

APPENDIX 1: PRESS RELEASE ON WATSON WYATT SURVEY RESULTS

Malaysian Workers More Satisfied with their Jobs than their Companies' Leadership and Supervision Practices

Inaugural Watson Wyatt Worldwide WorkMalaysia™ study surveys employee attitudes across a wide spectrum of topics

KUALA LUMPUR, 30 November, 2004 – Workers in Malaysia are satisfied with their jobs and work environment, according to a new WorkAsia™ study by Watson Wyatt Worldwide, a leading global human capital consulting firm. However, although most employees claim to be proud to work for their company and are generally confident in its long-term prospects, these sentiments do not translate into satisfaction with their company as a “good place to work”. Only 55 percent say they would recommend their company to others as a good place to work, and less than half would stay with their company if a comparable job were available in another company. The study also found that Malaysian workers have misgivings with their employers’ leadership and supervision practices.

The broad Watson Wyatt WorkAsia study surveyed employee attitudes across 11 Asian markets about their commitment, alignment and enablement, as well as 10 related workplace factors. WorkMalaysia – a part of the WorkAsia study – surveyed approximately 12,500 participants from 67 companies representing 11 major industries.

Malaysian workers rate job satisfaction higher than for any other category measured, and is also higher than the Asia-Pacific norm. According to the survey results, 61 percent are satisfied with their jobs and 66 percent agree that their work gives them a sense of personal accomplishment. Moreover, 68 percent feel that their job makes good use of their skills and abilities.

“The relatively high level of job satisfaction is a strength that Malaysian companies need to preserve and build,” said Jon Randall, Practice Leader for the Human Capital Consulting Group for Watson Wyatt in Malaysia and Singapore. “Companies have to make the right changes to motivate and empower employees to create a better commitment to their company, not just their job.”

Although monetary rewards are important to engage employees, they cannot be regarded as the only factors that drive employee commitment. In fact our study found

that the top drivers for commitment in Malaysia include job satisfaction, leadership & management and communication.

However, with regards to leadership, Malaysian workers are notably less enthusiastic than their Asian counterparts about their company's leadership. In particular, employees are disappointed in the level of trust between senior management and employees - only 19 percent favourable as compared to the Asia-Pacific norm which is higher by 11 percentage points. Malaysian workers are also unconvinced that senior management is making the necessary changes in the company to compete effectively, with only 24 percent providing a favourable response compared to the Asia-Pacific norm of 38 percent.

Moreover, Malaysian employees have similar misgivings about their immediate supervisors. Favourable response ratings range between 28 percent and 38 percent for the specific questions within this category, generally about 10 percentage points lower than the overall Asia-Pacific norm. Key areas of concern include the fair application of policies and procedures, treating employees with respect, clearly communicating goals and assignments, recognition for a job well done, and managing change.

“Many Malaysian companies talk of becoming more ‘nimble’ organisations capable of rapidly adapting to new opportunities. However, this goal is incongruent with a top down management style that limits decision approval to a few,” said Randall. “We believe Malaysia is ready for an alternative approach – empower more employees to make decisions within appropriate parameters and based on relevant information. In addition, companies in Malaysia need to clearly define the role and expectations of a supervisor and establish a more rigorous and effective supervisor selection process,” added Randall.

Overall, the study findings suggest significant opportunities for Malaysian employers to substantially increase employee commitment, enablement and alignment, all of which are below the Asia-Pacific norms. Specific areas requiring attention include supervisor effectiveness, employee coaching & development, monetary & non-monetary rewards, cross-functional teamwork & collaboration and fostering trust in leadership.

APPENDIX 2: QUESTIONNAIRE



**Faculty of Business and Accountancy
Masters of Business Administration
Universiti Malaya**

Dear Sir/ Madam,

This survey is conducted as part of a research project, which shall be submitted in part completion of the Master of Business Administration degree from the University of Malaya.

The objective of the survey is to examine the relationship between selected economic and non-economic factors with overall job satisfaction of Malaysian professionals. Please respond as best as you can to ALL questions. Your participation is crucial in the effort to understand the key factors workplaces should prioritize in order to impact Malaysian professionals' job satisfaction positively.

The said questionnaire is constructed in a straightforward manner and easy to answer which should take not more than **10 minutes** of your valuable time. Please be advised that all information will be treated with the **strictest confidentiality** and only the aggregate data will be analyzed.

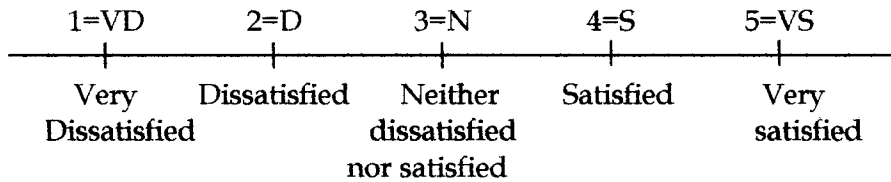
Please answer all questions in all the sections (Part 1 to Part 5) and send back the completed questionnaire to me.

Your kind corporation and participation in this survey is highly appreciated.

Prepared by:
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Faculty of Business and Accountancy
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For each item, please **TICK** the answer that most closely describes you or your feelings/opinion. Please enter the answer in the respective text box. Please answer completely and avoid double answers (check more than one box for a question).

The following are the scales to be used for Part 1 and 2:



Part 1: Economic Factors

	VD	D	N	S	VS
1. My take home pay.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. My benefit package.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. My most recent raise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Influence my supervisor has on my pay.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. My current salary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The raises I have typically received in the past.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The company's pay structure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Information the company gives about pay issues of concern to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. My overall level of pay.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The value of my benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Pay of other jobs in the company.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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12. Consistency of the company's pay policies.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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13. The number of benefits I receive.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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14. How my raises are determined.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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15. Differences in pay among jobs in the company.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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16. How the company administers pay.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Part 2: Satisfaction with Supervisor

17. The way my supervisor listens when I have something important to say.

VD	D	N	S	VS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. The way my supervisor sets clear work goals.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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19. The way my supervisor treats me when I make a mistake.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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20. My supervisor's fairness in appraising my job performance.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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21. The way my supervisor is consistent in his/her behaviour toward subordinates.

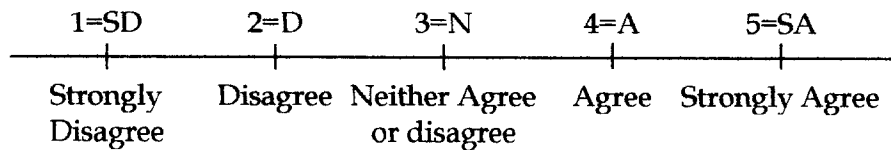
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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22. The way my supervisor helps me to get the job done.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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- 23. The way my supervisor gives me credit for my ideas.
- 24. The way my supervisor gives me clear instructions.
- 25. The way my supervisor informs me about work changes ahead of time.
- 26. The way my supervisor follows through to get problems solved.
- 27. The way my supervisor understands the problems I might run into doing the job.
- 28. The way my supervisor shows concern for my career progress.
- 29. My supervisor's backing me up with/in front of other management.
- 30. The frequency with which I get a pat on the back (recognition) when I do a good job.
- 31. The technical competence of my supervisor.
- 32. The amount of time I get to learn a task before I've moved on to another task.
- 33. The time I have to do the job right.
- 34. The way my job responsibilities are clearly defined.

The following are the scales to be used for Part 3 and 4:



Part 3: Trust in Top management

	SD	D	N	A	SA
35. I trust top management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Top management is sincere in their efforts to communicate with employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Top management listens to employees' concerns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Top management keeps it's commitments to employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Top management is concerned about employees' well being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Those in top management keep their word to employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 4: Overall Job Satisfaction

	SD	D	N	A	SA
41. My job is like a hobby to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. My job is usually interesting enough to keep me from getting bored.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. It seems that my friends are more interested in their jobs, than I am in my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. I consider my job rather unpleasant.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. I enjoy my work more than my leisure time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. I am often bored with my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. I feel fairly satisfied with my present job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. Most of the time I have to force myself to go to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. I am satisfied with my job for the time being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. I feel that my job is no more interesting than others I could get.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. I definitely dislike my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. I feel that I am happier with my work than other people are with their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. Most days I am enthusiastic about my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. Each day of work seems like it will never end.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

55. I like my job better than the average worker does.
56. My job is quite uninteresting.
57. I find real enjoyment in my work.
58. I am disappointed that I ever took this job.

Part 5: Demographic Factors

59. Age 20 - 29 30 - 39 40 - 49 Above 50
60. Monthly pay Below RM1,500 RM1,501 - RM3,000
 RM3,001 - RM5,000 RM5,001 - RM7,500
 RM7,501 - RM10,000 Above RM10,000
61. Gender Female Male
62. Education Level Diploma Bachelor's Degree / Professional Qualification
 Master's Degree Doctorate

63. Job Classification
- | | | | |
|--------------------------|----------------|--------------------------|-----------------------------|
| <input type="checkbox"/> | Clerk | <input type="checkbox"/> | Executive / Technician |
| <input type="checkbox"/> | Supervisor | <input type="checkbox"/> | Manager |
| <input type="checkbox"/> | Senior Manager | <input type="checkbox"/> | CEO/Director/Vice President |
-
64. Current Job Tenure
- | | | | |
|--------------------------|--------------------|--------------------------|----------------|
| <input type="checkbox"/> | less than 2 years | <input type="checkbox"/> | 2 to 5 years |
| <input type="checkbox"/> | 5 to 10 years | <input type="checkbox"/> | 10 to 20 years |
| <input type="checkbox"/> | more than 20 years | | |

***** THANK YOU VERY MUCH FOR YOUR TIME AND PARTICIPATION *****

APPENDIX 3: RELIABILITY ANALYSIS: CRONBACH ALPHA

1. Cronbach's Alpha for Pay Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.866	.906	16

2. Cronbach's Alpha for Satisfaction with Supervisor

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.934	.934	18

3. Cronbach's Alpha for Trust in Top Management

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.928	.928	6

4. Cronbach's Alpha for Job Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.790	.839	18