

APPENDIX 1

THE SURVEY INSTRUMENT - QUESTIONNAIRE

Date : September 03, 2011

MBA Research Project Questionnaire

Research Title : “Does Flexible Working Arrangement as one of the Work Life Benefits Foster Malaysian Employee’s Organizational Commitment and Predict Turnover Intention ? A Mediating Role of Perceived Organizational Support”

Dear Sir / Mdm,

This questionnaire is conducted as a partial fulfillment of the MBA degree from the University of Malaya.

The purpose of this study is to find out what is the perception of Malaysian employee’s towards the perceived value of benefits and benefits used of Flexible Working Arrangement (flextime & flexplace) as one of workplace flexibility tools and benefits in helping them to better manage their work-personal life demands (work life balance). At the same time, this survey is also intended to investigate is there a relationship or link between the benefits in predicting the employee's organizational commitments and perceived turnover intention with the organization.

I would be grateful if you could participate in this survey by filling up the attached questionnaire. This questionnaire is constructed in a simple manner and will not take more than 15 minutes of your valuable time to complete it.

Your participation in this questionnaire is voluntary and please be assured that all the information will be treated with strictest confidentiality. Meanwhile, only the aggregated data will be analyzed strictly for the research and academic purposes.

Again, thank you very much for your valuable assistance and time in participating in this survey.

Yours sincerely,
Tham Yee Kuan
Contact : 012 318 4327
Email : yee-kuan@lycos.com

PART I

Flexible Working Arrangement - Employer provided benefits that permit employees with some level of control over **when** and **where** they work outside of the standard workday / workplace. Eg : Flextime/flex-hours, compressed work week, work from home, telecommuting etc.

Section A : Use of Flexible Working Arrangement as a Work-life Benefits at Workplace
(Please mark your answer with ✓ at the appropriate box)

1. Is your currently workplace / work schedule, in any way like the following setting ? (your answer selected could be more than 1 if your workplace are adopted with various initiatives of flexible working arrangement)

- Flextime/Flex-hours** - are allowed to determine (or be involved in determining) the start and end times of the working day; without changing the total number of hours worked of a standard work day
- Compressed Work Week** - the work week is condensed into fewer than 5 days per week
- Flexplace** (Work from home / telecommuting) - work at / from home or at an alternative work location away from the standard work location
- Traditional Working Hours** - formally required to work begin 9.00 am and end work at 5.00 pm; every Monday to Friday

2. If the below Flexible Working Arrangement are facilitated at your workplace, have you used the benefits during your employment with the organization ?

	<u>Have Used</u>	<u>Have not Used</u>
(i) Flextime (Flex-hours/Compressed Work Weed)	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Flexplace (Work from home / telecommuting)	<input type="checkbox"/>	<input type="checkbox"/>

3. How often have you used each of the benefit listed below during your employment with the organization ?

Rating scale : "1" = Never to "5" = Many times

	1	2	3	4	5
(i) Flextime (Flex-hours/ Compressed work week)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Flexplace (Work from home/ telecommuting)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section B : Perceived value Benefits (Flexible Working Arrangement)

Instructions: The below statement ask your perceived value towards the Flexible Working Arrangement as one of the work life benefits at your workplace. There are no right or wrong answers. Please answer all items at your best ability and truly feeling for each of the statement.					
<i>Please tick the appropriate box ✓</i>	For the following statements, please use this scale: 1 = “not valuable at all” 5 = “very valuable”				
	1	2	3	4	5
1. How valuable is the Flexitime (flex-hours/compressed work week) to you as a work life benefits ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. How valuable is the Flexplace (work from home/telecommuting) to you as a work life benefits ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. How valuable do you think Flexitime (flex-hours/compressed work week) as a work life benefits is or could be in the future to you and your family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. How valuable do you think Flexplace (work from home/telecommuting) as a work life benefits is or could be in the future to you and your family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C : Perceived Organization Support

Instructions: The below statement ask your perception towards your organization. There are no right or wrong answers. Please answer all items at your best ability and truly feeling for each of the statement.					
<i>Please tick the appropriate box ✓</i>	For the following statements, please use this scale: 1 = Strongly Disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly Agree				
	1	2	3	4	5
1. The organization takes into account of my goals and values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The organization take consideration of my best interest when it makes decisions that affect me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Help is available from my organization when I have a personal problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. The organization is really cares about my well being	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. If I did the best job, the organization would notice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The organization cares about my general satisfaction at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The organization show concern for me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The organization cares about my opinions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The organization takes pride in my accomplishment at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The organization is willing to go out of its way to help me to perform my job to the best of my ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D : Organizational commitment (affective, continue, & normative)

Instructions : The statement below is designed to measure the 3 component model of commitment. There are no right or wrong answers. Please answer all items at your best ability and truly feeling for each of the statement					
<i>Please tick the appropriate box ✓</i> (i) Affective Commitment	For the following statements, please use this scale:				
	1 = Strongly Disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly Agree				
	1	2	3	4	5
1. I would be very 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"/>
2. I enjoy discussing my organization with people outside it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I really feel as if this organization's problem are my own	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I don't think 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"/>
5. I do feel like "part of the family" at my organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I do feel "emotionally attached" to this organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. This 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"/>
8. I do feel a strong sense of belonging to my organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Continue Commitment					
1. 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"/>
2. It would be very hard for me to leave my	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

organization right now even if I wanted to					
3. 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"/>
4. 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"/>
5. If I had not already put so much of myself into this organization, I might consider working elsewhere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. One of the few negative 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"/>
7. It would 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"/>
8. 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"/>
(iii) Normative Commitment					
1. I do feel an obligation to remain with my current employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I would feel guilty if I left my organization now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. This organization deserves my loyalty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I would not leave my organization right now because I have a sense of obligation to the people in it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I owe a great deal to my organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I think that people these days move from organization to organization too often	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Jumping from organization to organization seem unethical to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section E : Perceived turnover Intention

Instructions : The statement below is designed to measure perceived turnover intention of employee with the organization. There are no right or wrong answers. Please answer all items at your best ability and truly feeling for each of the statement	
<i>Please tick the appropriate box ✓</i>	<p>For the following statements, please use this scale:</p> <p>1 = Strongly Disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly Agree</p>

	1	2	3	4	5
1. I often think about quitting the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I properly will look for a new job in a short couple of months	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I am actively looking for a new job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART II : Demographic Question

Instruction : Please mark your answer with a “√” at the box by which the category describe the most close to you / your organization.

1. Gender : Female Male

2. Age : 18 – 25 26 – 35
 36 – 45 46 – 55
 Above 55

3. Ethnic Malay
 Chinese
 India
 Others : _____ (Please specify)

4. Marital
Status : Single Married
 Divorced / Separated
 Others : _____ (Please specify)

5. Number of dependent children / siblings under care :
 None 1 – 2
 3 – 4 Above 4

6. How many of each of the following family members do you arrange for care :
 None Dependent child / children
 Elderly family member
 Family member with disabilities / sick

7. Education Background :

- Primary Education
- Secondary Education
- Certificate or Diploma
- First Degree
- Postgraduate Degree (eg : Master of Doctorate)
- Professional Qualification (eg : ACCA, BAR etc)
- Others : _____(Please specify)

8. Current type of organization :

- Government sector
- Private sector (SME and local non public listed companies)
- Private sector (local public listed companies)
- MNC Company
- Others : _____ (Please specify)

9. Current type of Job category :

- Top management (eg : CEO, COO, GM etc)
- Middle management (eg :Regional manager, Division manager, Executives etc)
- First line management (eg : Department manager, supervision, team leader etc)
- Support and administrative staff
- Others : _____ (Please specify)

10. Monthly Income :

- | | |
|--|--|
| <input type="checkbox"/> RM2000 | <input type="checkbox"/> RM6001 – RM8000 |
| <input type="checkbox"/> RM2001 – RM4000 | <input type="checkbox"/> RM8001 – RM10,000 |
| <input type="checkbox"/> RM4001 – RM6000 | <input type="checkbox"/> Above RM10,000 |

11. Current tenure with the current organization : _____ Years

Thank you very much for your participation !

Questionnaire - Pilot Test

Date : August 27, 2011

Ref : MBA Research Project Questionnaire (Pilot Test)

Research Title : “Does Flexible Working Arrangement(s) as one of work-life benefits Foster Malaysian Employee’s Organizational Commitment and Predict Turnover Intention ? A Mediating Role of Perceived Organizational Support”

Dear Sir / Mdm,

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I would be grateful if you could participate in this survey by filling up the attached questionnaire. This questionnaire is constructed in a simple manner and will not take more than 15 minutes of your valuable time to complete it.

Your participation in this questionnaire is voluntary and please be assured that all the information will be treated with strictest confidentiality. Meanwhile, only the aggregated data will be analyzed strictly for the research and academic purposes.

Again, thank you very much for your valuable assistance and time in participating in this survey.

Yours sincerely,
Tham Yee Kuan
Contact : 012 318 4327
Email : yee-kuan@lycos.com

PART I

Section A : Flexible Working Arrangement and Perceived Workplace Flexibility

Notes : Flexible Working Arrangement - Employer provided benefits that permit employees with some level of control over when and where they work outside of the standard workday. Eg : Flexitime / flexhours, compressed work week, work from home, part time etc

Instruction : Please mark your answer with a “X” for the below statements.

Is your current workplace / work schedule, in any way like the following work setting :

No	Statement	Yes	No
1.	Flexitime / Flexihours – you can regularly choose the particular hours worked during the day. This flexibility is often limited by core times during which your supervisors / organization requires you to be at work but with a flexible band of hours that allow you to exercise your options regarding your presence / absence at the your workplace (without changing the total number of hours worked from that of a standard work day)		
2.	Compressed Work Week – the work week is condensed into fewer than 5 days per week (without reducing the total number of hours worked that of a standard five day work week)		
3.	Flexplace / Work from home / teleworking – work at / from home or at an alternative work location (out from common office setting) with some or all the time at a regular basis		
4.	Traditional Working Hours – formally required to work begin 9.00 am and end work at 5.00 pm, every Monday to Friday (with office hours is fixed)		

Section B : Employee’s perception on Flexible Working Arrangement as one of the workplace flexibility tools in achieving Work-Life Benefits and better managing their work-personal demands

Instruction : Please mark your answer with a “X” for the below statements.

No	Statement	Yes	No
1.	Do you think Flexible Working Arrangement (Flexitime / Flexplace) is able to help you to better balance and manage your work-life demands / domains ?		
2.	Do you think Flexible Working Arrangement (Flexitime / Flexplace) at the workplace is important to you (pass/present/future) as one of the supportive work life benefits package to you and your family ?		

Section C : Used of Benefits (Flexible Working Arrangement)

Instruction : Please mark your answer with a “X”

If the Flexible Working Arrangement listed above is available at your workplace, have you and your family used the benefits during your employment with the organization ?

No	Statement	Have used	Have not

			used
1.	Flexitime / Flexihours		
2.	Compressed Work Week		
3.	Flexplace / Work from home / teleworking		

Section D : Perceived value Benefits (Flexible Working Arrangement)

Instruction : Please mark your answer with a “X”

Rating scale : 1 = Not valuable at all 2 = Not valuable 3 = Not sure 4 = Valuable
5 = Very valuable

No	Statement	1	2	3	4	5
1.	How valuable do you think Flexible Working Arrangement (Flexitime / Flexplace) is able to help you better manage and balance your work-life domains ?					
2.	How valuable do you think Flexible Working Arrangement (Flexitime / Flexplace) is or could be in the future to you and your family ?					

Section E : Perceived Organization Support (POS)

Notes : POS - degree to which employees believe that their organization values their contributions and cares about their well-being.

Instruction : Please mark your answer with a “X”

Rating scale : 1 = Strongly disagree 2 = disagree 3 = Neutral 4 = Agree
5 = Strongly agree

No	Statement	1	2	3	4	5
1.	The organization takes into account of my goals and values					
2.	The organization disregards my best interest when it makes decisions that affect me (R)					
3.	Help is available from my organization when I have a personal problem					
4.	The organization is really cares about my well being					
5.	Even if I did the best job possible, the organization would failed to notice (R)					
6.	The organization cares about my general satisfaction at work					
7.	The organization show very little concern for me (R)					
8.	The organization cares about my opinions					
9.	The organization takes pride in my accomplishment at work					
10.	The organization is willing to go out of its way to help me to perform my job to the best of my ability					

Section F : Organizational commitments (affective, continue, & normative)

Notes :

- (i) **Affective commitment** – employees’ strong emotional attachment to organization with strongly committed to organization’s goals and desires to remain a part of the organization as they “Want to”

- (ii) **Continue commitment** – employee commits to the organization based on their perceives / association to the high costs of losing organizational membership / leaving the organization Eg : economic costs (monetary and non-monetary benefits) and social costs (friendship etc). They remain with the organization as they “Had to”
- (iii) **Normative commitment** - employee’s feelings of obligation to remain with the organization. These feelings may derive from employees’ ‘moral obligation” to ‘pay back” the “well being” treated by their organization or it may also reflect an internalized norm developed to be loyal with the organization through the internal socialization. They remain with the organization as they “Ought to”

Instruction : Please mark your answer with a “X”

Rating scale : 1 = Strongly disagree 2 = disagree 3 = Neutral 4 = Agree
5 = Strongly agree

(i)	Affective Commitment	1	2	3	4	5
1.	I would be very happy to spend the rest of my career with this organization					
2.	I enjoy discussing my organization with people outside it					
3.	I really feel as if this organization’s problem are my own					
4.	I think I could easily become attached to another organization as I am to this one (R)					
5.	I do not feel like ‘part of the family’ at my organization (R)					
6.	I do not feel ‘emotionally attached’ to this organization (R)					
7.	This organization has a great deal of personal meaning for me					
8.	I do not feel a strong sense belonging to my organization (R)					
(ii)	Normative Commitment	1	2	3	4	5
1.	I think that people these days move from company to company too often					
2.	I do not believe that a person must always be loyal to his or her organization (R)					
3.	Jumping from organization to organization does not seem at all unethical to me (R)					
4.	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					
5.	If I got another offer for a better job elsewhere I would not feel it was not right to leave my organization (R)					
6.	I was taught to believe in value of remaining loyal to one organization					
7.	Things were better in the days when people stayed with one organization for most of their careers					
8.	I do not think that wanting to be a ‘company man’ or ‘company women is sensible anymore					
(iii)	Continue Commitment	1	2	3	4	5
1.	I am not afraid of what happen if I quit my job without having another one lined up (R)					
2.	It would be very hard for me to leave my organization right now, even if I wanted to					
3.	Too much in my life would be disrupted if I decided I wanted to leave my organization now					

4.	It wouldn't be too costly for me to leave my organization now (R)					
5.	Right now, staying with my organization is a matter of necessity as much as desire					
6.	I feel that I have too few options to consider leaving this organization					
7.	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives					
8.	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					

Section G : Perceived turnover Intention

Notes : employees' propensity to leave the organization in voluntary

Instruction : Please mark your answer with a "X" for the below statements.

No	Statement	Yes	No
1.	I often think about quitting the job		
2.	I properly will look for a new job in a short couple of months		
3.	I am actively looking for a new job		

PART II : Demographic Question

Instruction : Please mark your answer with a "X" at the box by which the category describe the most close to you / your organization.

1. Gender : Female Male

2. Age : 18 – 25 26 – 35
 36 – 45 46 – 55
 Above 55

3. Marital Status : Single Married
 Divorced / Separated
 Others : _____ (Please specify)

4. Number of dependent children / siblings under care :

None 1 – 2
 2 – 3 Above 3

5. How many of each of the following family members do you arrange for care :

None Dependent child / children
 Elderly family member

Family member with disabilities / sick

6. Education Background :

- Primary Education
 Secondary Education
 Certificate or Diploma
 First Degree
 Postgraduate Degree (eg : Master of Doctorate)
 Professional Qualification (eg : ACCA, BAR etc)
 Others : _____(Please specify)

7. Current type of organization :

- Government sector
 Private sector (SME and local non public listed companies)
 Private sector (local public listed companies)
 MNC Company
 Others : _____ (Please specify)

8. Current type of Job category :

- Top management (eg : CEO, COO, GM etc)
 Middle management (eg : Regional manager, Division manager, Executives etc)
 First line management (eg : Department manager, supervision, team leader etc)
 Support and administrative staff
 Others : _____ (Please specify)

9. Monthly Income :

- | | |
|--|--|
| <input type="checkbox"/> RM2000 | <input type="checkbox"/> RM6001 – RM8000 |
| <input type="checkbox"/> RM2001 – RM4000 | <input type="checkbox"/> RM8001 – RM10,000 |
| <input type="checkbox"/> RM4001 – RM6000 | <input type="checkbox"/> Above RM10,000 |

10. Current tenure with the current organization : _____ Years

Thank you very much for your participation !