



QUESTIONNAIRE

Dear Respondent,

I am currently pursuing a Masters of Business Administration (MBA) course from University Malaya (UM). As part of this course, I am required to undertake a research project on Relationship between Communication Satisfaction and Employee's Turnover Intention mediated by Organizational Commitment in Malaysia.

I would like to invite your participation in this survey by filling up the attached questionnaire. I would greatly appreciate it if you could take a few minutes to complete this form for me.

Please note that all survey responses will be kept strictly confidential and all data from this survey will be reported only in the aggregate.

Saw SzeSyeh

Thank you for your co-operation.

Section 1: Some Information About You And Your Organization

What follows provide some information background for statistical purposes only. Please answer the questions below by circling the most appropriate response.

1. Gender
 - Male....1
 - Female....2

2. Age group
 - Under 20....1
 - 21- 30....2
 - 31- 40....3
 - 41- 50....4
 - 51-60....5
 - Above 61....6

3. What is your highest level of education
 - Certificate....1
 - Diploma....2
 - First Degree....3
 - Master’s Degree....4
 - PhD....5
 - Other (please specify)_____....6

4. What is your current position level in this organization?
 - Top Level Management (eg: Board of Directors, Senior Management)....1
 - Middle Level Management (eg: Regional manager/Divisional manager/ General manager)....2
 - First Level Management (eg: Supervisor/Crew leader/Coordinator/Officer)....3
 - Other (please specify)_____....4

5. How long you have been in your current position?
 - Less than 1 year....1
 - 1 to 3 years....2
 - 3 to 5 years....3
 - 5to 10 years....4
 - More than 10 years....5

6. How long you have worked for this organization?
 - Less than 2 years....1
 - 2 to 5 years....2
 - 5 to 10 years....3
 - 10 to 15 years....4
 - More than 15 years....5

7. What is the total number of employees in your organization
 - Less than 20 employees....1
 - 21 to 50 employees....2
 - 51 to 150 employees....3
 - 151 to 500 employees....4
 - 501 to 1000 employees....5
 - Over 1000 employees....6

8. What was your organization’s total sales turnover in financial year 2006-2007?
 - Less than RM1 million....1
 - RM1 to RM10 million....2
 - RM10 to RM25 million....3
 - RM25 to RM75million....4
 - RM75 to RM100 million....5

Above RM100 million....6

9. What industry is your organization in?

- Agriculture, Forestry, Livestock & Fishing....1
- Mining & Quarrying...2
- Manufacturing....3
- Construction....4
- Information & Communication Technology (ICT)...5
- Electricity, Gas, Water...6
- Transport, Storage & Communication...7
- Wholesale & Retail Trade, Hotels & Restaurants....8
- Finance, Insurance, Real Estate & Business Services....9
- Government Services....10
- Education....11
- Other (please specify)_____12

Section 2: Communication Satisfaction

The statements below describe your satisfaction on communication in the organization. Please read each statement carefully, and then indicate the extent to which you agree or disagree by circling the number on a scale of 1 (Strongly disagree) to 6 (Strongly agree).

| 1 Strongly Disagree | 2 Disagree | 3 Slightly Disagree | 4 Slightly Agree | 5 Agree | 6 Strongly Agree |
|---------------------------|---------------|---------------------------|------------------------|------------|------------------------|
|---------------------------|---------------|---------------------------|------------------------|------------|------------------------|

Communication Climate

- | | | | | | | |
|--|---|---|---|---|---|---|
| 1. Company communication motivates and stimulates an enthusiasm for meeting company goals. | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. People in my organization have great ability as communicators. | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. Company's communication makes me identify with it or feel a vital part of it. | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. I receive on-time information needed to do my job | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. Conflicts are handled appropriately through proper communication channels. | 1 | 2 | 3 | 4 | 5 | 6 |

Relationship to Supervisor

- | | | | | | | |
|--|---|---|---|---|---|---|
| 6. Supervisor listens and pays attention to me. | 1 | 2 | 3 | 4 | 5 | 6 |
| 7. My supervisor offers guidance for solving job-related problems. | 1 | 2 | 3 | 4 | 5 | 6 |
| 8. My supervisor trusts me. | 1 | 2 | 3 | 4 | 5 | 6 |
| 9. My supervisor is open to ideas. | 1 | 2 | 3 | 4 | 5 | 6 |
| 10. The amount of supervision given to me is about right | 1 | 2 | 3 | 4 | 5 | 6 |

Organizational Integration

- | | | | | | | |
|--|---|---|---|---|---|---|
| 11. I receive information about my progress in my job. | 1 | 2 | 3 | 4 | 5 | 6 |
| 12. I receive information about personnel. | 1 | 2 | 3 | 4 | 5 | 6 |

13. I receive information about departmental policies and goals. 1 2 3 4 5 6
14. I receive information about the requirements of my job. 1 2 3 4 5 6
15. I receive information about employee benefit and pay. 1 2 3 4 5 6

Horizontal and informal Communication

16. The “grapevine” is active in our organization. 1 2 3 4 5 6
17. Communication with employees in other departments is accurate and free-flowing. 1 2 3 4 5 6
18. Communication practices are adaptable to emergencies. 1 2 3 4 5 6
19. My work group is compatible. 1 2 3 4 5 6
20. Informal communication is active and accurate. 1 2 3 4 5 6

Personal feedback

21. I receive information about how my job compares with others. 1 2 3 4 5 6
22. I receive information about how I am being judged. 1 2 3 4 5 6
23. I receive recognition of my efforts. 1 2 3 4 5 6
24. I receive information on how problems in my job are being handled. 1 2 3 4 5 6
25. Upper Management knows and understands the problems faced by employees. 1 2 3 4 5 6

Section 12: Organization Commitment & Turnover intention

The statements below describe your commitment and turnover intention towards the organization. Please read each statement carefully, and then indicate the extent to which you agree or disagree by circling the number on a scale of 1 (Strongly disagree) to 6 (Strongly agree).

| 1 Strongly Disagree | 2 Disagree | 3 Slightly Disagree | 4 Slightly Agree | 5 Agree | 6 Strongly Agree |
|------------------------|---------------|------------------------|---------------------|------------|---------------------|
|------------------------|---------------|------------------------|---------------------|------------|---------------------|

Affective Commitment

- 1 I would be very happy to spend the rest of my career with my present organization. 1 2 3 4 5 6
- 2 I really feel as if my present organization’s problems are my own. 1 2 3 4 5 6
- 3 I do not feel like “part of the family” at my present organization. 1 2 3 4 5 6
- 4 I do not feel “emotionally attached” to my present 1 2 3 4 5 6

organization.

- | | | | | | | | |
|---|--|---|---|---|---|---|---|
| 5 | My present organization has a great deal of personal meaning to me. | 1 | 2 | 3 | 4 | 5 | 6 |
| 6 | I do not feel a strong sense of belonging to my present organization | 1 | 2 | 3 | 4 | 5 | 6 |

Normative Commitment

- | | | | | | | | |
|-----|---|---|---|---|---|---|---|
| 7 | I do not feel any obligation to remain with my current employer. | 1 | 2 | 3 | 4 | 5 | 6 |
| 8 | Even if it were to my advantage, I do not feel it would be right to leave my present organization now. | 1 | 2 | 3 | 4 | 5 | 6 |
| 9 | I would feel guilty if I left my organization now. | 1 | 2 | 3 | 4 | 5 | 6 |
| 10 | My present organization deserves my loyalty. | 1 | 2 | 3 | 4 | 5 | 6 |
| 11 | I would not leave my present organization right now because I have a sense of obligation to the people in it. | 1 | 2 | 3 | 4 | 5 | 6 |
| 12. | I owe a great deal to my present organization. | 1 | 2 | 3 | 4 | 5 | 6 |

Continuance Commitment

- | | | | | | | | |
|-----|---|---|---|---|---|---|---|
| 13 | I would be very hard for me to leave my present organization right now, even if I want to. | 1 | 2 | 3 | 4 | 5 | 6 |
| 14 | Too much of my life would be disruption if I decided to leave this organization right now. | 1 | 2 | 3 | 4 | 5 | 6 |
| 15 | Right now, staying with my organization is a matter of necessity as much as desire. | 1 | 2 | 3 | 4 | 5 | 6 |
| 16. | I believe that I have too few options to consider leaving my present organization. | 1 | 2 | 3 | 4 | 5 | 6 |
| 17 | One of the few negative consequences of leaving my present organization will be the scarcity of available alternatives. | 1 | 2 | 3 | 4 | 5 | 6 |
| 18. | If I had not already put so much of myself into my present organization, I might consider working elsewhere. | 1 | 2 | 3 | 4 | 5 | 6 |

Turnover Intent

- | | | | | | | | |
|---|--|---|---|---|---|---|---|
| 1 | I often think about quitting this organization | 1 | 2 | 3 | 4 | 5 | 6 |
| 2 | I would likely search for a position with another employer | 1 | 2 | 3 | 4 | 5 | 6 |
| 3 | It is likely that I will leave this organization in the next year. | 1 | 2 | 3 | 4 | 5 | 6 |

FINISHED

Thank you very much for you time and co-operation!