceived their work as challenging to enhance learning and self-development, or opportunities to use professional skills and abilities, they are likely to enhance positive attitude towards satisfaction at work. More importantly, when employees are more adaptable to the job, they will be more likely to develop a sense of belonging and satisfaction with their career and may think of leaving the organization less frequently.

Since some employees who had resigned said that their physical fitness could not adapt well the work role of a security guard (working on shift and bear heavy workload), the organization may want to better arrange the shift schedule and manpower allocation. For example, instead of allowing the x-ray operator and screeners to take a break every 2 hours due to the intensity of work (personally communication, 2014), the airport operation manger might allow the x-ray operators and pat-down-search screeners to take a break more frequent (i.e. every one hour), or periodically rotate the job position of front-line employees. Through these organizational support and improvement trainings, employees might perceive that they have opportunities for self-development and higher possibility for promotion. Consequently, they may generate satisfaction and commitment for the organization.

In addition, the manager of the company could utilize the MVP – “Mission,

Value, Pride” path to motivate front-line employees (Hodge, 2000). For example, the manager might emphasize the important role of the security guards in the aviation industry, and the value of the company to the society, which could emotionally engage employees. Furthermore, the manager should establish the mutual trust among employees, and to give recognition and share pride with employees in the accomplishments of the company. It could let employees perceive that the company values their contribution. Meanwhile, it could also encourage the front-line employees to work harder to help the company to achieve the goal for development.

### **5.3 Limitation and Further Research**

This study has few limitations that need to be illustrated. For higher response rate and convenience, the quantitative research was conducted at the workplace of the target company. Considering that some of the variables (e.g. career adaptability and turnover intention) might be considered as sensitive, some participants may be inclined to give socially desirable response (Marlowe, & Crowne, 1961). The data collection also mainly relied on the survey, so it might cause the common method bias that could affect the true relationship between variables (Ganster, Hennessey, & Luthans, 1983; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). For example, career adaptability ranking can reflect individual’s ability and resources to cope with current work tasks, so participants might report higher ranking than they actually perceived themselves. Turnover intention is another morally sensitive variable. Participants might report less willingness to leave, rather than their actual thinking of leaving.

In this study, the participants are limited to only aviation security industry in Macau. To generalize these findings to other aviation security guards in the industry, addition research on security guards in other airports in different cities or countries is needed to validate these findings. Also, this study was limited to its cross-sectional nature. Thus the study could not provide strong support for establishing causality. In addition, this study focused on employees' turnover intention rather than actual turnover, thus further research is needed to determine the effect on actual turnover behavior. Considering that the differences in gender (Coetzee, & Harry, 2015; Hou, Li, Xu, Leung, & Li, 2012), education (Zacher, 2014b), age (Zacher, 2014b) and nationality (Dries, Van Esbroeck, van Vianen, De Cooman, & Pepermans, 2012) can affect career adaptability, which in turn may influence the findings about the relationship among career adaptability, perceived organizational support, affective commitment, promotability, career satisfaction and turnover intention. Further research may want to examine if the demographic difference could influence these relationships.

In addition, since organizational support can build up employees' job-related skills, knowledge and ability, which can also enhance their career adaptability. Ito and Brotheridge (2005) argued that if the organization passes the responsibility to employees for self-development and refuses to provide resources or supports on improving employees' career adaptability, then it might lead to the increment of employees' career adaptability without increasing their affective commitment (or decreasing). As such, higher career adaptability would cause higher turnover intention,



due to job mobility enhance and affective commitment reduce (Ito, & Brotheridge, 2005). Base on the findings of this study and previous researches, further research should examine the relationship between perceive organization support and career adaptability, and the mediation role of career adaptability between perceived organizational support, affective commitment and turnover intention, in order to support if career adaptability increased might caught any risk on employees' voluntary turnover.

Moreover, besides using regression analysis to test the mediation effect, further research could use Sobel test to determine if the effect of the independent variable (i.e. perceived organizational support, career adaptability) would be significantly reduced after including the mediators (i.e. affective commitment, promotability, and career satisfaction) in the equation, so as to investigate if these mediation effects are significant. In order to derive estimate of confidence interval and check the stability of the results, further research could use bootstrapping method to analyze the sample data.

Lastly, in accordance with the information collected from the exit interviews, other possible independent variables could be included in future research, such as perceived supervisor support, work stress, relationship with coworkers, training opportunities, and feelings of motivation.

## **5.4 Conclusion**

Since aviation security is important for supporting the operation of civil aviation,

management in the aviation security industry should pay more attention to the security guards' job related behaviors, attitudes, adaptability and outcomes. This study targeted the sample of aviation security guards in Macau. This study further tested the Career Adaptability Scale (Savickas, & Porfeli, 2012) using working adults in Macau, and recorded excellent validity for the scale. This study found that career adaptability could positively predict affective commitment, promotability and career satisfaction, and negatively predict turnover intention. In addition, this study revealed that affective commitment, promotability and career satisfaction mediated the effects between career adaptability and turnover intention. Furthermore, this study extended the literature in organizational support theory by applying it in the aviation security organization in Macau and found support for the negative relationship between perceived organizational support and turnover intention, and the mediation role of affective commitment between perceived organizational support and turnover intention. To efficiently retain employees in the aviation security industry, the organization is suggested to enhance organizational support and employees' career adaptability by providing diversity trainings, supportive operation arrangement and fair promotion policy. By implementing these supportive measures, the organization might help employees to better prepare for challenges or higher position at work, be more emotionally attached to the organization, and create satisfaction of their career, which in turn reduce employees' turnover intention.

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## **Appendices:**

Appendix 1: Questionnaire – Chinese Version

Appendix 2: Questionnaire – English Version

Appendix 3: Exit Interview



# 職場心理調查研究

## 研究介紹

這是澳門大學工商管理學院的碩士學生進行的職場心理調查研究，用作完成畢業論文。這是一項獨立的調查研究，答案沒有對錯之分，你積極參與將對澳門職場心理學術研究之成功起到重要的作用。所有資料只會用於本學術專案。

## 您的參與和隱私保護

此問卷約花費 **8 分鐘** 時間完成。此問卷以不記名方式進行，你提供的答案及個人資料會**絕對保密**，並於統計分析後銷毀。你的公司或上司絕不會看到其中填妥後之問卷內容。收集的資料只會生成匯總的整體數據，敬請放心填寫。如對此問卷有任何疑問，歡迎聯絡 [mb24436@umac.mo](mailto:mb24436@umac.mo)。

完成問卷後，請投放房間內的密封收集箱中。

謝謝您的協助。

第一部分：每個人在建立自己的職業生涯時，都有不同的優勢。沒有人擅長做所有的事情，我們每個人都比其他人更善用某些能力。請在下面的量表中評定你在每項能力上的發展程度有多強，圈出一個合適的數字，“1”代表 <u>不強</u> ，至“5”代表 <u>非常強</u> 。		不強	有一點強	強（中等）	比較強	非常強
1.	思考我的未來會是什麼樣的	1	2	3	4	5
2.	意識到現在的選擇會塑造我的未來	1	2	3	4	5
3.	為未來做準備	1	2	3	4	5
4.	覺察到我必須要做出教育和職業選擇	1	2	3	4	5
5.	計畫如何實現我的目標	1	2	3	4	5
6.	關注我的職業生涯	1	2	3	4	5
7.	保持樂觀	1	2	3	4	5
8.	能自己做決定	1	2	3	4	5
9.	為我的行為負責	1	2	3	4	5
10.	堅持我的信念	1	2	3	4	5
11.	依靠我自己	1	2	3	4	5
12.	做自己認為正確的事情	1	2	3	4	5
13.	探索我周圍的環境	1	2	3	4	5
14.	尋找機會得到成長	1	2	3	4	5
15.	在做選擇前調查各種可能的選擇	1	2	3	4	5
16.	觀察別人做事的不同方式	1	2	3	4	5
17.	深入探索我的問題	1	2	3	4	5
18.	對新的機會感到好奇	1	2	3	4	5
19.	有效地完成任務	1	2	3	4	5
20.	有責任心把事情做好	1	2	3	4	5
21.	學習新的技能	1	2	3	4	5
22.	逐步發展我的能力	1	2	3	4	5
23.	克服阻礙	1	2	3	4	5
24.	解決問題	1	2	3	4	5

第二部分： 以下是你對 <u>自身進步</u> 的描述。請圈出最能反映你目前的情況及意見的數字，“1”代表 <u>非常不同意</u> ，“5”代表 <u>非常同意</u> 。		非常不同意	不同意	一般	同意	非常同意
25.	我對我事業上所取得的成就感到滿意。	1	2	3	4	5
26.	我對我總體事業目標所取得的進步感到滿意。	1	2	3	4	5
27.	我對達到收入目標所取得的進步感到滿意。	1	2	3	4	5
28.	我對達到晉升目標所取得的進步感到滿意。	1	2	3	4	5
29.	我對獲得新技能目標所取得的進步感到滿意。	1	2	3	4	5

第三部分： 以下是你對自己及公司的描述。請圈出最能反映你目前情況及意見的數字，“1”代表 <u>非常不同意</u> ，“7”代表 <u>非常同意</u> 。		非常不同意	不同意	有點不同意	普通	有點同意	同意	非常同意
30.	公司重視我的績效貢獻。	1	2	3	4	5	6	7
31.	公司關心我的福利待遇。	1	2	3	4	5	6	7
32.	公司感激我付出的額外努力。	1	2	3	4	5	6	7
33.	公司忽略我的抱怨。	1	2	3	4	5	6	7
34.	若我盡可能將工作做到做好，公司將會注意到。	1	2	3	4	5	6	7
35.	公司關心我的總體工作滿意度。	1	2	3	4	5	6	7
36.	公司對我的關心很少。	1	2	3	4	5	6	7
37.	公司以我的工作成就為榮。	1	2	3	4	5	6	7
38.	我經常有離開我現時公司的想法。	1	2	3	4	5	6	7
39.	我有可能將尋找其他公司的工作。	1	2	3	4	5	6	7
40.	我有可能在未來一年內離開這間公司。	1	2	3	4	5	6	7
41.	我非常樂意在這間公司渡過我餘下的職業生涯。	1	2	3	4	5	6	7
42.	我享受與公司以外的人談及我的公司。	1	2	3	4	5	6	7
43.	我覺得公司面對的問題就是我的問題。	1	2	3	4	5	6	7
44.	我可以很容易地投入另一間公司，感覺像現在一樣。	1	2	3	4	5	6	7
45.	我感到自己屬於這公司“大家庭的一分子”。	1	2	3	4	5	6	7
46.	我從情感上不覺得自己歸屬這間公司。	1	2	3	4	5	6	7
47.	這間公司對我有非常重要的意義。	1	2	3	4	5	6	7
48.	我覺得對這間公司有很強的歸屬感。	1	2	3	4	5	6	7
49.	我很可能在我職業生涯中某時間被提升至更高的職位。	1	2	3	4	5	6	7
50.	如果我的上司需要挑選一人繼任他/她的位置，這將會是我。	1	2	3	4	5	6	7
51.	我相信我擁有提升至更高級別職位的能力。	1	2	3	4	5	6	7
52.	如果在未來的兩年內我從現時的職位晉陞，這將對公司最有利。	1	2	3	4	5	6	7



以下是關於你的個人資料，這些資料絕不會用於辨認你及你所在的單位的位置，以確保閣下的私隱權。請於適當的方格中填上(√) 號或在空格上填上適當的資料。

性別	<input type="checkbox"/> 男	<input type="checkbox"/> 女	
是否澳門居民	<input type="checkbox"/> 是	<input type="checkbox"/> 否	
原居地	<input type="checkbox"/> 澳門	<input type="checkbox"/> 葡國	<input type="checkbox"/> 菲律賓
	<input type="checkbox"/> 中國大陸	<input type="checkbox"/> 其他 (請註明:_____)	
年齡	<input type="checkbox"/> 18 - 29 歲	<input type="checkbox"/> 30—39 歲	<input type="checkbox"/> 40—49 歲
	<input type="checkbox"/> 50—59 歲	<input type="checkbox"/> 60 歲或以上	
最高學歷	<input type="checkbox"/> 小學	<input type="checkbox"/> 中學	<input type="checkbox"/> 學院
	<input type="checkbox"/> 大學 (學士學位)	<input type="checkbox"/> 大學 (碩士或以上)	
在這間公司總年資	<input type="checkbox"/> 少於 1 年	<input type="checkbox"/> 1—3 年	<input type="checkbox"/> 4—6 年
	<input type="checkbox"/> 7-10 年	<input type="checkbox"/> 多於 10 年	
每月總收入 (MOP)	<input type="checkbox"/> 少於 10,000	<input type="checkbox"/> 10,000—11,999	<input type="checkbox"/> 12,000—14,999
	<input type="checkbox"/> 15,000—16,999	<input type="checkbox"/> 17,000—19,999	<input type="checkbox"/> 20,000 或以上
監督或管理其他員工是你 (主要) 工作部分嗎?	<input type="checkbox"/> 是	<input type="checkbox"/> 否	

其他意見：

\*\*\*\*\* 問卷完結 - 謝謝您的參與 \*\*\*\*\*

# Survey of Occupational Psychology

## **Introduction of research**

This Survey of Occupational Psychology is conducted by a graduate student from Faculty of Business Administration, **University of Macau**, to fulfill the graduation requirement. This is an independent research, there is no right or wrong answer, and your generous participation can contribute to the success of this academic research about the worker's occupational psychology in Macau. All information collected will be only for academic used.

## **Your Participation and Privacy Protection**

This survey should take about **8 minutes** of your time. This survey is **anonymous**, the answers and personal information provided will be kept **strictly confidential** and destroyed after statistical analysis. Your company or your boss will never see the completed questionnaire. Only aggregate data will be generated from all data collected, so please rest assured to fill in. If you have any questions about the survey, please feel free to contact [mb24436@umac.mo](mailto:mb24436@umac.mo).

After completing the survey, please put it into the sealed locked box provided in the room.

Thank you for your kind assistance.

<b>PART 1.</b> Different people use different strength to build their careers. No one is good at everything; each of us emphasizes some strengths more than others. Please rate how strongly you have developed each of the following abilities using the scale below, and circle a number, “1” represents <u>Not Strong</u> , to “5” represents <u>Strongest</u> .		<i>Not Strong</i>	<i>Somewhat strong</i>	<i>Strong</i>	<i>Very Strong</i>	<i>Strongest</i>
1.	Thinking about what my future will be like.	1	2	3	4	5
2.	Realizing that today’s choices shape my future.	1	2	3	4	5
3.	Preparing for the future.	1	2	3	4	5
4.	Becoming aware of the educational and vocational choices that I must make.	1	2	3	4	5
5.	Planning how to achieve my goals.	1	2	3	4	5
6.	Concerned about my career.	1	2	3	4	5
7.	Keeping upbeat.	1	2	3	4	5
8.	Making decisions by myself.	1	2	3	4	5
9.	Taking responsibility for my actions.	1	2	3	4	5
10.	Sticking up for my beliefs.	1	2	3	4	5
11.	Counting on myself.	1	2	3	4	5
12.	Doing what’s right for me	1	2	3	4	5
13.	Exploring my surroundings	1	2	3	4	5
14.	Looking for opportunities to grow as a person	1	2	3	4	5
15.	Investigating options before making a choice	1	2	3	4	5
16.	Observing different ways of doing things	1	2	3	4	5
17.	Probing deeply into questions I have	1	2	3	4	5
18.	Becoming curious about new opportunities	1	2	3	4	5
19.	Performing tasks efficiently	1	2	3	4	5
20.	Taking care to do things well	1	2	3	4	5
21.	Learning new skills	1	2	3	4	5
22.	Working up to my ability	1	2	3	4	5
23.	Overcoming obstacles	1	2	3	4	5
24.	Solving problems	1	2	3	4	5

<b>PART 2.</b> The following is a description of your progress. Please circle the most suitable number that reflects your current situations, “1” represents <u>Strongly Disagree</u> , to “5” represents <u>Strongly Agree</u> .		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>
25.	I am satisfied with the success I have achieved in my career.	1	2	3	4	5
26.	I am satisfied with the progress I have made toward meeting my overall career goals.	1	2	3	4	5
27.	I am satisfied with the progress I have made toward meeting my goals for income.	1	2	3	4	5
28.	I am satisfied with the progress I have made toward meeting my goals for advancement.	1	2	3	4	5
29.	I am satisfied with the progress I have made toward meeting my goals for the development of new skills.	1	2	3	4	5

<b>PART 3.</b> The following statements are about you and your organization. Please circle the most suitable number that reflects your current situations, <b>“1”</b> represents <u>Strongly Disagree</u> , to <b>“7”</b> represents <u>Strongly Agree</u> .		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Neutral</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
30.	The organization values my contributions to its well-being.	1	2	3	4	5	6	7
31.	The organization really cares about my well-being.	1	2	3	4	5	6	7
32.	The organization would appreciate any extra effort from me.	1	2	3	4	5	6	7
33.	The organization would ignore any complaint from me.	1	2	3	4	5	6	7
34.	If I did the best job possible, the organization would notice it.	1	2	3	4	5	6	7
35.	The organization cares about my general satisfaction at work.	1	2	3	4	5	6	7
36.	The organization shows little concern for me.	1	2	3	4	5	6	7
37.	The organization takes pride in my accomplishments at work.	1	2	3	4	5	6	7
38.	I frequently think about leaving my current organization.	1	2	3	4	5	6	7
39.	It is likely that I will search for a job in another organization.	1	2	3	4	5	6	7
40.	It is likely that I will actually leave the organization within the next year.	1	2	3	4	5	6	7
41.	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5	6	7
42.	I enjoy discussing my organization with people outside this organization.	1	2	3	4	5	6	7
43.	I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
44.	I think that I could easily become as attached to another organization as I am to this one.	1	2	3	4	5	6	7
45.	I feel like “part of the family” at my organization.	1	2	3	4	5	6	7
46.	I do not feel emotionally attached to this organization.	1	2	3	4	5	6	7
47.	This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7
48.	I feel a strong sense of belonging to my organization.	1	2	3	4	5	6	7
49.	I am likely to be promoted to a higher position sometime during my career.	1	2	3	4	5	6	7
50.	If my supervisor had to select a successor for his/her position, it would be	1	2	3	4	5	6	7
51.	I believe that I have what it takes to be promoted to a higher-level position.	1	2	3	4	5	6	7
52.	It would be best for the organization if I were promoted from my current level during the next two years.	1	2	3	4	5	6	7

The following is about your personal information. This information will not be used to identify you or where your organization is located, in order to ensure your privacy. Please fill in the appropriate box with “√”.

<b>Gender</b>	<input type="checkbox"/> Male	<input type="checkbox"/> Female	
<b>If Macau resident</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
<b>Place of origin</b>	<input type="checkbox"/> Macau	<input type="checkbox"/> Portugal	<input type="checkbox"/> Philippines
	<input type="checkbox"/> Mainland China	<input type="checkbox"/> Others (Please specify: _____)	
<b>Age</b>	<input type="checkbox"/> 18 - 29 years old	<input type="checkbox"/> 30—39 years old	<input type="checkbox"/> 40—49 years old
	<input type="checkbox"/> 50—59 years old	<input type="checkbox"/> 60 years old or above	
<b>Highest level of education</b>	<input type="checkbox"/> Primary school	<input type="checkbox"/> Middle school	<input type="checkbox"/> College
	<input type="checkbox"/> University (Bachelor)	<input type="checkbox"/> University (Master or above)	
<b>Total years in this company</b>	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> 1—3 years	<input type="checkbox"/> 4—6 years
	<input type="checkbox"/> 7-10years	<input type="checkbox"/> More than 10 years	
<b>Monthly total salary (MOP)</b>	<input type="checkbox"/> Less than 10,000	<input type="checkbox"/> 10,000—11,999	<input type="checkbox"/> 12,000—14,999
	<input type="checkbox"/> 15,000—16,999	<input type="checkbox"/> 17,000—19,999	<input type="checkbox"/> 20,000 or above
<b>Is supervising or managing other staffs a (major) part of your job?</b>	<input type="checkbox"/> Yes		<input type="checkbox"/> No

Other comments:

\*\*\*\*\* The End – Thank you for your participation \*\*\*\*\*

**Exit Interview Question 離職面談內容**

1. How many years do work for our company?  
你在我們公司工作了多少年？
2. What are the reasons that make you decide to leave?  
有什麼原因令你決定辭職呢？
3. What are the most satisfied or dissatisfied moments towards the Company?  
請問你對本公司滿意及不滿意的方面是什麼？
4. What could the company improve that could make you to consider returning to work for the company?  
你覺得公司日後需要作出什麼改善，而令你考慮重返這公司工作？
5. What is the real reason to make you decide to leave, please give me one major reason?  
這次令你決定離開公司的真正原因是什麼？請告知一個最主要的原因。
  - a) If retirement → how is your generally feeling about this company? The End.  
如果是退休，則詢問你對公司的整體感覺是什麼？結束。
  - b) If work for new company →
    - i. What does the new company offer that this company doesn't? (Working schedule? salary?)  
新公司有什麼福利或優點而本公司沒有呢？
    - ii. What will be your position in the new company?  
你在新公司的職位與現在有什麼不同？
    - iii. This company is about the brand of Security in Macau International Airport, Do you think our brand name is not stronger than your new company?  
本公司是服務澳門國際機場安保得，你會否覺得我們的公司品牌較某新公司弱？
6. What do you think the company could do or improve to encourage you to stay?  
公司能做什麼事情，可以鼓勵你留下呢？
7. Any other comments? 其他意見？

Thank you for all your contribution for this company these years. Hope you have a bright future!  
感謝這些年來你在公司的努力及貢獻。希望你前程似錦！