

Section A - Demographic characteristics

1. Gender

- ☐ Male
- ☐ Female

2. Age in years

- ☐ 21-30
- ☐ 31-40
- ☐ 41-50
- ☐ > 50

3. Ethnicity

- ☐ Malay
- ☐ Chinese
- ☐ Indian
- ☐ Others

4. Work experience (in years)

- ☐ ≤ 3
- ☐ 3-5
- ☐ 6-10
- ☐ >10

5. Type of pharmacy

- ☐ Chain
- ☐ Independent

6. Number of pharmacists in your pharmacy

- ☐ 1
 - ☐ 2-5
 - ☐ >5
-

7. Name of pharmacy

8. Location of pharmacy

9. Mobile number

In the following sections B and C, kindly select the option most relevant to your experience.

Section B - Job retention

1. The company is meeting my expectations.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

2. My co-workers give me feedback in a positive manner.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

3. My co-workers make me feel important.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

4. There is teamwork in my company.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

5. I know what is expected of me in my job.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

6. I have adequate resources to do my job properly.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree

☐ Strongly agree

7. I have the freedom to communicate my points.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

8. My company's work environment satisfies me.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

9. My company recognises my effort.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

10. My company shows concern when I am sick.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

Section C - Workforce management

Domain 1 – Management care

1. I regularly receive constructive performance feedback from my manager.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

2. I understand how my performance is measured.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

3. I think my manager cares about me as a person.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

4. My manager cares about my development.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

5. My manager relieve me from work on time.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Domain 2 – Management communication

6. My manager clearly communicates expectations.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree

☐ Strongly agree

7. My manager effectively communicates the information that I need to understand.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

8. My manager explains the reasons behind the decisions made.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

9. My manager handles disagreements professionally.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

10. My manager explains how the organisation's future will impact me.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

Domain 3 – Value and trust

11. My manager creates a trusting environment.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

12. My manager values everyone in the team.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

13. My manager values my ideas and opinions.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

14. My manager trusts me.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

15. My manager values me.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

Domain 4 - Effectiveness

16. I am confident in the effectiveness of my company's manager.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

17. My manager has the expertise in my field.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

18. My manager has the ability to help me.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

19. My manager has the ability to lead my team.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

20. My manager is productive in his/her work.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Domain 5 – Career development

21. My manager discusses with me career growth within my organisation.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

22. My manager guides me in my career growth.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

23. My manager shows interest in my development.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

24. I think my manager may recommend my promotion.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

25. My manager promotes those who are eligible.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Domain 6 – Work-life balance

26. My company recognises the importance of my personal life.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

27. My company allow me to leave on time after working hours.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

28. My company allows me to apply for annual leave.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

29. My manager increases my responsibilities at work beyond my limit.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

30. My manager shows concern about my family commitments.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree