

Dear Sir/Madam

: ACADEMIC RESEARCH

VERY GOOD DAY TO YOU.

I am a post graduate student, doing MBA at University Malaya. Currently, I am conducting a research on Organizational Development.

In this regard, I seek your kind cooperation and contribution in successfully completing this research.

THE QUESTIONNAIRE

Attached herewith please find a set of questionnaire. Please give your FRANK AND HONEST RESPONSE to each question. Remember, there is NO RIGHT OR WRONG ANSWERS to these questions.

CONFIDENTIALITY

Please do not write your name.
All your responses will be held in strict confidence.
It will be used for academic analysis only.

KINDLY REMEMBER

Please answer ALL the questions.
Take your time to answer the questions.
Do not rush or seek others opinion in answering the questions.

THANK YOU VERY MUCH FOR YOUR TIME AND COOPERATION.

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SECTION 1 : JOB DESCRIPTION INDEX

INSTRUCTION : Read each question carefully.
Then for all the statements tick your answers accordingly.

✓ - for YES
X - for NO
? - for UNCERTAIN

1. How is your work?

Fascinating	_____	Tiresome	_____
Routine	_____	Challenging	_____
Satisfying	_____	Frustrating	_____
Boring	_____	Endless	_____
Creative	_____	Pleasant	_____

2. How is the supervision on your job?

Too much supervision	_____	Boss always guides	_____
Boss praises good work	_____	Less supervision	_____
Difficult to please Boss	_____	Boss is never helpful	_____
Not much supervision	_____	At times I am on my own	_____
Boss shows my mistakes only	_____	Boss never guides	_____

3. How is your co-workers?

Friendly	_____	Slow	_____
Helpful	_____	Talk much and do less	_____
Hard Working	_____	Motivating	_____
Unpleasant	_____	Co-operative	_____
Boring	_____	Dependable	_____

4. How is your pay?

Above market rate	_____	Comfortable	_____
Fair	_____	Satisfactory	_____
Below market rate	_____	Equal to my work	_____
Unfair	_____	Should increase	_____
Bad	_____	Sufficient	_____

5. How is your promotional prospects?

Good opportunity	_____	Dead-end job	_____
Fair chance	_____	Regular promotion	_____
Promotion on performance	_____	Unfair promotional policy	_____
Infrequent promotion	_____	Need to review promotional policy	_____
Promotion on favouritism	_____	Limited promotion	_____

SECTION 2 : OVERALL DESCRIPTION ON JOB SATISFACTION

INSTRUCTION : Please read each statements carefully, then circle the number that best represents your opinion.

NOTE : SD - Strongly Disagree
 D - Disagree
 N - Neutral/Undecided
 A - Agree
 SA - Strongly Agree

	SD	D	N	A	SA
1. I consider my job is interesting	1	2	3	4	5
2. The pay for my job is O.K.	1	2	3	4	5
3. The promotion prospects are good	1	2	3	4	5
4. The people I work with are friendly	1	2	3	4	5
5. My boss closely supervises me	1	2	3	4	5
6. The pay here is lower than elsewhere	1	2	3	4	5
7. I can get along well with my colleagues	1	2	3	4	5
8. If I perform well, promotion is sure	1	2	3	4	5
9. I am often bored with my job	1	2	3	4	5
10. Most of the time, I am not closely supervised	1	2	3	4	5
11. Even if I work hard, it is difficult to get promotion	1	2	3	4	5
12. I consider my job is challenging	1	2	3	4	5
13. I am fairly paid than other employees	1	2	3	4	5
14. Most of the time, I am not supervised	1	2	3	4	5
15. Sometimes colleague here are not co-operative	1	2	3	4	5
16. I consider my boss supervision as guidance	1	2	3	4	5
17. My pay is enough to live comfortably	1	2	3	4	5
18. My colleagues here work as a team	1	2	3	4	5
19. The management is fair in promoting employees	1	2	3	4	5
20. I feel my job is important to the company	1	2	3	4	5
21. Overall, I am very satisfied with my job	1	2	3	4	5

FIGURE 3 : WORK MOTIVATION

INSTRUCTIONS

- i. Please read the paired-statements carefully.
- ii. For each paired statements, you are given 5 points.
- iii. Distribute the 5 points between the two statements (in each pair), according to your priority of importance.
 5 points - to the most important statement
 0 points - to the unimportant statement

EXAMPLE

I believe, the real rewards in working, is a job:-

A. that is interesting and challenging A B

OR

--	--

B. that offers good pay and status

Based on your priority of importance to each of the statement, your response can be one of the following:-

B	A	B	A	B	A	B	A	B	A	B
0	4	1	3	2	2	3	1	4	0	5

MEMBER

- i. The total points given to each paired-statements should be equal to 5 only.
- ii. If you do not understand, please ask the person who gave you the questionnaire.

P. T. O.

The most important thing to me in evaluating a job is whether or not:-

A. It allows me freedom and opportunity to grow

A D

OR

--	--

D. It allows for rapid advancement based on my achievement.

I believe the real rewards in working is a job:-

E. That is interesting, meaningful and challenging

E A

OR

--	--

A. That offers good pay, good working conditions and the like

The most important thing to me in evaluating a job is whether or not:-

A. It pays enough to meet the need of my family and me

A B

OR

--	--

B. It gives good job security and good employee benefits

I believe the real rewards in working are those which:-

B. Gives good fringe benefits - hospitalization, insurance, retirement benefit etc.

B D

OR

--	--

D. Shows that I am competent and result oriented

. If I were to quit a job, the most likely cause would be that:-

C. It was one-man, boring job, where there are no co-workers

C D

OR

--	--

D. It was a job that was personally degrading

6. In deciding whether or not to take a promotion, I would be most concerned with whether:-

A. The job requires more work and reduces my free time A

OR

☐

E. I would be able to explore new areas and do more creative work

7. The most important thing to me in evaluating a job is whether or not:-

D. It allows for rapid advancement based on my achievements D

OR

☐

C. It provides conditions for good fellowship and harmonious relationship

8. If I were to quit a job, the most likely cause would be that:-

B. It is a "high risk" job without necessary tools and protection B

OR

☐

E. I found the work petty and not a real test of my skills

9. I am prepared to work hardest and do my best in a job wherein:

B. Mistakes are not punished and there is no chance of losing the job B

OR

☐

C. There is real team spirit among the employees and we share good times together

10. The most important thing to me in evaluating a job is whether or not:-

A. It pays well enough to satisfy needs of my family and me A

OR

☐

C. It provides conditions for good fellowship and harmonious relationship

SECTION 4 : COMMUNICATION PROFILE

INSTRUCTION : Please read each statement carefully, then circle the number that best represents your opinion

NOTE : SD - Strongly Disagree
 D - Disagree
 N - Neutral/Undecided
 A - Agree
 SA - Strongly Agree

1. If I dislike several things about a person with whom I worked, I would tell him/her about my feeling.

1	2	3	4	5
SD	D	N	A	SA

2. If one of my employee appeared to be avoiding me for some reason, I would ask him/her what's wrong.

1	2	3	4	5
SD	D	N	A	SA

3. If meetings held by my boss often wasted a great deal of time, I would tell him/her how I feel about them.

1	2	3	4	5
SD	D	N	A	SA

4. If one of my employees openly disagreed with me in a meeting, I would encourage him/her to explain further.

1	2	3	4	5
SD	D	N	A	SA

5. If I am busy with a tight deadline, and a friend from other department dropped in to a chat, I would tell him/her that I was busy and could not talk.

1	2	3	4	5
SD	D	N	A	SA

If I had to make a decision that would affect the people in my department, I would get further information from them, before I made the decision.

1	2	3	4	5
SD	D	N	A	SA

If one of my best employees was coming late and it was affecting his/her job performance, I would tell him/her how I felt about it.

1	2	3	4	5
SD	D	N	A	SA

If my boss gave me a direct order to do something that I felt was unnecessary, I would ask why he/she wanted the job done.

1	2	3	4	5
SD	D	N	A	SA

If I were at meeting, and I don't know what is going on, I would confess my ignorance and ask for clarification.

1	2	3	4	5
SD	D	N	A	SA

If I had a misunderstanding with one of my employees and I suspected, he/she still felt bad about it, I would ask the employee how he/she was feeling.

1	2	3	4	5
SD	D	N	A	SA

SECTION 5 : PERSONAL DATA

Kindly Tick (✓) Your Answers in the Appropriate Space.

SEX	: Male	_____
	Female	_____
AGE	: Below 20	_____
	20 - 29	_____
	30 - 39	_____
	40 - 49	_____
	50 and Above	_____
MARITAL STATUS	: Single	_____
	Married	_____
	Others	_____
RACE	: Malay	_____
	Chinese	_____
	Indian	_____
	Others	_____

EDUCATIONAL LEVEL : SRP and Below _____
SPM/STPM _____
Certificate/Diploma _____
Degree/Masters _____

OCCUPATIONAL LEVEL : General/Clerical _____
Executive and _____
Supervisory _____
Managerial and _____
above _____

LENGTH OF SERVICE : Below 1 Year _____
1 - 2 Years _____
3 - 4 Years _____
5 Years and Above _____

MONTHLY INCOME LEVEL : RM1000 and Below _____
RM1001 - RM2000 _____
RM2001 - RM3500 _____
RM3501 - RM5000 _____
Above RM5001 _____

Have you attended TBC _____ YES
_____ NO

General Comments : _____

*** MULTIPLE REGRESSION ***

Listwise Deletion of Missing Data

Equation Number 1 Dependent Variable.. B21 Very satisfied with job
Block Number 1. Method: Stepwise Criteria PIN .0500 POUT .1000

Variable(s) Entered on Step Number 1.. JOB

Analysis of Variance			
Multiple R	DF	Sum of Squares	Mean Square
.57513			
R Square			
.33078	1	22.12475	22.12475
Adjusted R Square			
.32374	95	44.76185	.47118
Standard Error			
.68642			

F = 46.95631 Signif F = .0000

----- Variables in the Equation ----- Variables not in the Equation -----

Variable	B	SE B	Beta	T	Sig T	Variable	Beta In	Partial	Min Toler	T	Sig T
JOB	.807412	.117828	.575135	6.852	.0000	PAY	.106024	.128847	.988351	1.260	.2109
(Constant)	1.317132	.309208		4.260	.0000	PROMO	.259747	.301729	.903027	3.068	.0028
						WORKERS	.134724	.157236	.911556	1.544	.1260
						SUPERVIS	.080609	.098537	.999992	.960	.3395

Variable(s) Entered on Step Number 2.. PROMO

Analysis of Variance			
Multiple R	DF	Sum of Squares	Mean Square
.62586			
R Square			
.39171	2	26.19989	13.09994
Adjusted R Square			
.37876	94	40.68671	.43284
Standard Error			
.65790			

F = 30.26528 Signif F = .0000

----- Variables in the Equation -----

----- Variables not in the Equation -----

Variable	B	SE B	Beta	T	Sig T	Variable	Beta In	Partial	Min Toler	T	Sig T
JOB	.693858	.118841	.494248	5.839	.0000	PAY	.044910	.055304	.842822	.534	.5945
PROMO	.309955	.101020	.259747	3.068	.0028	WORKERS	.091630	.110379	.852089	1.071	.2869
(Constant)	.955568	.318928		2.996	.0035	SUPERVIS	.109394	.138173	.892593	1.345	.1818

Equation Number 1 Dependent Variable.. B21 Vary satisfied with job

*** MULTIPLE REGRESSION ***

Listwise Deletion of Missing Data

Equation Number 1 Dependent Variable.. B21 Vary satisfied with job
Block Number 1. Method: Stepwise Criteria PIN .0500 POUT .1000

Variable(s) Entered on Step Number 1.. JOB

Multiple R	.46381	Analysis of Variance	Sum of Squares	Mean Square
R Square	.21493	DF	17.61620	17.61620
Adjusted R Square	.20724	Regression	64.34534	.63084
Standard Error	.79425	Residual		

F = 27.92514 Signif F = .0000

----- Variables in the Equation -----					----- Variables not in the Equation -----						
Variable	B	SE B	Beta	T	Sig T	Variable	Beta In	Partial	Min Toler	T	Sig T
JOB	.720726	.136387	.463608	5.284	.0000	PAY	.276930	.300519	.924511	3.167	.0020
(Constant)	1.699745	.345915		4.914	.0000	PROMO	.253253	.263590	.850461	2.746	.0071
						WORKERS	.038810	.042288	.932031	.425	.6715
						SUPERVIS	-.104930	-.118047	.993617	-1.195	.2350

Variable(s) Entered on Step Number 2.. PAY

Analysis of Variance			Mean Square	
Multiple R	Sum of Squares	DF		
R Square	23.42733	2	11.71367	
Adjusted R Square	58.53421	101	.57955	
Standard Error				

F = 20.21178 Signif F = .0000

----- Variables in the Equation -----					----- Variables not in the Equation -----						
Variable	B	SE B	Beta	T	Sig T	Variable	Beta In	Partial	Min Toler	T	Sig T
JOB	.602440	.135957	.387521	4.431	.0000	PROMO	.170009	.172499	.735239	1.751	.0830
PAY	.420557	.132812	.276930	3.167	.0020	WORKERS	.021040	.023987	.873263	.240	.8109
(Constant)	1.215633	.365105		3.330	.0012	SUPERVIS	-.063738	-.074209	.900743	-.744	.4585