

## Appendix A: Questionnaire

UNIVERSITI MALAYA



FACULTY OF BUSINESS & ACCOUNTANCY

MASTER OF MANAGEMENT

### FACTORS OF EMPLOYEE COMMITMENT AND INTENTION TO LEAVE

Dear Sir/Madam,

This survey is conducted as a partial requirement for the completion of the Master of Management, University of Malaya.

The purpose of this study is to evaluate the Perceived HRM Practices practices (performance appraisal, training & career development) among the company staff members and its relations towards organizational commitment. This study is intended to confirm the influence of significant variables contributing to organizational commitment. It is hope that knowledge concerning these variables would lead to Management's intervention that focus on organizational commitment.

I would like to invite your participation in this survey by filling up the attached questionnaire. All information will be treated with the strictest confidentiality and only the aggregate data will be analysed. In other words, individuals who respond to this questionnaire will not be identified.

**I would really appreciate if you could return the completed questionnaire to the following email address:-**

**[feelinghaw@yahoo.com](mailto:feelinghaw@yahoo.com)**

Sincerely,

**Haw Fee Ling**

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University of Malaya  
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**Section A:**

The following set of statements describes your general perceptions towards the appraisal process in your company. For each statement, please indicate to which extent you feel it is agreeable or disagreeable. Please tick "X" on one answer. There is no right or wrong answers.

SA = Strongly Agree

A = Agree

NAD = Neither Agree nor Disagrees

D = Disagree

SD = Strongly Disagree

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	<b>Statement</b>	<b>SA</b>	<b>A</b>	<b>NAD</b>	<b>D</b>	<b>SD</b>
1.	I am satisfied with the way my company provides me with feedback.					
2.	The feedback I receive on how I do my job is highly relevant.					
3.	My company is good at providing recognition for good performance.					
4.	The feedback I receive agrees with what I have actually achieved.					
5.	I think my company attempts to conduct performance appraisal the best possible way.					
6.	My company seems more engaged in providing positive feedback for good performance than criticizing poor performance.					
7.	Performance appraisal is valuable to me as well as to my company.					

**Section B:**

The following set of statements describes your general perceptions towards the training and career development in your company. For each statement, please indicate to which extent you feel it is agreeable or disagreeable. Please tick "X" on one answer. There is no right or wrong answers.

SA = Strongly Agree

A = Agree

NAD = Neither Agree nor Disagrees

D = Disagree

SD = Strongly Disagree

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Statement		SA	A	NAD	D	SD
1.	My company has provided me sufficient training on products, services and functional skills.					
2.	My company has provided me sufficient training in "people skills", i.e., how to deal effectively with fellow employees					
3.	I am satisfied with the way my company provides me with career development.					
4.	My immediate superior has an understanding of my needs, expectations, and career objectives.					
5.	My immediate superior managed to establish a development plan to address my skill gaps.					
6.	I receive helpful mentoring at my company.					

**Section C:**

The following set of statements describes your feelings towards your current job in your company. For each statement, please indicate to which extent you feel it is agreeable or disagreeable. Please tick "X" on one answer. There is no right or wrong answers.

SA = Strongly Agree

A = Agree

NAD = Neither Agree nor Disagrees

D = Disagree

SD = Strongly Disagree

Statement		SA	A	NAD	D	SD
1.	The tasks that I do at work are enjoyable.					
2.	My job is so interesting that it is a motivation itself.					
3.	The tasks that I do are themselves representing a driving power in my job.					
4.	My job is meaningful.					
5.	I feel lucky being paid for a job I like this much.					
6.	This job is like a hobby to me.					

## Section D:

The following set of statements describes your feelings towards your company. For each statement, please indicate to which extent you feel it is agreeable or disagreeable. Please tick "X" on one answer. There is no right or wrong answers.

SA = Strongly Agree

A = Agree

NAD = Neither Agree nor Disagrees

D = Disagree

SD = Strongly Disagree

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Statement		SA	A	NAD	D	SD
1.	I feel emotionally attached to my company.					
2.	I feel a strong sense of belonging to my company.					
3.	My company has a great deal of personal meaning to me.					
4.	I really feel as if my company's problems are my own.					
5.	I do not feel like "part of the family" at my company.					
6.	I enjoy discussing my company with people outside it.					

**Section E:**

The following set of statements describes your career plans in the near future. For each statement, please indicate to which extent you feel it is agreeable or disagreeable. Please tick "X" on one answer. There is no right or wrong answers.

SA = Strongly Agree

A = Agree

NAD = Neither Agree nor Disagrees

D = Disagree

SD = Strongly Disagree

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Statements		SA	A	NAD	D	SD
1.	I will probably look for a new job in the next year.					
2.	I may quit my present job next year.					
3.	I will likely actively look for a new job within the next three years.					
4.	I often think about quitting my present job.					
5.	I do not see much prospects for the future in my company.					

## Section F: Respondent profile

We need some basic information about you in order to have a meaningful analysis. Please be assured that all responses are anonymous and will be treated with absolute confidentiality. The information provided will only be used for statistical and academic analysis.

1. Your position in the Company.

<input type="checkbox"/>	Executive
<input type="checkbox"/>	Manager
<input type="checkbox"/>	Senior Manager
<input type="checkbox"/>	Others, please specify: .....

2. Your gender.

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

3. Your age (years old).

<input type="checkbox"/>	21 – 25
<input type="checkbox"/>	26 – 30
<input type="checkbox"/>	31- 35
<input type="checkbox"/>	36 – 40
<input type="checkbox"/>	Above 40

4. Your race or ethnic category.

<input type="checkbox"/>	Malay
<input type="checkbox"/>	Chinese
<input type="checkbox"/>	Indian
<input type="checkbox"/>	Others, please specify: .....



5. Your education level.

<input type="checkbox"/>	Diploma
<input type="checkbox"/>	Degree
<input type="checkbox"/>	Post-Graduate
<input type="checkbox"/>	Others, please specify: .....

6. How many years have you been worked in the company?

<input type="checkbox"/>	Less than 2 years
<input type="checkbox"/>	2 – 5 years
<input type="checkbox"/>	6 – 10 years
<input type="checkbox"/>	More than 10 years

7. Your marital status.

<input type="checkbox"/>	Single
<input type="checkbox"/>	Married
<input type="checkbox"/>	Others, please specify: .....

**THANK YOU FOR YOUR PARTICIPATION IN THIS SURVEY**

Appendix B

Table 4.1

Distribution of sample based on job position

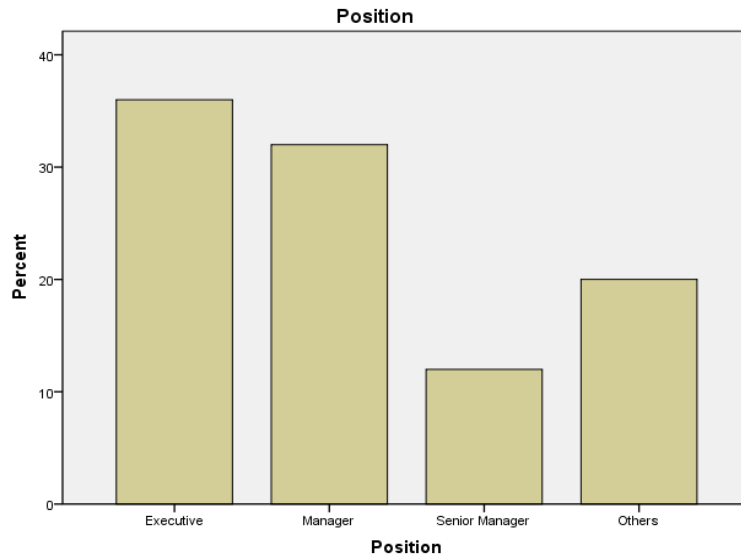
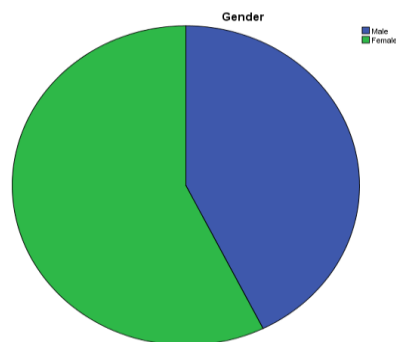


Table 4.2

Distribution of sample based on Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	32	42.7	42.7	42.7
	Female	43	57.3	57.3	100.0
Total		75	100.0	100.0	

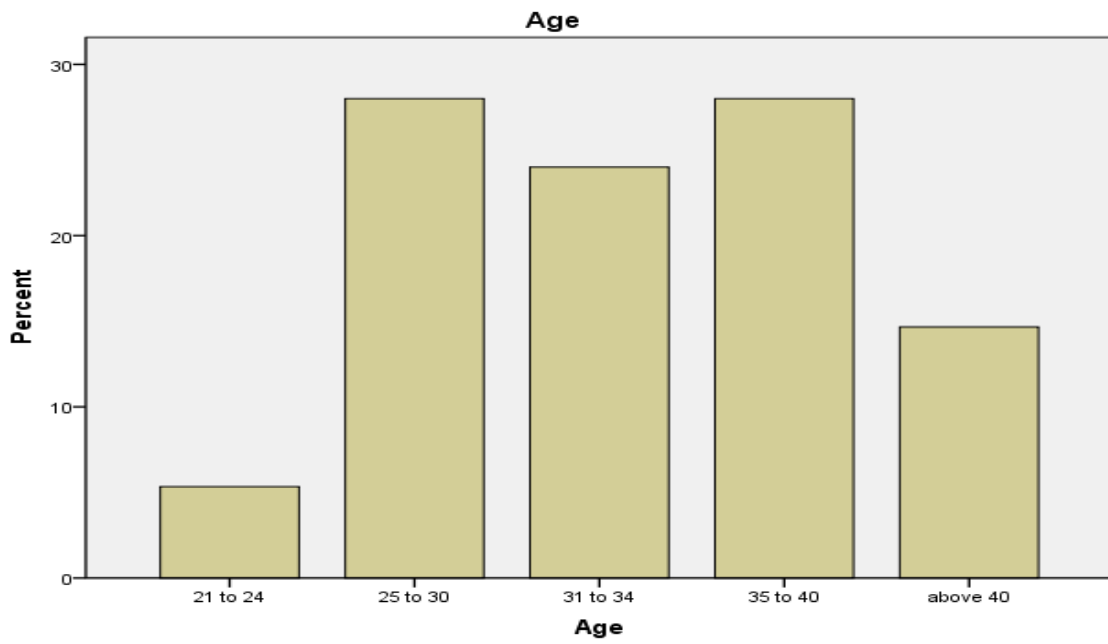


**Table 4.3**

**Distribution of sample based on Age**

**Age**

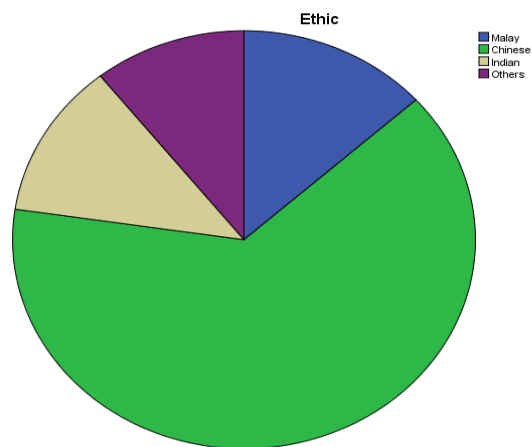
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 to 24	4	5.3	5.3	5.3
	25 to 30	21	28.0	28.0	33.3
	31 to 34	18	24.0	24.0	57.3
	35 to 40	21	28.0	28.0	85.3
	above 40	11	14.7	14.7	100.0
	Total	75	100.0	100.0	



**Table 4.4**

**Distribution of sample based on Ethic**

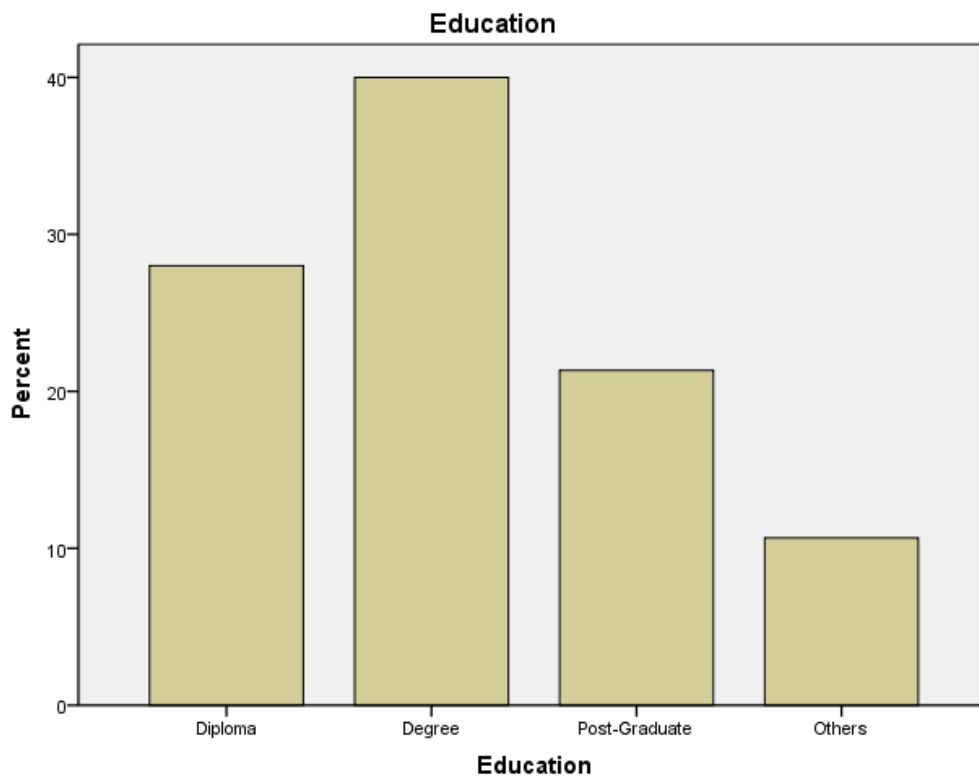
		Ethic			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	10	13.3	13.3	13.3
	Chinese	48	64.0	64.0	77.3
	Indian	9	12.0	12.0	89.3
	Others	8	10.7	10.7	100.0
	Total	75	100.0	100.0	



**Table 4.5**

**Distribution of sample based on Education**

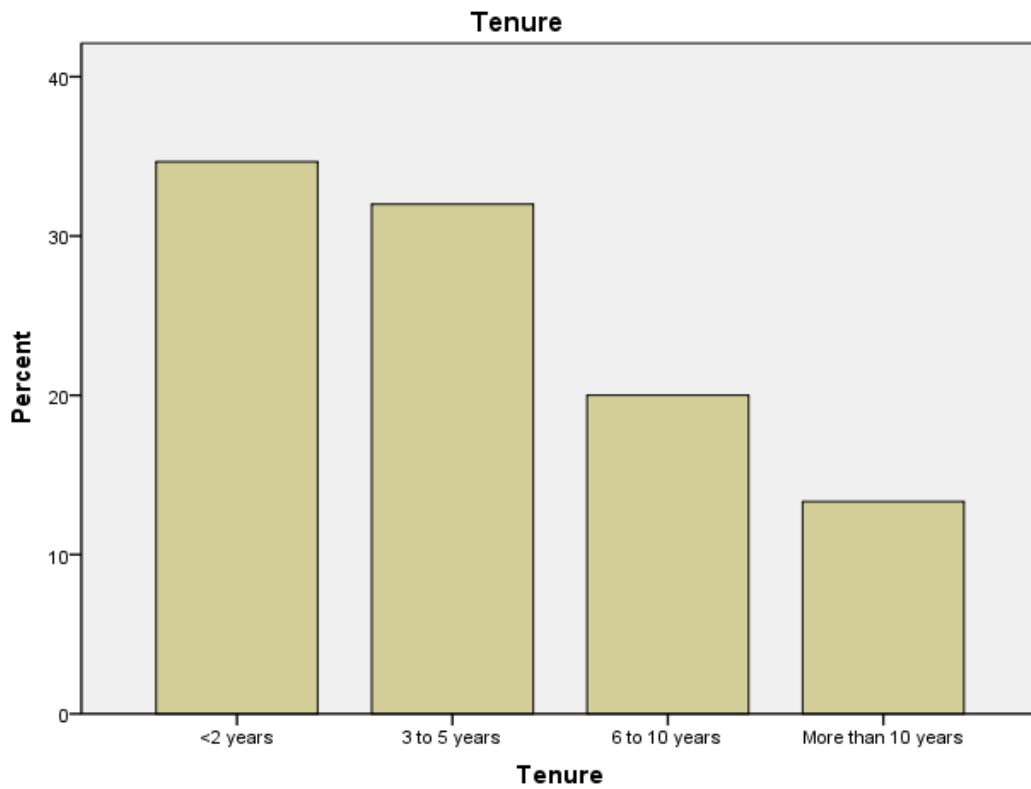
		<b>Education</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	21	28.0	28.0	28.0
	Degree	30	40.0	40.0	68.0
	Post-Graduate	16	21.3	21.3	89.3
	Others	8	10.7	10.7	100.0
	Total	75	100.0	100.0	



**Table 4.6**

**Distribution of sample based on Tenure**

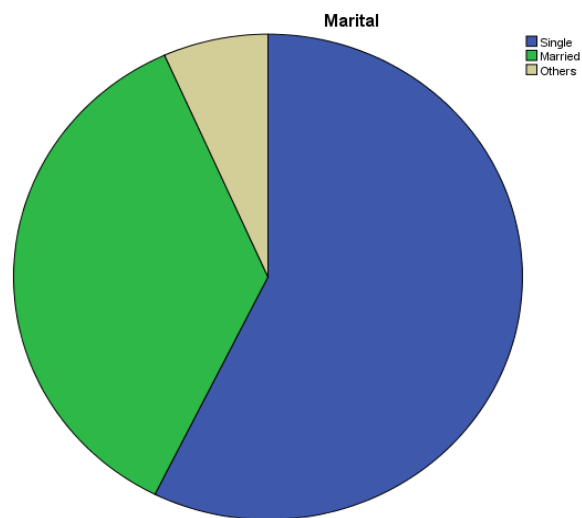
		Tenure			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<2 years	26	34.7	34.7	34.7
	3 to 5 years	24	32.0	32.0	66.7
	6 to 10 years	15	20.0	20.0	86.7
	More than 10 years	10	13.3	13.3	100.0
	Total	75	100.0	100.0	



**Table 4.7**

**Distribution of sample based on Marital Status**

		Marital			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Single	43	57.3	57.3	57.3
	Married	27	36.0	36.0	93.3
	Others	5	6.7	6.7	100.0
Total		75	100.0	100.0	



**Table 4.8**

**Factor Analysis on variables**

**Rotated Factor Matrix<sup>a</sup>**

	Factor			
	1	2	3	4
Satisfied with feedback provided		.727		
Feedback received is highly relevant		.647		
Company is good @ providing recognition		.601		
Achieved agreed feedback		.710		
Company tries to conduct performance appraisal the best way		.718		
Co more engaged in providing positive feedback for good performance		.515		
Performance appraisal is valuable to me & co		.646		
Hv sufficient training on products, services & functional skills			.579	
Hv sufficient training in softskills				
Satisfied wif career dev company provides me			.628	
My immediate superior knows my needs, expectations & career obj			.788	
My imm superior established a dev plan to address my skills gaps			.886	
I received helpful mentoring at my company			.592	
I feel emotionally attached to my company				.799
I feel a strong sense of belonging to my company				.541
My company has a great deal of personal meaning to me	-.504			.566
I really feel as if my company's problems are my own				.532
I do not feel like "part of the family" at my family				
I enjoy discussing my company with people outside it				
I will probably look for a job in the next year	.927			
I may quit my present job next year	.947			
I will likely actively look for a new job w/in the next 3 yrs	.805			
I often think abt quitting my present job	.816			
I do not see much prospects for the future in my company	.645			

Extraction Method: Principal Axis Factoring.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.



**Table 4.9**

**Descriptive analysis of the variables**

		Statistics			
		PA	TD	OC	I2L
N	Valid	75	75	75	75
	Missing	0	0	0	0
Mean		3.6286	3.3493	3.2967	2.8293
Median		3.8571	3.6000	3.2500	2.8000
Std. Deviation		.73446	.82665	.87446	.97354
Variance		.539	.683	.765	.948
Skewness		-.547	-.527	-.115	-.032
Kurtosis		.223	-.223	-.194	-.544
Sum		272.14	251.20	247.25	212.20

*Notes*

PA = Performance Appraisal, T&D = Training and Development, OC = Organizational Commitment, TI = Turnover Intention.

**Table 4.10**

**Correlations among the variables**

		Correlations			
		PA	TD	OC	I2L
PA	Pearson Correlation	1	.730 **	.706 **	-.509 **
	Sig. (2-tailed)		.000	.000	.000
TD	Pearson Correlation	.730 **	1	.705 **	-.507 **
	Sig. (2-tailed)	.000		.000	.000
OC	Pearson Correlation	.706 **	.705 **	1	-.702 **
	Sig. (2-tailed)	.000	.000		.000
I2L	Pearson Correlation	-.509 **	-.507 **	-.702 **	1
	Sig. (2-tailed)	.000	.000	.000	

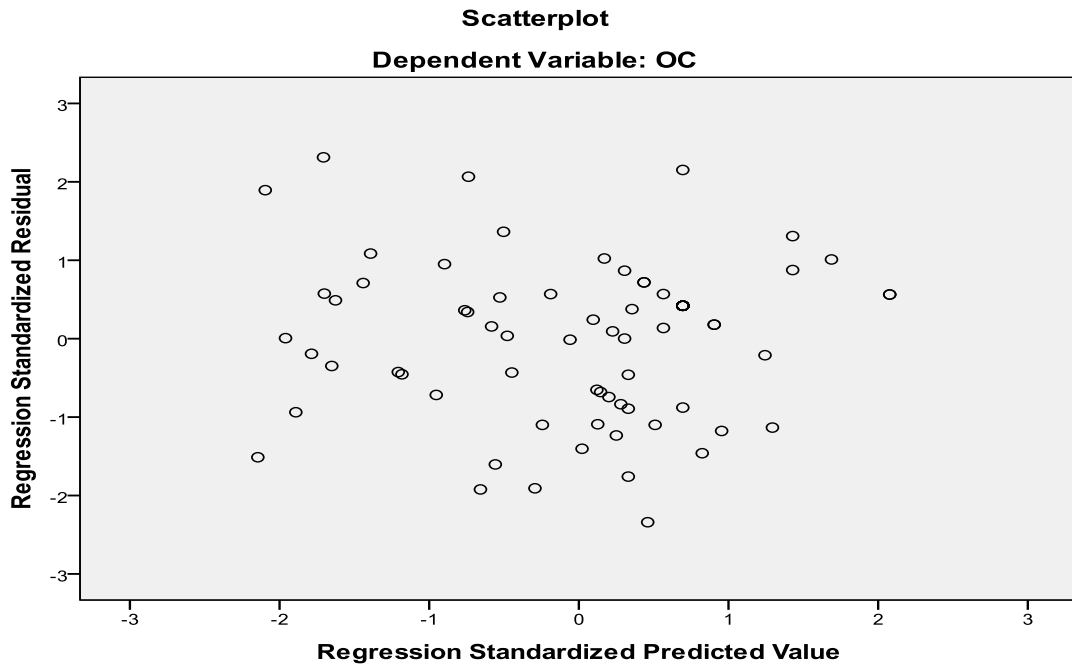
\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Notes*

PA = Performance Appraisal, T&D = Training and Development, OC = Organizational Commitment, TI = Turnover Intention.

\*p < 0.05; \*\*p < 0.01

**Table 4.11**



**Table 4.12**

**Model Summary(b)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.759 <sup>a</sup>	.576	.564	.57751	.576	48.833	2	72	.000

a. Predictors: (Constant), TD, PA

b. Dependent Variable: OC

**Table 4.13**

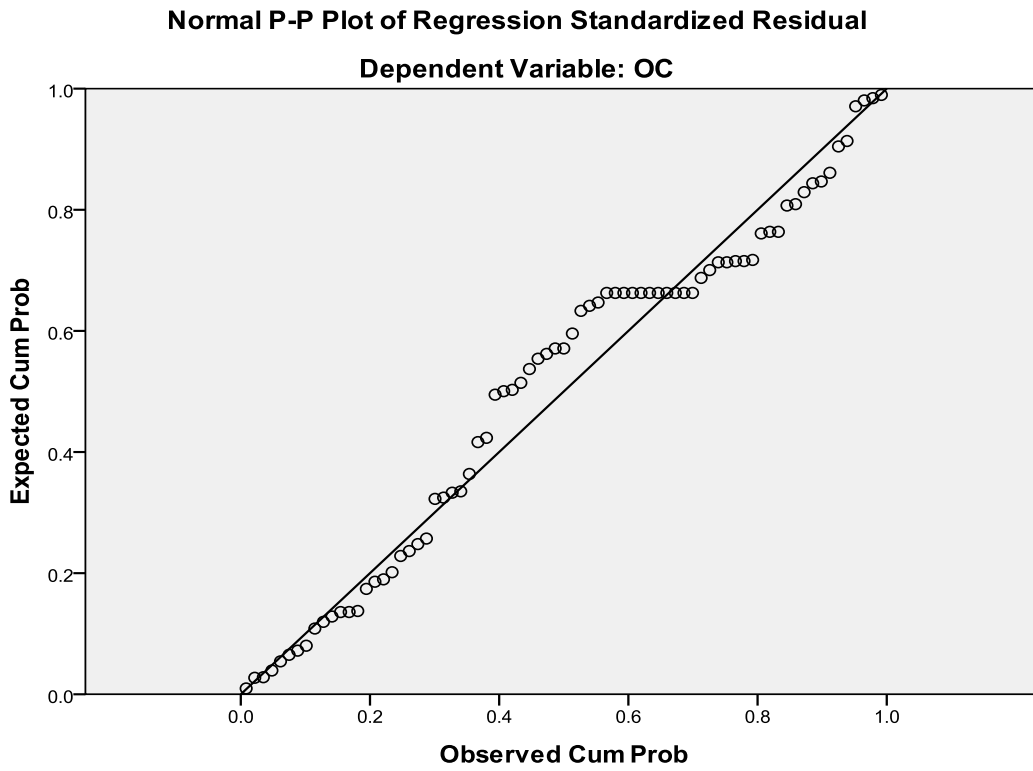
**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.573	2	16.287	48.833	.000 <sup>a</sup>
	Residual	24.013	72	.334		
	Total	56.587	74			

a. Predictors: (Constant), TD, PA

b. Dependent Variable: OC

**Table 4.14**



**Table 4.15**

**Coefficients(a)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.088	.341		.259	.797		
PA	.487	.134	.409	3.643	.001	.467	2.139
TD	.430	.119	.407	3.622	.001	.467	2.139

a. Dependent Variable: OC

Table 4.16

Scatterplot

Dependent Variable: I2L

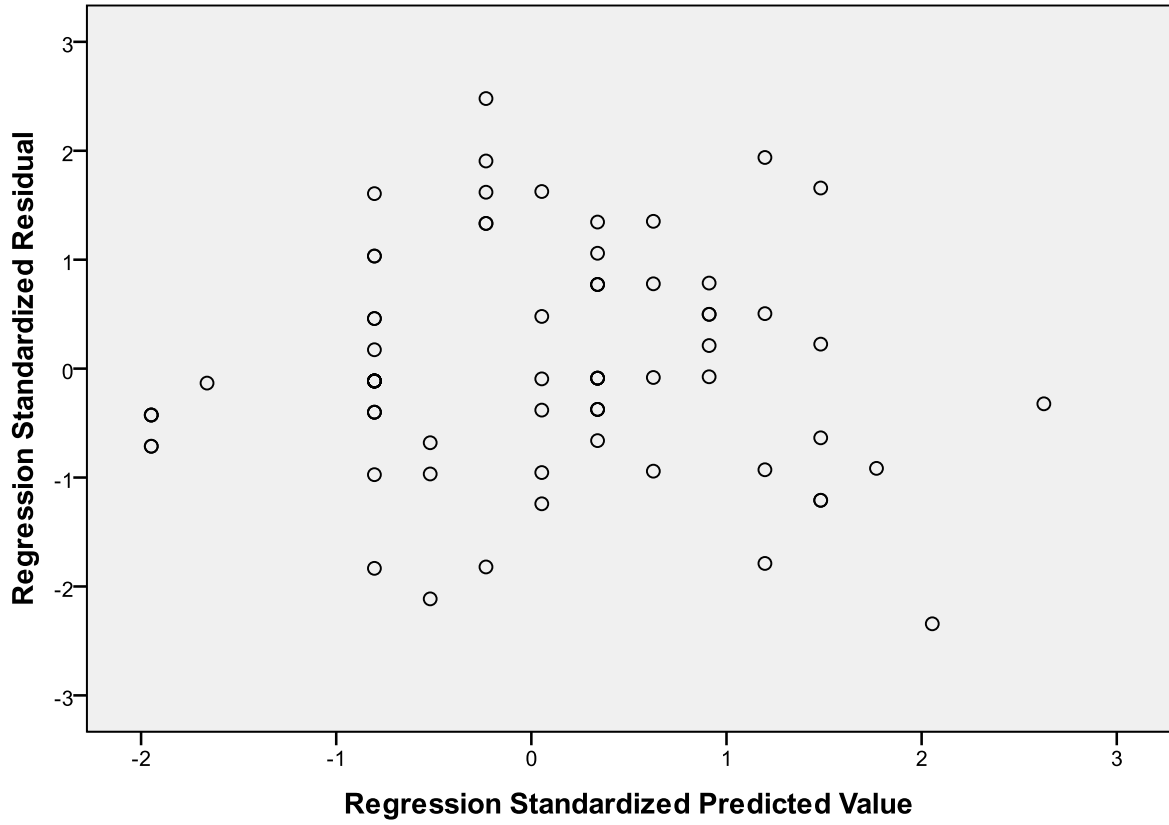


Table 4.17

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.702 <sup>a</sup>	.493	.486	.69763	.493	71.107	1	73	.000

a. Predictors: (Constant), OC

b. Dependent Variable: I2L

**Table 4.18**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.607	1	34.607	71.107	.000 <sup>a</sup>
	Residual	35.528	73	.487		
	Total	70.135	74			

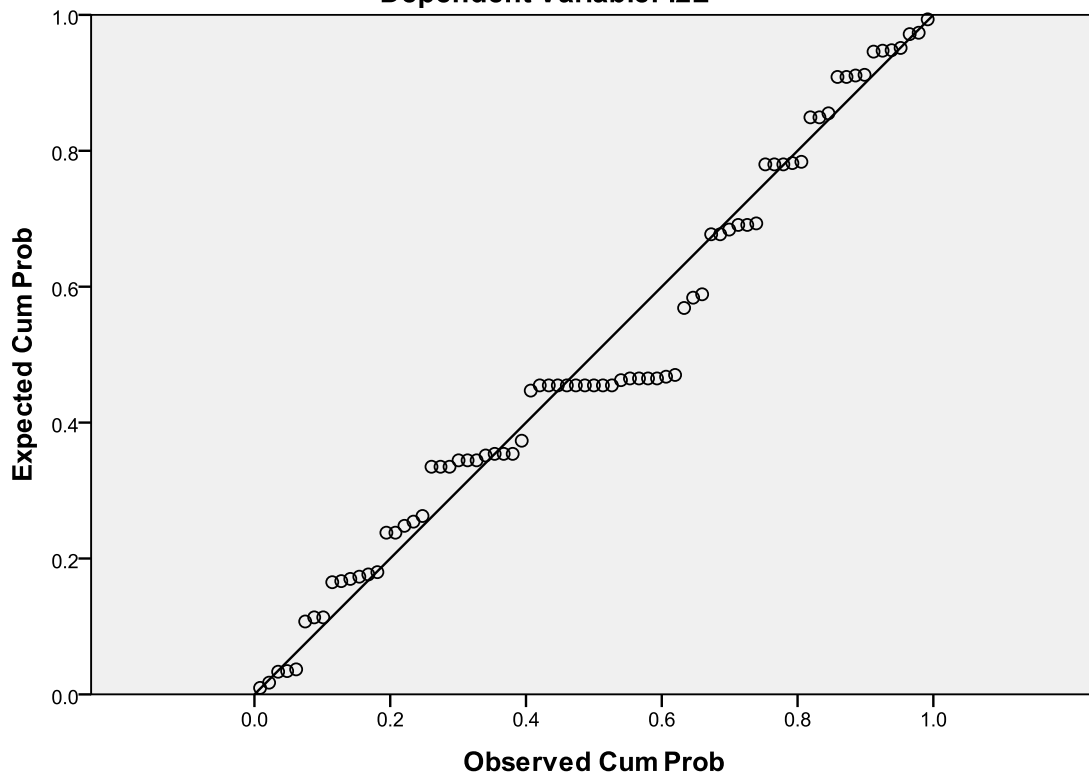
a. Predictors: (Constant), OC

b. Dependent Variable: I2L

**Table 4.19**

**Normal P-P Plot of Regression Standardized Residual**

**Dependent Variable: I2L**



**Table 4.20**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.407	.316		17.103	.000		
OC	-.782	.093	-.702	-8.432	.000	1.000	1.000

a. Dependent Variable: I2L