

## Appendix 1: Questionnaire



### **Questionnaire Work Values, Job Satisfaction and Intentions to Leave A Study of Accounting Professionals**

Dear Respondent,

A very good day to you.

My name is Sia Siew Ping and I am currently pursuing a Master's degree in Business Administration (MBA) at Universiti Tunku Abdul Rahman. As part of the research requirement of the MBA program, I am conducting a research study on the intention to leave or stay of the accounting professionals.

Your assistance is needed to complete the attached survey questionnaire. It will take a few minutes of your time to complete this questionnaire. All the data in this survey will be kept private and confidential. This survey is for education and research purposes only. Data collected will be analyzed on a group basis.

Please return this questionnaire to me by attachment at your earliest convenient. Your response to this survey is highly appreciated. Without your help, I won't be able to complete this research assignment which is needed to fulfill my graduation requirements.

Please do not hesitate to email me ([ivysia\\_99@hotmail.com](mailto:ivysia_99@hotmail.com)) if you need any clarification regarding this survey.

Thank you.

Sincerely,  
Sia Siew Ping

**Section A: Demographic**

**Instruction:** Please select or write down the appropriate response for each of the items given below.

1. Gender

Male

Female

2. Please specify your age: \_\_\_\_\_ years old

3. Marital status:

Single

Married

Divorced or widowed, or separated

Others. Please specify: \_\_\_\_\_

4. Race:

Malay

Chinese

Indian

Others. Please specify: \_\_\_\_\_

5. Education(Please check whatever it applies):

Degree

Master's

Certified Public Accountant

Certified Internal Auditor

Others. Please specify: \_\_\_\_\_

6. Your monthly gross income: RM \_\_\_\_\_ per month

7. Are you from one of the big four accounting firms?

Yes (Deloitte Kassim Chan, PriceWaterhouse Coopers, Ernst & Young, KPMG)

No

8. Please state your job title: \_\_\_\_\_

9. Please state the number of years working in your current profession:  
\_\_\_\_\_years

10. How long have you been working at your present firm? \_\_\_\_\_years.





**Section C: Job Satisfaction**

**Instruction:** The next set of items deals with various aspects of your job. I would like you to tell me how satisfied and dissatisfied you feel with each of these features of your present job. Each item names some aspect of your present job as an accounting professional. Just indicate how satisfied or dissatisfied you are with it by using the following scale:

- 1 = I'm extremely dissatisfied**
- 2 = I'm very dissatisfied**
- 3 = I'm moderately dissatisfied**
- 4 = I'm moderately satisfied**
- 5 = I'm very satisfied**
- 6 = I'm extremely satisfied**



|    |  | 1                        | 2                        | 3                        | 4                        | 5                        | 6                        |
|----|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1  | The physical work conditions   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2  | The freedom to choose my own method of working   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3  | My fellow workers.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4  | The recognition I get for good work.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5  | My immediate boss.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6  | The amount of responsibility given to me.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7  | My rate of pay.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8  | My opportunity to use my abilities.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9  | My relationship with the management.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10 | My chance of promotion.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11 | The way my firm is managed   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12 | The attention paid to suggestions I make.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13 | My hours of work   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14 | The amount of variety of my job.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15 | My job security.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16 | Now, taking everything into consideration, how satisfied are you with your job as a whole? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### **Section D: Intention to Leave or stay**

**Instruction:** Below are 4 questions measuring your intention to leave or stay with the organization. Please select the number that represents your opinion the most for each of the items given below.

1. Which of the following statements most clearly reflects your feelings about your future with this organization in the next year?
  - I definitely will not leave
  - I probably will not leave
  - I am uncertain
  - I probably will leave
  - I definitely will leave
  
2. How do you feel about leaving this organization?
  - It is very unlikely that I would ever consider leaving this organization.
  - As far as I can see ahead, I intend to stay with this organization
  - I have no feelings about this one way or the other.
  - I am seriously considering leaving in the near future.
  - I am presently looking and planning to leave.
  
3. If you were completely free to choose, would you prefer or not prefer to continue working for this organization?
  - Prefer very much to continue working for this organization.
  - prefer to work here.
  - Don't care either way.
  - Prefer not to work here.
  - Prefer very much not to continue working for this organization.
  
4. How important is it to you personally that you spend your career in this organization rather than some other organization?
  - It is very important for me to spend my career in this organization.
  - It is fairly important.
  - It is of some importance.
  - I have mixed feelings about its importance.
  - It is of no importance at all.

**Thank you for your participation  
All responses will be kept private and confidential.**

## Appendix 2: Rotated Component Matrix of work values

**Component Matrix<sup>a</sup>**

|  | Component |       |       |       |       |       |       |       |
|--|-----------|-------|-------|-------|-------|-------|-------|-------|
|  | 1         | 2     | 3     | 4     | 5     | 6     | 7     | 8     |
| Balance - a job that allows me to lead a balanced life.                                    | .449      | .023  | -.395 | -.396 | -.218 | .296  | -.018 | -.084 |
| Benefits - a job that provides many features additional to pay.                            | .696      | -.131 | -.297 | -.043 | -.032 | .420  | .116  | .107  |
| Bonuses - a job that provides many opportunities for topping up the basic salary.          | .487      | -.380 | -.381 | .106  | .098  | .295  | .069  | -.028 |
| Clarify - a job with clear and well-defined roles and responsibilities.                    | .472      | .097  | -.095 | .531  | -.247 | .291  | .159  | .081  |
| Comfort - a job that can be carried out in physically comfortable conditions.              | .671      | -.115 | -.153 | .165  | -.243 | .182  | .263  | -.199 |
| Competition - a job that provides me with opportunities to compete with others.            | .346      | .636  | -.023 | .077  | -.054 | .210  | .092  | -.240 |
| Conditions - a job that can be carried out in conditions that are safe, modern, and clean. | .631      | -.396 | .026  | .215  | .043  | .238  | .048  | -.219 |
| Contribution to society - a job that allows me to work for a good cause.                   | .413      | .198  | -.196 | .286  | .043  | .097  | .282  | .566  |
| Effortlessness - a job that is relatively easy and does not require excessive effort.      | .457      | .152  | .342  | -.128 | -.479 | .105  | -.246 | .060  |
| Equipment - a job that can be carried out with up-to-date equipment and technology.        | .512      | .290  | -.143 | .041  | -.326 | -.128 | -.370 | .150  |
| Flexibility - a job that allows me to work flexibility hours to suit my personal needs.    | .602      | .207  | -.381 | -.263 | -.084 | -.284 | .343  | .073  |
| Independence - a job that allows me to work autonomously without much supervision.         | .574      | .449  | -.107 | -.402 | -.069 | -.209 | .197  | -.023 |
| Insurance - a job that provides health and life insurance.                                 | .710      | .014  | -.023 | -.416 | -.079 | .023  | .075  | -.002 |

|   | Component |       |       |       |       |       |       |       |
|---|-----------|-------|-------|-------|-------|-------|-------|-------|
|   | 1         | 2     | 3     | 4     | 5     | 6     | 7     | 8     |
| Intellectuality - a job that is challenging and involves a lot thinking and analysis.                               | .142      | .792  | -.040 | .165  | -.060 | .133  | -.273 | .161  |
| Location - a job that is conveniently located and easily accessible.  | .565      | -.040 | .273  | -.311 | .105  | .271  | -.302 | .103  |
| Organizational image - a job within an organization that is widely recognized and respected.                        | .671      | -.154 | .181  | .251  | .143  | -.091 | -.245 | .233  |
| Pay - a job that is very well paid.   | .643      | -.249 | -.193 | -.375 | -.021 | .050  | .023  | -.024 |
| Perks - a job that provides many extras (e.g., company car, discounts on goods, etc)                                | .695      | -.341 | -.004 | -.303 | -.200 | -.005 | -.127 | .043  |
| Personal growth - a job that provides opportunities for self improvement.   | .651      | .098  | -.370 | .192  | .239  | .034  | -.286 | -.114 |
| Personal relevance - a job that provides me with opportunities to use my personal talents, education, and training. | .443      | .418  | -.326 | .121  | .237  | .080  | -.386 | -.030 |
| Power - a job that allows me to control my destiny and be influential.  | .651      | .017  | -.235 | .315  | -.189 | -.363 | .001  | -.171 |
| Promotion - a job that provides for rapid advancement.  | .734      | -.026 | -.239 | .110  | .114  | -.216 | -.038 | -.282 |
| Recognition - a job that leads to clear and wide recognition of any achievement.                                    | .741      | -.121 | -.055 | .331  | .027  | -.153 | -.165 | -.158 |
| Regularity - a job that can be performed in a standard, stable and controlled manner.                               | .716      | -.300 | .360  | .011  | -.106 | -.083 | -.044 | -.091 |
| Responsibility - a job with many appropriate responsibilities.  | .292      | .599  | .023  | .090  | .107  | .101  | .250  | .242  |
| Safety - a job that can be carried out in safe and secure conditions.   | .691      | -.311 | .375  | .075  | .126  | .016  | .186  | .026  |
| Security - a job is secure and permanent.   | .566      | -.522 | .130  | .204  | .297  | .038  | .000  | -.065 |
| Simplicity - a job that not overly complicated.   | .635      | -.184 | .371  | -.111 | -.167 | -.200 | -.063 | .110  |



|  | Component |       |       |       |       |       |       |       |
|--|-----------|-------|-------|-------|-------|-------|-------|-------|
|  | 1         | 2     | 3     | 4     | 5     | 6     | 7     |       |
| Social interaction - a job that provides many good opportunities for social contact with others. | .482      | .337  | .521  | .094  | -.173 | -.136 | .066  | -.230 |
| Status - a job that is generally recognized as ' high-status' in our society.                    | .647      | .004  | .161  | .322  | .007  | -.325 | .046  | .308  |
| Stimulation - a job that personally find very interesting.                                       | .513      | .261  | -.413 | .041  | -.020 | -.313 | .104  | -.103 |
| Supervision - a boss who is fair and considerate.  | .462      | -.110 | -.147 | -.215 | .655  | -.157 | -.034 | .133  |
| Teaching - a job that allows me to train others and to pass on my expertise.                     | .262      | .592  | .247  | -.085 | .419  | .109  | .140  | -.236 |
| Teamwork - a job that provides me with opportunities to cooperate with others.                   | .437      | .295  | .552  | .184  | .091  | .244  | -.006 | -.082 |
| Tranquility - a job that is not particularly stressful.  | .725      | -.330 | .069  | -.327 | .048  | .024  | -.037 | .224  |
| Variety - a job that allows me to get involved in many different kinds of activities.            | .368      | .565  | .160  | -.367 | .204  | .006  | -.096 | -.050 |
| Visibility - a job that gives me a fair amount of publicity.                                     | .516      | .117  | .585  | -.060 | .085  | -.016 | .285  | -.010 |
| Extraction Method: Principal Component Analysis.   |           |       |       |       |       |       |       |       |
| a. 8 components extracted.   |           |       |       |       |       |       |       |       |

Filename: questionnaire  
Directory: F:\mba (dec 09)  
Template: C:\Documents and Settings\User\Application  
Data\Microsoft\Templates\Normal.dotm  
Title:  
Subject:  
Author: User  
Keywords:  
Comments:  
Creation Date: 12/10/2013 12:46:00 AM  
Change Number: 2  
Last Saved On: 12/10/2013 12:46:00 AM  
Last Saved By: User  
Total Editing Time: 1 Minute  
Last Printed On: 12/10/2013 12:46:00 AM  
As of Last Complete Printing  
Number of Pages: 9  
Number of Words: 2,028 (approx.)  
Number of Characters: 11,562 (approx.)