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:
Anita Padmanabhan
E-mail: apadman2002@yahoo.com
Faculty of Business and Accountancy
University of Malaya
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:

1=VD  2=D  3=N  4=S  5=VS

Very Dissatisfied  Neither dissatisfied nor satisfied  Satisfied  Very satisfied

Part 1: Economic Factors

1. My take home pay.


3. My most recent raise.

4. Influence my supervisor has on my pay.

5. My current salary.

6. The raises I have typically received in the past.

7. The company's pay structure.

8. Information the company gives about pay issues of concern to me.

9. My overall level of pay.

10. The value of my benefits.
11. Pay of other jobs in the company.

12. Consistency of the company’s pay policies.

13. The number of benefits I receive.

14. How my raises are determined.

15. Differences in pay among jobs in the company.

16. How the company administers pay.

Part 2: Satisfaction with Supervisor

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

18. The way my supervisor sets clear work goals.

19. The way my supervisor treats me when I make a mistake.

20. My supervisor’s fairness in appraising my job performance.

21. The way my supervisor is consistent in his/her behaviour toward subordinates.

22. The way my supervisor helps me to get the job done.
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:

1=SD  2=D  3=N  4=A  5=SA

Strongly Disagree  Disagree  Neither Agree or disagree  Agree  Strongly Agree

Part 3: Trust in Top management

35. I trust top management.

36. Top management is sincere in their efforts to communicate with employees.

37. Top management listens to employees' concerns.

38. Top management keeps its commitments to employees.

39. Top management is concerned about employees' well being.

40. Those in top management keep their word to employees.
### Part 4: Overall Job Satisfaction

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<tbody>
<tr>
<td>41. My job is like a hobby to me.</td>
<td>SD</td>
<td>D</td>
<td>N</td>
<td>A</td>
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<tr>
<td>42. My job is usually interesting enough to keep me from getting bored.</td>
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<tr>
<td>43. It seems that my friends are more interested in their jobs, than I am in my job.</td>
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<td>44. I consider my job rather unpleasant.</td>
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<td>45. I enjoy my work more than my leisure time.</td>
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<tr>
<td>46. I am often bored with my job.</td>
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<td>47. I feel fairly satisfied with my present job.</td>
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<td>48. Most of the time I have to force myself to go to work.</td>
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<td>49. I am satisfied with my job for the time being.</td>
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<tr>
<td>50. I feel that my job is no more interesting than others I could get.</td>
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<td>51. I definitely dislike my work.</td>
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<td>52. I feel that I am happier with my work than other people are with their work.</td>
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<td>53. Most days I am enthusiastic about my work.</td>
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<tr>
<td>54. Each day of work seems like it will never end.</td>
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</table>
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
<table>
<thead>
<tr>
<th>63. Job Classification</th>
<th>Clerk</th>
<th>Executive / Technician</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Supervisor</td>
<td>Manager</td>
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<td></td>
<td>Senior Manager</td>
<td>CEO/Director/Vice President</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>64. Current Job Tenure</th>
<th>less than 2 years</th>
<th>2 to 5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5 to 10 years</td>
<td>10 to 20 years</td>
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<td></td>
<td>more than 20 years</td>
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*** THANK YOU VERY MUCH FOR YOUR TIME AND PARTICIPATION ***
APPENDIX 3: RELIABILITY ANALYSIS: CRONBACH ALPHA

1. Cronbach’s Alpha for Pay Satisfaction

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>Cronbach’s Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.866</td>
<td>.906</td>
<td>16</td>
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</tbody>
</table>

2. Cronbach’s Alpha for Satisfaction with Supervisor

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>Cronbach’s Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.934</td>
<td>.934</td>
<td>18</td>
</tr>
</tbody>
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3. Cronbach’s Alpha for Trust in Top Management

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>Cronbach’s Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.928</td>
<td>.928</td>
<td>6</td>
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</tbody>
</table>

4. Cronbach’s Alpha for Job Satisfaction

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>Cronbach’s Alpha Based on Standardized Items</th>
<th>N of Items</th>
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