

Appendix A: Questionnaire



Graduate School of Business
Faculty of Business & Accountancy
Master of Business Administration

Determinants of Employee Retention in a Strategic Business Unit: GEMS

Dear Sir/Madam,

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

The objective of this research is to identify the factors that influence employee retention in a strategic business unit in Telekom Malaysia Berhad, namely Groupwide Enterprise Resource Management (GEMS). In previous studies of employee retention, it has been suggested that various factors have had influences on employee retention. This survey is to obtain and evaluate information pertaining to those affecting factors in addition for gaining insights into the aspects that influence a person's decision to remain with the strategic business unit.

In advance, I would like to express my utmost gratitude for your kind participation in this survey. This questionnaire is constructed carefully to be simple and easy to answer. You can be sure that all information provided in the questionnaire will be treated with the strictest confidentiality and only the aggregated data will be analyzed.

Sincerest thanks for your valuable assistance in the completion of this research.

Yours sincerely,
Noor Hazera Sohri
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Supervised by,
Mr. Mohd Said Othman
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Employee Retention Survey

Please complete the following exercise to reflect your opinions as accurately as possible and to answer the related questions to the best of your knowledge. Your information will be kept strictly confidential.

Please circle the number that represents your best answer, or tick the relevant boxes (if any).

A. Benefits & Payment Please rate the following benefits at the SBU on a scale of 1 to 5, where 1 = not at all important and 5 = very important.	Not at All Important	Not Very Important	Neutral	Somewhat Important	Very Important
Salary/Compensation	1	2	3	4	5
Leave benefits (including sick, vacation, personal, paid holidays)	1	2	3	4	5
Retirement plan	1	2	3	4	5
Health and related benefits (health insurance, vision, dental, prescription)	1	2	3	4	5
Long-Term Care Insurance	1	2	3	4	5
Tuition Reimbursement	1	2	3	4	5
Deferred Compensation	1	2	3	4	5
Employee Assistance Program (EAP)	1	2	3	4	5
LifeWorks (resource and referral)	1	2	3	4	5
Other (specify): _____	1	2	3	4	5

B. Strategies Please indicate if any of the following strategies are available in the SBU. Then rate how important each item is to you, whether it's available or not, on a scale from 1 to 5 where 1 = not at all important and 5 = very important.	Available?		Not at All Important	Not Very Important	Neutral	Some-what Important	Very Important
	Yes	No					
Telecommuting/Work at Home			1	2	3	4	5
Wellness Programs			1	2	3	4	5
Mentoring/Coaching			1	2	3	4	5
Job Rotation and New Assignments			1	2	3	4	5
Help with career planning			1	2	3	4	5
On-site day care			1	2	3	4	5
Rewards and recognition (e.g., service awards, employee of the year)			1	2	3	4	5
Education opportunities			1	2	3	4	5
Training opportunities - job related			1	2	3	4	5
Training opportunities - other (e.g, Franklin Covey, personal development, etc.)			1	2	3	4	5
Annual Performance Appraisal			1	2	3	4	5
Other (specify): _____			1	2	3	4	5

C. Organizational Culture Please rate the following statements on a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Supervisors in my SBU sit down with employees and discuss their development plans at least every 6 months.	1	2	3	4	5
Employees are often given the opportunity to be part of task groups and assignments outside their core job responsibilities.	1	2	3	4	5
My SBU has a career development program that helps people become more aware of and responsible for their own career development.	1	2	3	4	5
Working on a new project or assignment is an open process with few barriers.	1	2	3	4	5
Supervisors communicate effectively with employees.	1	2	3	4	5
My SBU has a culture that recognizes and values diversity.	1	2	3	4	5
There is an environment of openness and trust in my SBU.	1	2	3	4	5
Employees in my SBU are treated with fairness and respect.	1	2	3	4	5
Supervisors spend a good deal of time listening to employees' ideas.	1	2	3	4	5
Supervisors have a style that empowers people to take responsibility and authority.	1	2	3	4	5

D. Personal Satisfaction Please rate the following statements on a scale of 1 to 5, where 1 = very dissatisfied and 5 = very satisfied.	Very Dissatisfied	Somewhat Dissatisfied	Neither Dissatisfied or Satisfied	Somewhat Satisfied	Very Satisfied
Opportunities for personal growth and development in my job.	1	2	3	4	5
The feeling of worthwhile accomplishment I get from doing my job.	1	2	3	4	5
The amount of independent thought and action I can exercise in my job.	1	2	3	4	5
The amount of challenge in my job.	1	2	3	4	5
The amount of job security I have.	1	2	3	4	5
How secure things look for me in the future of my organization.	1	2	3	4	5
The amount of pay and fringe benefits I receive.	1	2	3	4	5
The degree to which I am fairly paid for what I contribute to my organization.	1	2	3	4	5
The people I talk to and work with on my job.	1	2	3	4	5

D. Personal Satisfaction Please rate the following statements on a scale of 1 to 5, where 1 = very dissatisfied and 5 = very satisfied.	Very Dissatisfied	Somewhat Dissatisfied	Neither Dissatisfied or Satisfied	Somewhat Satisfied	Very Satisfied
The chance to get to know other people while on the job.	1	2	3	4	5
The chance to help other people while at work.	1	2	3	4	5
The degree of respect and fair treatment I receive from my boss.	1	2	3	4	5
The amount of support and guidance I receive from my supervisor.	1	2	3	4	5
The overall quality of the supervision I receive in my work.	1	2	3	4	5
The safety of my work environment.	1	2	3	4	5
The availability of promotional opportunities.	1	2	3	4	5
The existence of established career ladders.	1	2	3	4	5
Opportunities to learn new things from my work.	1	2	3	4	5

E. Career Plans

As you think to the future, which of the following best describes your career plans at this time?

- Retire or leave the strategic business unit within 1-2 years
- Retire or leave the strategic business unit within 3-5 years
- Retire or leave the strategic business unit within 6-10 years
- No plans to retire or leave the strategic business unit in the foreseeable future

What are the specific factors that will contribute to the answer you selected to the question above?

F. Demographics

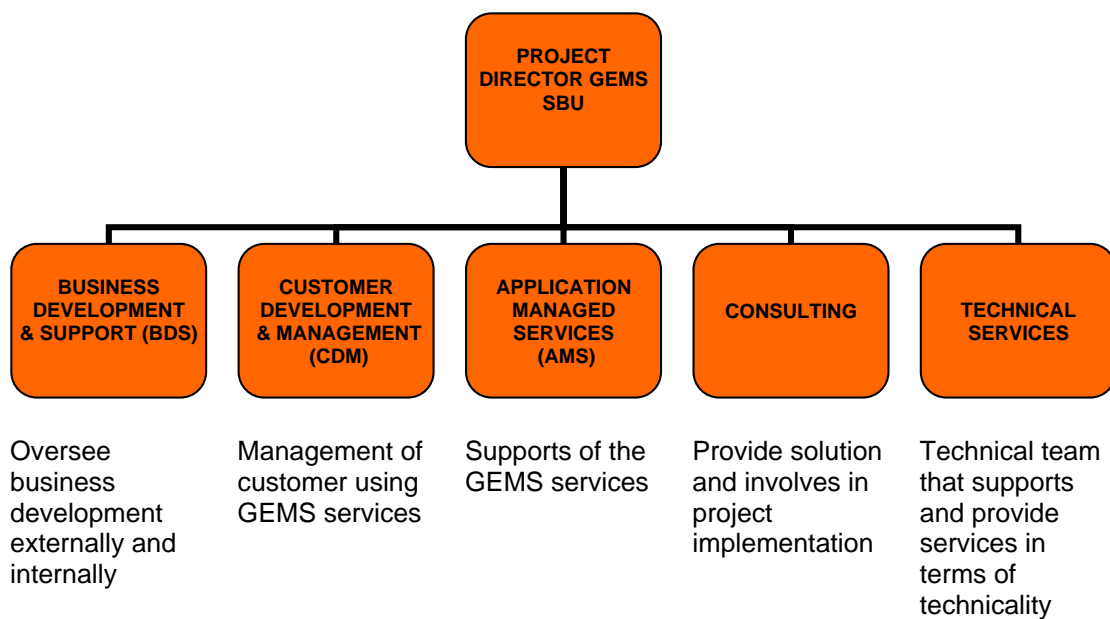
Please provide us with the following demographic information (All responses will be kept confidential and reported in the aggregate only): **Please write your best answers and tick on the relevant box.**

- Age (as of the last birthday): Years
- Gender: Male Female
- Marital Status: Single Married Divorced/Widow
- Race/Ethnicity: Malay Indian Chinese Other (Please specify) _____
- Years in Service (Telekom Malaysia Berhad): Years Months
- Years in Service (GEMS): Years Months
- Current Employment Status: Permanent Contract
- Current Employment Group: Non-Executive Executive
- Current Band (For Executive only): 1 2 3 4 5

Thank you for completing the survey!

Appendix B: GEMS SBU

i. Organizational Structure of GEMS SBU



ii. Employee Turnover Rate in GEMS SBU

Year	Resign	Transfer	Total Employee	% Turnover
2008	14	6	177	11.3
2009	11	24	167	20.9
2010	7	8	160	9.4

Appendix C: Detail Results of Reliability Test

A.Summary of Skewness and Kurtosis values for the entire variables;
normality test

Variable	Skewness	Kurtosis
B1	-1.897	2.622
B2	-1.109	0.569
B3	-0.705	0.045
B4	-1.022	-0.096
B5	-0.702	-0.461
B6	-0.654	0.361
B7	-0.421	0.439
B8	-0.188	-0.368
B9	-0.259	-0.492
S1	-0.469	0.138
S2	0.095	-0.809
S3	-0.538	-0.138
S4	-0.585	0.398
S5	-0.633	0.630
S6	-0.339	0.173
S7	-0.730	-0.475
S8	-0.913	1.324
S9	-0.835	-0.309
S10	-0.573	-0.076
S11	-0.848	-0.325
OC1	-0.355	-0.025
OC2	-0.393	0.108
OC3	-0.007	-0.338
OC4	-0.872	2.117
OC5	-0.738	1.632
OC6	-0.134	0.267
OC7	-0.110	0.026
OC8	-0.301	0.324
OC9	-0.150	0.186
OC10	-0.345	0.332
A1	-0.806	0.376
A2	-0.535	1.131
A3	-0.486	0.762
A4	-0.749	1.354
A5	-0.295	0.620
A6	-0.036	-0.480
A7	-0.371	-0.162
A8	-0.359	-0.401
A9	-0.491	0.900
A10	-0.813	1.579
A11	-0.293	1.305
A12	-0.943	0.823

A13	-1.102	1.647
A14	-0.893	1.483
A15	-0.429	0.957
A16	-0.507	0.483
A17	-0.195	0.176
A18	-0.918	1.480
ER1	0.121	-1.462

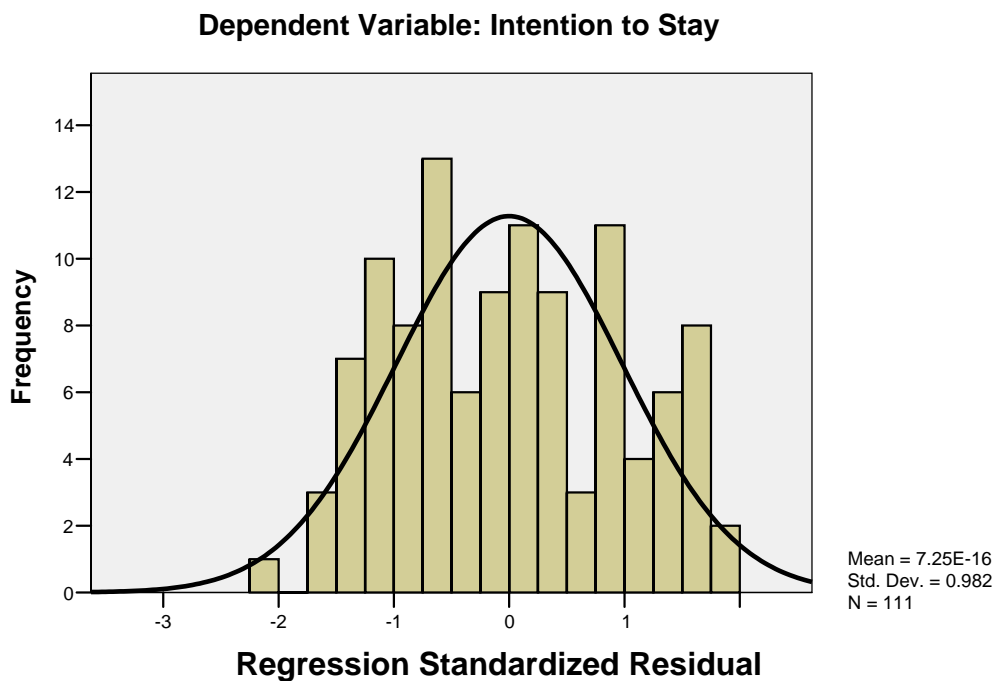
B. Descriptive Statistic

Domain	Alpha	M	SD	Survey Question
Benefits & Payment	0.880	4.802	0.423	<i>Please rate the following benefits at the SBU on a scale of 1 to 5, where 1 = not at all important and 5 = very important</i> Salary/Compensation
		4.468	0.698	Leave benefits (including sick, vacation, personal, paid holidays)
		4.144	0.872	Retirement plan
		4.514	0.659	Health and related benefits (health insurance, vision, dental, prescription)
		4.180	0.865	Long-Term Care Insurance
		3.505	0.999	Tuition Reimbursement
		3.874	0.799	Deferred Compensation
		3.748	0.792	Employee Assistance Program (EAP)
		3.865	0.814	LifeWorks (resource and referral)
Strategies	0.848	3.838	0.859	<i>Please indicate if any of the following strategies are available in the SBU. Then rate how important each item is to you, whether it's available or not, on a scale from 1 to 5 where 1 = not at all important and 5 = very important.</i> Telecommuting/Work at Home
		3.775	0.794	Wellness Programs
		4.054	0.796	Mentoring/Coaching
		3.919	0.844	Job Rotation and New Assignments
		4.009	0.815	Help with career planning
		3.568	0.931	On-site day care
		4.315	0.763	Rewards and recognition (e.g., service awards, employee of the year)
		4.234	0.774	Education opportunities
		4.486	0.631	Training opportunities – job related
		4.072	0.794	Training opportunities – other (e.g, Franklin Covey, personal development, etc.)
		4.477	0.645	Annual Performance Appraisal

Organizational Culture	0.879	3.432	0.969	Supervisors in my SBU sit down with employees and discuss their development plans at least every 6 months.
		3.757	0.741	Employees are often given the opportunity to be part of task groups and assignments outside their core job responsibilities.
		3.252	0.909	My SBU has a career development program that helps people become more aware of and responsible for their own career development.
		3.748	0.680	Working on a new project or assignment is an open process with few barriers.
		3.676	0.765	Supervisors communicate effectively with employees.
		3.450	0.772	My SBU has a culture that recognizes and values diversity.
		3.369	0.797	There is an environment of openness and trust in my SBU.
		3.315	0.853	Employees in my SBU are treated with fairness and respect.
		3.441	0.783	Supervisors spend a good deal of time listening to employees' ideas.
		3.568	0.859	Supervisors have a style that empowers people to take responsibility and authority.
Personal Satisfaction	0.921	3.577	0.996	Opportunities for personal growth and development in my job.
		3.658	0.792	The feeling of worthwhile accomplishment I get from doing my job.
		3.946	0.672	The amount of independent thought and action I can exercise in my job.
		3.946	0.773	The amount of challenge in my job.
		3.676	0.753	The amount of job security I have.
		3.495	0.819	How secure things look for me in the future of my organization.
		3.180	0.955	The amount of pay and fringe benefits I receive.
		3.225	1.006	The degree to which I am fairly paid for what I contribute to my organization.

		3.676	0.741	The people I talk to and work with on my job.
		3.883	0.760	The chance to get to know other people while on the job.
		4.036	0.571	The chance to help other people while at work.
		3.676	0.983	The degree of respect and fair treatment I receive from my boss.
		3.685	0.884	The amount of support and guidance I receive from my supervisor.
		3.658	0.837	The overall quality of the supervision I receive in my work.
		3.847	0.741	The safety of my work environment.
		3.135	0.889	The availability of promotional opportunities.
		3.189	0.949	The existence of established career ladders.
		3.964	0.852	Opportunities to learn new things from my work.
Employee Retention	0.765	2.486	1.167	As you think to the future, which of the following best describes your career plans at this time?

C. Histogram



Appendix D: Detail Results of Regression Analysis

A. Coefficient Correlations^(a)

Model		1	2	3	4	
1	Correlations	1.Personal Satisfaction	1.000	-.045	.073	-.748
		2.Strategies	-.045	1.000	-.496	.043
		3.Benefits and Payment	.073	-.496	1.000	-.199
		4.Organization Culture	-.748	.043	-.199	1.000
	Covariances	Personal Satisfaction	.132	-.005	.007	-.098
		Strategies	-.005	.093	-.042	.005
		Benefits and Payment	.007	-.042	.077	-.020
		Organization Culture	-.098	.005	-.020	.129

a Dependent Variable: Intention to Stay

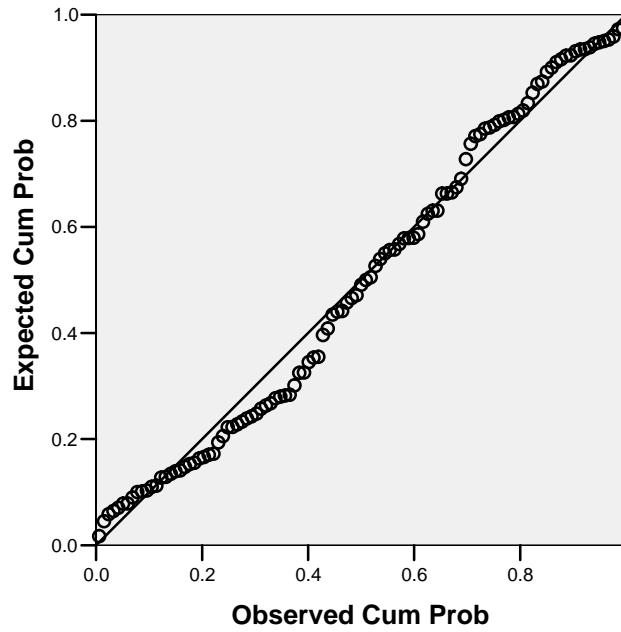
B. Residuals Statistics^(a)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.36	4.03	2.80	.484	111
Std. Predicted Value	-2.976	2.540	.000	1.000	111
Standard Error of Predicted Value	.148	.637	.280	.081	111
Adjusted Predicted Value	1.40	4.16	2.80	.492	111
Residual	-2.908	2.677	.000	1.348	111
Std. Residual	-2.118	1.950	.000	.982	111
Stud. Residual	-2.207	2.015	.000	1.003	111
Deleted Residual	-3.157	2.859	-.001	1.408	111
Stud. Deleted Residual	-2.249	2.045	.000	1.008	111
Mahal. Distance	.283	22.649	3.964	3.198	111
Cook's Distance	.000	.083	.009	.013	111
Centered Leverage Value	.003	.206	.036	.029	111

a Dependent Variable: Intention to Stay

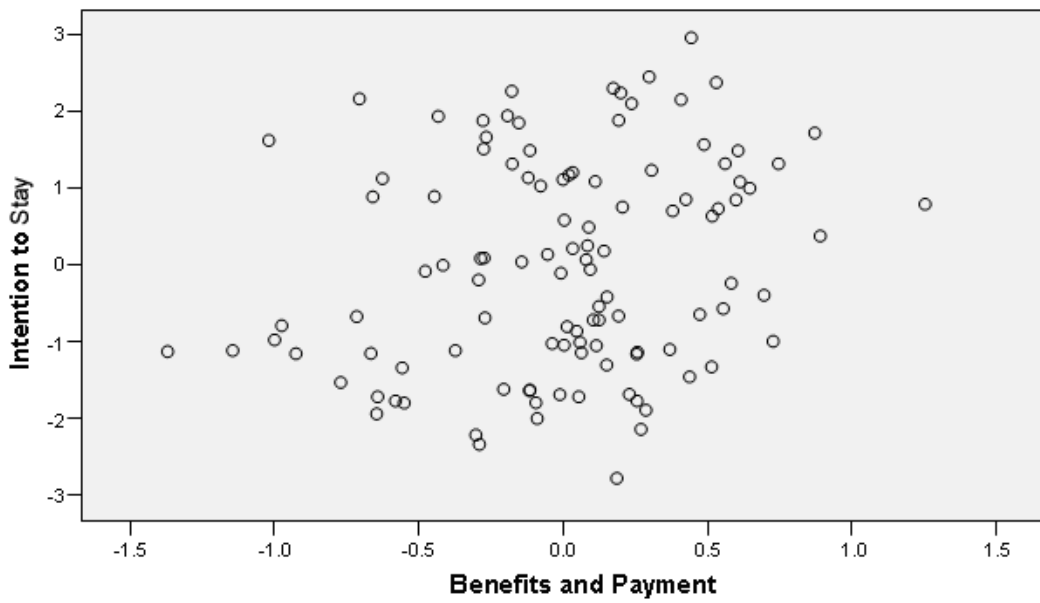
C. Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Intention to Stay

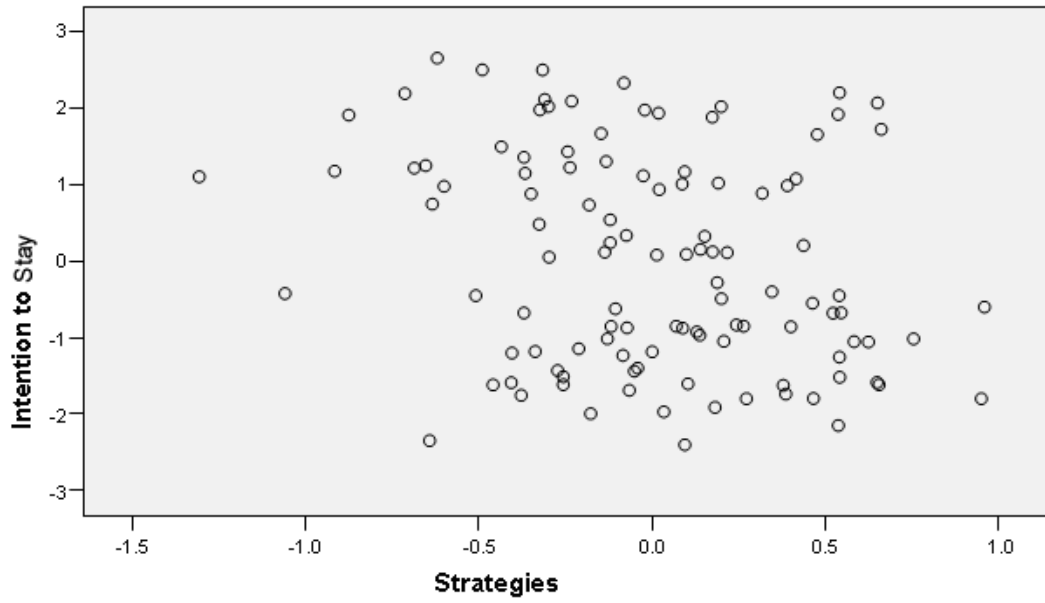


D. Partial Regression Plot

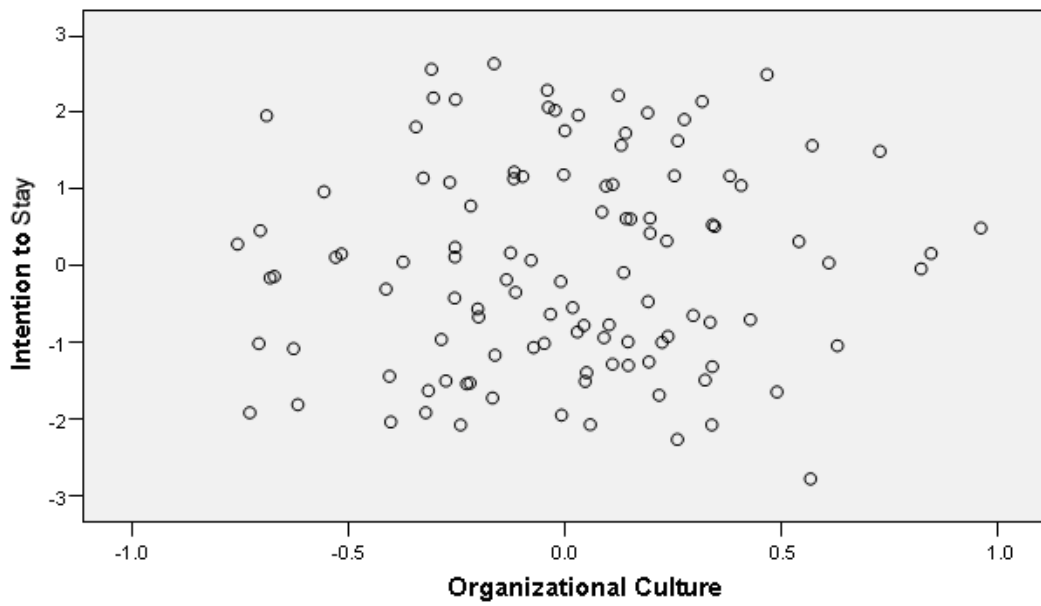
Dependent Variable: Intention to Stay



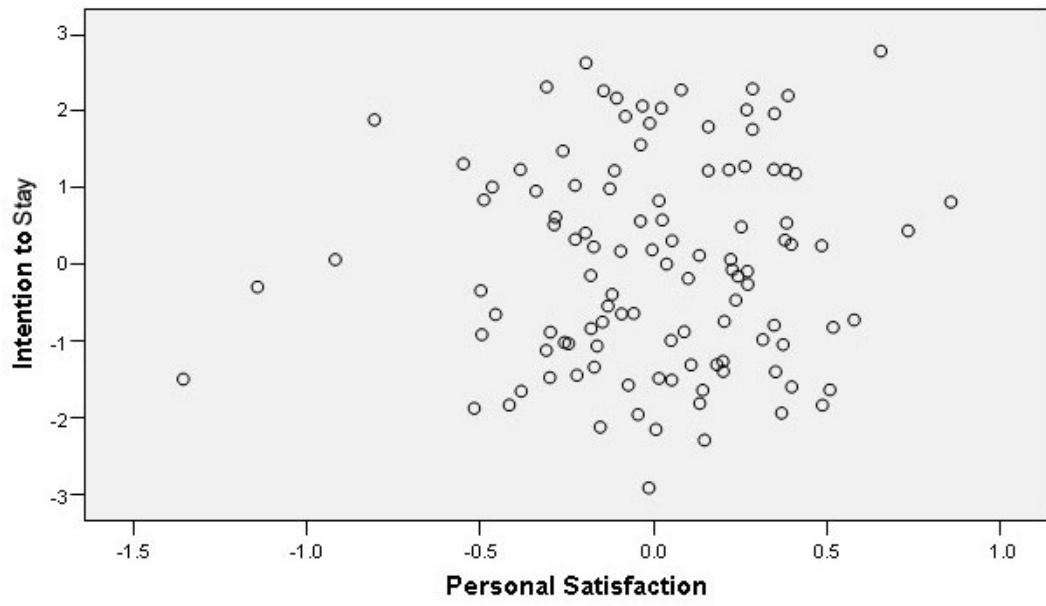
Dependent Variable: Intention to Stay



Dependent Variable: Intention to Stay



Dependent Variable: Intention to Stay



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