

of Malaysian Employees' Personal Variables and Work-Related Variables on Organizational Commitment in a France MultiNational Company (MNC)" is undertaken under the supervision of Encik Zulkufly Ramly.

Organizational commitment is defined as 'the relative strength of an individual's identification with and involvement in a particular organization'. The purpose of the survey is to investigate personal variables such as age, gender, tenure, marital status, and education level and work-related variables such as job satisfaction, job autonomy, job performance feedback and role clarity in affecting organizational commitment. The findings of the study may give some insights into the level of organizational commitment, which in turn predict workplace behavior such as absenteeism, performance, and turnover.

Hence, I sincerely invite you to kindly complete this brief survey. Kindly return the survey form to chanpl123@yahoo.com before 5th August 2009. All information will be treated with strictest confidentiality and shall only be used for the purpose of this academic research. Your participation is very much appreciated.

Thank you for your co-operation and assistance.

Yours faithfully,

Chan Pau Leng
(chanpl123@yahoo.com)

Section A – Demographic Profile

Please answer the following questions by ticking on the appropriate box.

- | | | | |
|--------------|---------------|--------------------------|---|
| Nationality: | Malaysian | <input type="checkbox"/> | 1 |
| | Non-Malaysian | <input type="checkbox"/> | 2 |
| Gender: | Male | <input type="checkbox"/> | 1 |
| | Female | <input type="checkbox"/> | 2 |
| Age: | Below 25 | <input type="checkbox"/> | 1 |
| | 25 – 35 | <input type="checkbox"/> | 2 |
| | 36 – 45 | <input type="checkbox"/> | 3 |

	46 – 55	<input type="checkbox"/>	4
	Above 55	<input type="checkbox"/>	5
Marital status:	Single	<input type="checkbox"/>	1
	Married	<input type="checkbox"/>	2
Ethnicity:	Malay	<input type="checkbox"/>	1
	Chinese	<input type="checkbox"/>	2
	Indian	<input type="checkbox"/>	3
	Others (please specify) : _____	<input type="checkbox"/>	4
Qualifications:	Doctorate degree	<input type="checkbox"/>	1
	Master's degree	<input type="checkbox"/>	2
	Bachelor's degree	<input type="checkbox"/>	3
	Diploma/Certificates	<input type="checkbox"/>	4
	Others	<input type="checkbox"/>	5
Years of working in current organization:	Less than 1 year	<input type="checkbox"/>	1
	1 – 3 years	<input type="checkbox"/>	2
	4 – 6 years	<input type="checkbox"/>	3
	7 – 10 years	<input type="checkbox"/>	4

Section B – Organization

The following statements are concerned about you and your feelings about your organization. Please indicate how strongly you agree or disagree with each statement. Please tick the box which represents your degree of agreement based on the 7-point scale below.

Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree				
1	2	3	4	5	6	7				
STATEMENT				1	2	3	4	5	6	7
A1	I would be happy to spend the rest of my career with this organization.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A2	I enjoy discussing my organization with people outside it.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A3	I really feel as if my organization's problems are my own.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A4	I think that I could easily become as attached to another organization as I am to this one.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A5	I do not feel like "part of the family" at my organization.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A6	I do not feel "emotionally attached" to this organization.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A7	The organization has a great deal of personal meaning for me.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A8	I do not feel a sense of "belonging" to my organization.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C1	I am not afraid of what might happen if I quit my job without having another one lined up.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C2	It would be very hard for me to leave my organization right now, even if I wanted to.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree				
1	2	3	4	5	6	7				
STATEMENT				1	2	3	4	5	6	7
C3	Too much of my life would be disrupted if I decided I wanted to leave my organization now.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C4	It wouldn't be too costly for me to leave my organization now.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C5	Right now, staying with my organization is a matter of necessity as much as desire.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C6	I feel that I have too few options to consider leaving this organization			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C7	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N1	I think that people these days move from company to company too often.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N2	I do not believe that a person must always be loyal to his or her organization.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N3	Jumping from organization to organization does not seem at all unethical to me.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N4	One of the major reasons I continue to work for this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree				
1	2	3	4	5	6	7				
STATEMENT				1	2	3	4	5	6	7
N5	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N6	I was taught to believe in the value of remaining loyal to one organization			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N7	Things were better in the days when people stayed with one organization for most of their careers.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N8	I don't think that wanting to be a "company man" or "company woman" is sensible anymore.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS1	All in all I am satisfied with my job			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS2	In general, I don't like my job			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS3	In general, I like working here			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JA1	I have a lot of say over what happens on my job			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JA2	I have enough authority to do my best when carrying out my job			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JA3	My job allows me to make a lot of decisions on my own			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JA4	My immediate superiors and co-workers on this job often provide me with feedback as to how well I am performing			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree				
1	2	3	4	5	6	7				
STATEMENT				1	2	3	4	5	6	7
JP1	The nature of my job provides me with very few clues to figure out whether I am performing or not			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JP2	The nature of my job provides me with plenty of clues to figure out whether I am performing or not			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JP3	My immediate superiors and co-workers on this job almost never give any feedback as to how well I am performing			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JP4	My immediate superiors and co-workers on this job often provide me with feedback as to how well I am performing			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RCL1	I feel certain about how much authority I have been given to do my job			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RCL2	There are clear planned goals and objectives for my job			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RCL3	I know exactly what is expected of me			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RCL4	I have been given clear explanations of what is expected of me			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RCF1	I often find myself in situations in which there are conflicting requirements			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>