7.0 APPENDICES

Appendix 1: Research Questionnaire

UNIVERSITY MALAYA

FACULTY OF BUSINESS AND ACCOUNTANCY

GRADUATE SCHOOL OF BUSINESS

MBA RESEARCH PROJECT QUESTIONAIRE

Dear Sir/ Madam,

This questionnaire is conducted as a partial requirement for the completion of the Master of Business Administration from University of Malaya.

This survey is to obtain information pertaining to your work and to gain insights into the aspects that influences a person's decision to remain with an employer.

I would be grateful if you could participate in this survey by filling up the questionnaire. The questionnaire is constructed in a straightforward manner and is easy to answer. Participation in this survey is voluntary and you may withdraw at anytime. All information provided will be treated with the strictest confidentiality and only the aggregate data will be analyzed.

Please accept my sincere gratitude for your time and effort in participating in the survey.

Yours sincerely,
Malini Rama Jayam
Email: malthushara@yahoo.com

Supervised by,
Dr Sharmila Jayasingam
Faculty of Business and Accountancy
University of Malaya

Section A – Demographic Questions

Please tick in the box corresponding to the category which most closely describes yourself.

1. Age.

   ☐ 20 - 29 years   ☐ 30- 39 years

   ☐ 40 - 49 years   ☐ 50 and above

2. Gender

   ☐ Male

   ☐ Female

3. Monthly Income (RM)

   ☐ Less than 2,000   ☐ 6,001 - 8,000

   ☐ 2,001 - 4,000   ☐ 8,001 - 10,000

   ☐ 4,001 - 6,000   ☐ More than 10,000

4. Current job position

   ☐ Top management (e.g.CEO, GM, Director)   ☐ Skilled professional (e.g. Doctor, lawyer)

   ☐ Senior Manager   ☐ Executive

   ☐ Department Manager or Assistant Manager   ☐ Others, please specify: _____

5. How many years have you worked for your current organization?

   ☐ Less than a year   ☐ Between 11 and 20 years

   ☐ Between 1 and 5 years   ☐ More than 20 years

   ☐ Between 6 and 10 years

6. Highest Education level

   ☐ Secondary   ☐ Diploma

   ☐ Degree   ☐ Post-graduate

Please indicate on the scale below to what extent you agree to each statement. Please mark one answer with a tick "x" or "√".

Rating Scale

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

No.	Statement	1	2	3	4	5	6	7
1.	I would be happy to spend the rest of my career in my organization.	☐	☐	☐	☐	☐	☐	☐
2.	I am satisfied with my job.	☐	☐	☐	☐	☐	☐	☐
3.	I am satisfied with verbal recognition from my supervisor.	☐	☐	☐	☐	☐	☐	☐
4.	I am enthusiastic about my job.	☐	☐	☐	☐	☐	☐	☐
5.	I feel strongly that I will leave the organization within the next 12 months.	☐	☐	☐	☐	☐	☐	☐
6.	I really feel as if this organization's problems are my own.	☐	☐	☐	☐	☐	☐	☐
7.	I don't like doing the things I do at work.	☐	☐	☐	☐	☐	☐	☐
8.	When I do a good job, I receive the recognition that I should receive.	☐	☐	☐	☐	☐	☐	☐
9.	When I get up in the morning, I feel like going to work.	☐	☐	☐	☐	☐	☐	☐
10.	I would turn down an offer from another company if it came tomorrow.	☐	☐	☐	☐	☐	☐	☐
11.	I do not feel emotionally attached to this organization.	☐	☐	☐	☐	☐	☐	☐
12.	I feel I am being paid a fair amount for the work I do.	☐	☐	☐	☐	☐	☐	☐
13.	I am not satisfied with the management's participation and role in my recognition.	☐	☐	☐	☐	☐	☐	☐
14.	My job inspires me.	☐	☐	☐	☐	☐	☐	☐
15.	I plan to be with this company five years from now.	☐	☐	☐	☐	☐	☐	☐
16.	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	☐	☐	☐	☐	☐	☐	☐
17.	I am not satisfied with the benefits I receive.	☐	☐	☐	☐	☐	☐	☐
18.	I am satisfied with the type and value of the rewards presented (example: luncheons, service pins, nonmonetary gifts).	☐	☐	☐	☐	☐	☐	☐
19.	I am proud of the work that I do.	☐	☐	☐	☐	☐	☐	☐

20.	I will not pursue alternative employment outside the organization in the next year.	☐	☐	☐	☐	☐	☐	☐
21.	Right now, staying with my organization is a matter of necessity as much as desire.	☐	☐	☐	☐	☐	☐	☐
22.	I feel my job is meaningless.	☐	☐	☐	☐	☐	☐	☐
23.	Receiving recognition for my job motivates me to improve my performance.	☐	☐	☐	☐	☐	☐	☐
24.	I get carried away when I'm working.	☐	☐	☐	☐	☐	☐	☐
25.	One of the few negative consequences of leaving the organization would be the scarcity of available job alternatives.	☐	☐	☐	☐	☐	☐	☐
26.	Those who do well on the job stand a fair chance of being promoted.	☐	☐	☐	☐	☐	☐	☐
27.	The employee recognition process is a valuable tool for showing gratitude and recognizing performance.	☐	☐	☐	☐	☐	☐	☐
28.	If I had not already put so much into this organization, I might consider working elsewhere.	☐	☐	☐	☐	☐	☐	☐
29.	My supervisor is unfair to me.	☐	☐	☐	☐	☐	☐	☐
30.	Overall, I am not satisfied with the employee recognition in my organization.	☐	☐	☐	☐	☐	☐	☐
31.	I would feel guilty if I left my organization now.	☐	☐	☐	☐	☐	☐	☐
32.	The goals of this organization are not clear to me.	☐	☐	☐	☐	☐	☐	☐
33.	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	☐	☐	☐	☐	☐	☐	☐
34.	The benefits we receive are as good as most other organizations offer.	☐	☐	☐	☐	☐	☐	☐
35.	This organization deserves my loyalty.	☐	☐	☐	☐	☐	☐	☐
36.	I am satisfied with my chances for promotion on my job.	☐	☐	☐	☐	☐	☐	☐
37.	I often feel that I do not know what is going on with the organization.	☐	☐	☐	☐	☐	☐	☐
38.	I am satisfied with the amount of job security that I have.	☐	☐	☐	☐	☐	☐	☐
39.	I will stay with this organization for the foreseeable future.	☐	☐	☐	☐	☐	☐	☐
40.	The probability that I can find an acceptable alternative to my job in a different organization is excellent.	☐	☐	☐	☐	☐	☐	☐

Thank you very much for completing this questionnaire.

Appendix 2: Factor loadings on independent variables

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.198	31.297	31.297	7.198	31.297	31.297	5.130	22.305	22.305
2	2.593	11.276	42.573	2.593	11.276	42.573	3.167	13.771	36.076
3	2.374	10.323	52.896	2.374	10.323	52.896	2.436	10.592	46.668
4	1.809	7.866	60.761	1.809	7.866	60.761	2.398	10.425	57.093
5	1.450	6.305	67.066	1.450	6.305	67.066	1.832	7.966	65.058
6	1.236	5.374	72.440	1.236	5.374	72.440	1.601	6.963	72.021
7	1.034	4.497	76.937	1.034	4.497	76.937	1.131	4.917	76.937
8	.914	3.976	80.913						
9	.764	3.320	84.233						
10	.684	2.975	87.208						
11	.632	2.749	89.957						
12	.458	1.991	91.948						
13	.410	1.781	93.729						
14	.388	1.688	95.417						
15	.311	1.350	96.767						
16	.254	1.106	97.873						
17	.200	.868	98.742						
18	.095	.412	99.154						
19	.073	.319	99.473						
20	.057	.248	99.722						
21	.035	.152	99.874						
22	.023	.101	99.975						
23	.006	.025	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
When I get up in the morning, I feel like going to work	.872	.344					
One of the few negative consequences of leaving the organization would be the scarcity of available job alternatives	.866	.420					
My job inspires me	.864						
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	.851	.397					
I really feel as if this org's problems are my own.	.847						
I get carried away when I'm working.	.740						
I do not feel emotionally attached to this organization	.642	.564					
Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	.319	.901					
This organization deserves my loyalty.	.322	.892					
I am enthusiastic about my job.	.442	.850					
Receiving recognition for my job motivates me to improve my performance.			.833				
When I do a good job, I receive the recognition that I should			.801				
I am satisfied with the type and value of the rewards presented (example: luncheons, service pins, nonmonetary gifts).			.779				
Overall, I am not satisfied with the employee recognition in my organization			.575				-.453
I am not satisfied with the management's participation and role in my recognition.				.955			
The employee recognition process is a valuable tool for showing gratitude and recognizing performance.				.951			
I am satisfied with verbal recognition from my supervisor.				.689			
If I had not already put so much into this organization, I might consider working elsewhere.					.903		
I would feel guilty if I left my organization now.					.875		
Right now, staying with my organization is a matter of necessity as much as desire.						.881	
I am proud of the work that I do.						.871	
I am satisfied with the amount of job security that I have.							.687
I would be happy to spend the rest of my career in my organization					.374		.530

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Communalities

	Initial	Extraction
I would be happy to spend the rest of my career in my organization	1.000	.470
I am satisfied with verbal recognition from my supervisor.	1.000	.507
I am enthusiastic about my job.	1.000	.925
I really feel as if this org's problems are my own.	1.000	.790
When I do a good job, I receive the recognition that I should	1.000	.698
When I get up in the morning, I feel like going to work	1.000	.891
I do not feel emotionally attached to this organization	1.000	.773
I am not satisfied with the management's participation and role in my recognition.	1.000	.927
My job inspires me	1.000	.813
Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	1.000	.937
I am satisfied with the type and value of the rewards presented (example: luncheons, service pins, nonmonetary gifts).	1.000	.646
I am proud of the work that I do.	1.000	.785
Right now, staying with my organization is a matter of necessity as much as desire.	1.000	.791
Receiving recognition for my job motivates me to improve my performance.	1.000	.763
I get carried away when I'm working.	1.000	.616
One of the few negative consequences of leaving the organization would be the scarcity of available job alternatives	1.000	.940
The employee recognition process is a valuable tool for showing gratitude and recognizing performance.	1.000	.923
If I had not already put so much into this organization, I might consider working elsewhere.	1.000	.836
Overall, I am not satisfied with the employee recognition in my organization	1.000	.570
I would feel guilty if I left my organization now.	1.000	.783
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1.000	.900
This organization deserves my loyalty.	1.000	.904
I am satisfied with the amount of job security that I have.	1.000	.508

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.198	31.297	31.297	7.198	31.297	31.297	5.130	22.305	22.305
2	2.593	11.276	42.573	2.593	11.276	42.573	3.167	13.771	36.076
3	2.374	10.323	52.896	2.374	10.323	52.896	2.436	10.592	46.668
4	1.809	7.866	60.761	1.809	7.866	60.761	2.398	10.425	57.093
5	1.450	6.305	67.066	1.450	6.305	67.066	1.832	7.966	65.058
6	1.236	5.374	72.440	1.236	5.374	72.440	1.601	6.963	72.021
7	1.034	4.497	76.937	1.034	4.497	76.937	1.131	4.917	76.937
8	.914	3.976	80.913						
9	.764	3.320	84.233						
10	.684	2.975	87.208						
11	.632	2.749	89.957						
12	.458	1.991	91.948						
13	.410	1.781	93.729						
14	.388	1.688	95.417						
15	.311	1.350	96.767						
16	.254	1.106	97.873						
17	.200	.868	98.742						
18	.095	.412	99.154						
19	.073	.319	99.473						
20	.057	.248	99.722						
21	.035	.152	99.874						
22	.023	.101	99.975						
23	.006	.025	100.000						

Extraction Method: Principal Component Analysis.

Appendix 3: Factor loadings on mediating variable

Rotated Component Matrix[a]

	Component			
	1	2	3	4
I am satisfied with my chances for promotion on my job	.852			
I feel I am being paid a fair amount for the work I do.	.795			
The benefits we receive are as good as most other organizations offer.	.630			.402
I am satisfied with my job	.627			
I often feel that I do not know what is going on with the organization.	.361			
I feel my job is meaningless		.982		
The goals of this organization are not clear to me.		.980		
My supervisor is unfair to me			.949	
I don't like doing the things I do at work.			.940	
I am not satisfied with the benefits I receive.				.762
Those who do well on the job stand a fair chance of being promoted	.531			-.579

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.628	32.982	32.982	3.628	32.982	32.982	2.734	24.851	24.851
2	2.106	19.148	52.130	2.106	19.148	52.130	2.101	19.101	43.952
3	1.190	10.817	62.947	1.190	10.817	62.947	2.053	18.661	62.613
4	1.054	9.584	72.531	1.054	9.584	72.531	1.091	9.918	72.531
5	.886	8.058	80.589						
6	.789	7.176	87.765						
7	.644	5.855	93.620						
8	.398	3.621	97.241						
9	.253	2.298	99.539						
10	.037	.339	99.878						
11	.013	.122	100.000						

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
I am satisfied with my job	1.000	.503
I don't like doing the things I do at work.	1.000	.952
I feel I am being paid a fair amount for the work I do.	1.000	.665
I am not satisfied with the benefits I receive.	1.000	.635
I feel my job is meaningless	1.000	.967
Those who do well on the job stand a fair chance of being promoted	1.000	.621
My supervisor is unfair to me	1.000	.964
The goals of this organization are not clear to me.	1.000	.964
The benefits we receive are as good as most other organizations offer.	1.000	.645
I am satisfied with my chances for promotion on my job	1.000	.783
I often feel that I do not know what is going on with the organization.	1.000	.281

Extraction Method: Principal Component Analysis.

Appendix 4: Factor loadings on dependent variable

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.111	51.844	51.844	3.111	51.844	51.844	3.053	50.891	50.891
2	1.109	18.481	70.326	1.109	18.481	70.326	1.166	19.435	70.326
3	.857	14.290	84.616						
4	.544	9.068	93.683						
5	.295	4.915	98.598						
6	.084	1.402	100.000						

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
I feel strongly that i will leave the organization within next 12 months	1.000	.609
I would turn down an offer from another company if it came tomorrow	1.000	.880
I plan to be with this company five years from now.	1.000	.681
I will not pursue alternative employment outside the organization in the next year.	1.000	.536
I will stay with this organization for the foreseeable future	1.000	.906
The probability that I can find an acceptable alternative to my job in a different organization is excellent	1.000	.608

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component	
	1	2
I will stay with this organization for the foreseeable future	.945	
I would turn down an offer from another company if it came tomorrow	.934	
I plan to be with this company five years from now.	.819	
I feel strongly that i will leave the organization within next 12 months	.780	
The probability that I can find an acceptable alternative to my job in a different organization is excellent		.779
I will not pursue alternative employment outside the organization in the next year.		.727

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Appendix 5: Items of independent variables dropped after factor analysis

No.	Items	Reason for dropping
EE4	I am proud of the work that I do.	Anti-image value is low 0.525
OC1	I would be happy to spend the rest of my career in my organization.	Communalities value is low 0.470
OC3	I do not feel emotionally attached to this organization.	Cross loading
OC5	Right now, staying with my organization is a matter of necessity as much as desire.	Anti-image value is low 0.496
OC7	If I had not already put so much into this organization, I might consider working elsewhere.	Cross loading
OC8	I would feel guilty if I left my organization now.	Cross loading
OC11	I am satisfied with the amount of job security that I have.	Communalities value is low 0.508
ER7	Overall, I am not satisfied with the employee recognition in my organization.	Communalities value is low 0.570
OC6	One of the few negative consequences of leaving the organization would be the scarcity of available job alternatives.	Cross loading

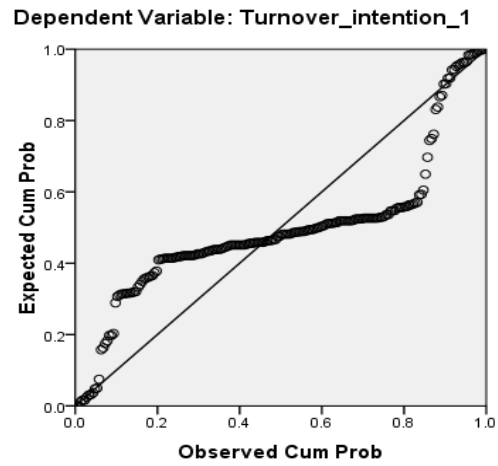Appendix 6: Items of mediating variable dropped after factor analysis

No.	Items	Reason for dropping
JS4	I am not satisfied with the benefits I receive.	Cross loading
JS5	I feel my job is meaningless	Anti-image value is low 0.509
JS6	Those who do well on the job stand a fair chance of being promoted	Communalities value is low 0.621
JS7	My supervisor is unfair to me	Anti-image value is low 0.608
JS8	The goals of this organization are not clear to me.	Anti-image value is low 0.512
JS11	I often feel that I do not know what is going on with the organization.	Communalities value is low 0.281

Appendix 7: Items of dependent variable dropped after factor analysis

No.	Items	Reason for dropping
TI4	I will not pursue alternative employment outside the organization in the next year.	Communalities value is low 0.536
TI6	The probability that I can find an acceptable alternative to my job in a different organization is excellent	Communalities value is low 0.608

Appendix 8: Multiple regression results

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Turnover_intention_1

Scatterplot

Dependent Variable: Turnover_intention_1