FACULTY OF ECONOMICS AND ADMINISTRATION
UNIVERSITY OF MALAYA

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QUESTIONNAIRE

Survey On Productivity And Quality Awareness

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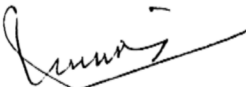
Dear Sir / Madam / Miss,

This survey is for a research paper as per requirement for the Masters of Business Administration (M.B.A.) program conducted by the Faculty of Economics and Administration, University of Malaya. The purpose of this survey is to obtain responds and information on Productivity and Quality Awareness of a commercial bank in view of the present competitions. As such, please spend a few minutes to <u>answer all questions posed in this questionnaire and return to the undersigned soonest possible.</u>

Your responses will be treated with strictest confidence.

Thank you for your precious time and cooperation.

Yours Sincerely,

....
(MOHAMAD RODZI BIN ISMAIL)
No. 9, Jalan Ikhlas 9, Bandar Tun Razak,
Cheras, 56000 Kuala Lumpur.

QUESTIONNAIRE : SURVEY ON PRODUCTIVITY/QUALITY AWARENESS

Please circle or tick wherever applicable

1. Please indicate the extent of your agreement with each of the following statements.

	Strongly Agree				Strongly Disagree
a. Competition in banking industry is becoming stiffer	1	2	3	4	5
b. Productivity and quality have direct impact on competitiveness	1	2	3	4	5
c. Productivity and quality programs should be directly linked to the corporate strategic plan	1	2	3	4	5
d. Productivity and quality are one of the most important responsibilities of every manager	1	2	3	4	5
e. Managers should be measured their productivity in term of profit achieved	1	2	3	4	5
f. Existing financial measurements adequately measure productivity and quality changes	1	2	3	4	5
g. Employees will contribute to productivity and quality improvement when properly motivated	1	2	3	4	5
h. Employees should be additionally compensated for their productivity and quality works	1	2	3	4	5
i. Introduction of Business Process Reengineering (BPR) is a right decision the Bank has made	1	2	3	4	5
j. Introduction of Commercial Business Centres (CBCs) is a right decision the Bank has made	1	2	3	4	5

2. The following are some of the things that can be done to improve Bank's competitiveness. Please rate their effectiveness.

	Least Effective				Most Effective
a. Increase in managers' and employees' awareness of productivity and quality	1	2	3	4	5
b. Increase Research & Development (R&D)expenditures	1	2	3	4	5
c. Improve quality of products and services	1	2	3	4	5
d. Improve educational system	1	2	3	4	5

	Least Effective				Most Effective
e. Regulations (BNM, CGC, other relevent bodies)	1	2	3	4	5
f. Introduction of Business Process Reengineering (BPR)	1	2	3	4	5
g. Introduction of Commercial Business Centres (CBCs)	1	2	3	4	5
h. Others_____	1	2	3	4	5

3. Please rate the potential of the following things the Bank can do to improve productivity and quality.

	Low Potential				High Potential
a. Work teams must be participated by top management	1	2	3	4	5
b. Sharing of benefits from productivity and quality	1	2	3	4	5
c. Management training in porductivity and quality	1	2	3	4	5
d. Employees training in productivity and quality	1	2	3	4	5
e. Office automation and computerisation	1	2	3	4	5
f. Flexible Service System	1	2	3	4	5
g. Productivity and Quality Improvement Programs	1	2	3	4	5
h. Better use of information technology (IT)	1	2	3	4	5
i. Empowerment be extended to lower level	1	2	3	4	5
j. Focus on the importance of customers service	1	2	3	4	5
k. Concentrate on team work rather than individual	1	2	3	4	5
l. Others_____	1	2	3	4	5

4. Please rate the importance of the following groups concerning their contributions to raising productivity and quality levels in the Bank, both in the past and in the future.

	In The Past					In The Future				
	Least Important				Most Important	Least Important				Most Important
a. Management	1	2	3	4	5	1	2	3	4	5
b. Employees	1	2	3	4	5	1	2	3	4	5

	In The Past					In The Future				
	Least Important			**Most Important**		**Least Important**			**Most Important**	
c. Customers	1	2	3	4	5	1	2	3	4	5
d. Unions	1	2	3	4	5	1	2	3	4	5
e. Professional bodies	1	2	3	4	5	1	2	3	4	5
f. Colleges & Universities	1	2	3	4	5	1	2	3	4	5
g. Others_____	1	2	3	4	5	1	2	3	4	5

5. In your opinion, how important are each of the following factors in sustaining productivity and quality improvement programs.

	Least Important				**Most Important**
a. Emphasis on productivity and quality from top management	1	2	3	4	5
b. Inclusion of productivity and quality improvement in managers' job descriptions.	1	2	3	4	5
c. Participative management	1	2	3	4	5
d. Degree of employees involement	1	2	3	4	5
e. Existence of formal management development programs (MDP)	1	2	3	4	5
f. Presence of sound productivity measuremnt programs	1	2	3	4	5
g. Methods of compensation	1	2	3	4	5
h. Existence of foreign competition	1	2	3	4	5
i. Others_____	1	2	3	4	5

6. To best prepare a manager to effectively manage the productivity and quality of his or her resources, please rate the following in importance.

	Not Important				**Extremely Important**
a. University degrees /diplomas or professional qualifications	1	2	3	4	5
b. Training in productivity and concept and techniques	1	2	3	4	5

	Not Important				Extremely Important
c. Technical training in banking operations	1	2	3	4	5
d. Experience	1	2	3	4	5
e. Cross- functional training	1	2	3	4	5
f. Participation in management development programs (MDP)	1	2	3	4	5
g. Personality / management style	1	2	3	4	5
h. Participation in professional societies / bodies	1	2	3	4	5
i. Others_____	1	2	3	4	5

7. Role of informational technology in improving productivity at present and for future.

	Not Important				Extremely Important
a. How important is the information technology to improving the Bank's productivity and quality.	1	2	3	4	5

	Completely Dissatisfied				Completely Satisfied
b. How satisfied are you with the improvement you are gaining from the Bank's investments in information technology productivity	1	2	3	4	5

c. Please rank in order of importance the following actions which will result in improved productivity payoffs at the Bank.
- ☐ Improved Hardware
- ☐ Improved Software
- ☐ Improved Management of Information Processes
- ☐ Improved Benefits Measurement Methodology (e.g. merit tie to performance not popularity)
- ☐ Others (please specify)_____

8. Rate the suitability of the following groups to take the lead in the training of management in productivity and quality improvement concepts and techniques.

	Least Suitable				Most Suitable
a. The Bank	1	2	3	4	5
b. Banking Industry	1	2	3	4	5
c. Professional bodies	1	2	3	4	5

	Least Suitable				Most Suitable
d. Productivity centres (like NPC)	1	2	3	4	5
e. Management consultants	1	2	3	4	5
f. Schools & Universities	1	2	3	4	5
g. Government	1	2	3	4	5
h. Others_____	1	2	3	4	5

9. How supportive are each of the following levels/functional areas of management in the Bank productivity efforts?

	Not Supportive				Highly Supportive
a. 1st line managers/supervisors	1	2	3	4	5
b. Middle management	1	2	3	4	5
c. Top management	1	2	3	4	5
d. Account Department.	1	2	3	4	5
e. Administration Division	1	2	3	4	5
f. Human Resource Division	1	2	3	4	5
g. Information System Office	1	2	3	4	5
h. Marketing/Public Relation Departments	1	2	3	4	5
i. Operations	1	2	3	4	5
j. Research & Planning Department	1	2	3	4	5

10. Please indicate the level of activity of the following productivity programs (if any) in the Bank at present.

	None		Some		Don't Know
a. Reward for performance	1	2	3	4	5
b. Total quality improvement program	1	2	3	4	5
c. Flexible system	1	2	3	4	5
d. Productivity measurement program	1	2	3	4	5

	None		Some		Don't Know
e. Flexible time	1	2	3	4	5
f. Others_____	1	2	3	4	5

11. Do your 1995 and 1996 plans specifically include productivity improvement goals and objectives.

        ☐ YES   ☐ NO

12. Do your 1995 and 1996 plans specifically include quality improvement goals and objectives.

        ☐ YES   ☐ NO

13. If **YES** to either questions 10 or 11, please indicate all types of efforts that will be undertaken.

    ☐ Quality Improvement Programs
    ☐ Participative Management Work Teamn
    ☐ Profitability benefit sharing
    ☐ Profitability Measurements
    ☐ Training in Productivity Concepts
    ☐ Office Automation
    ☐ Flexible System
    ☐ Improved Use of Information Technology
    ☐ Others (please specify)_____

14. Please indicate all reasons stated below that you think the Bank has lacked in competitive advantage.

    ☐ Poor quality
    ☐ Insufficient spending on R&D
    ☐ Too much focus on short term result
    ☐ Excessive overhead staff
    ☐ Declining productivity and quality
    ☐ Others_____

15. Please rate the degree of competition the Bank faces from other local banks.

None				Intense
1	2	3	4	5

16. Please rate the degree of competition the Bank faces from other foreign banks.

None				Intense
1	2	3	4	5

17. Some information about yourself. All responses will be treated with strictest confidence.

17.1 Gender   ☐ Male   ☐ Female

17.2 Age
- ☐ 21 - 25 years   ☐ 46 - 55 years
- ☐ 26 - 35 years   ☐ 56 - 60 years
- ☐ 36 - 45 years   ☐ Above 60 years

17.3 Race
- ☐ Malay   ☐ Indian
- ☐ Chinese   ☐ Others_____

17.4 Marital Status
- ☐ Single   ☐ Married without Children
- ☐ Married With Children ☐ Divorced / Widowed

17.5 Your highest educational level.
- ☐ SRP / LCE or below   ☐ Degree / Professional qualification
- ☐ SPM / MCE levels   ☐ Postgraduate (Masters or PhD)
- ☐ STPM / HSC / Certificate / Diploma

17.6 Your area of study during undergraduate.
- ☐ Engineering
- ☐ Management
- ☐ Finance/Accounting
- ☐ Law
- ☐ Marketing
- ☐ Banking
- ☐ Other _____
- ☐ Not applicable

17.7 Majority of your working experience.
- ☐ Operation : _____ years
- ☐ Credit : _____ years
- ☐ Administration : _____ years
- ☐ Marketing : _____ years
- ☐ Others : _____ years

17.8 Your present level of management.
- ☐ Junior Management
- ☐ Middle Management
- ☐ Senior Management

End of questionnaire. Your responses are highly valuable contribution to this research.

Thank you.

VAR00124   Management   by   VAR00105   Poor Quality

```
                     VAR00105      Page 1 of 1
          Count
          Row Pct  No        Yes
          Col Pct                      Row
          Adj Res      .00|    1.00|   Total
VAR00124          ---------+--------+
          1.00        49        43        92
Junior Managemen    53.3%     46.7%    58.6%
                    62.8%     54.4%
                      1.1      -1.1
                  +--------+--------+
          2.00        29        34        63
Middle Managemen    46.0%     54.0%    40.1%
                    37.2%     43.0%
                     -.7        .7
                  +--------+--------+
          3.00         0         2         2
Senior Managemen     .0%     100.0%     1.3%
                     .0%       2.5%
                    -1.4       1.4
                  +--------+--------+
          Column     78        79       157
          Total     49.7%     50.3%   100.0%
```

Chi-Square	Value	DF	Significance
Pearson	2.78187	2	.24884
Likelihood Ratio	3.55504	2	.16906
Mantel-Haenszel test for linear association	1.72222	1	.18941

Minimum Expected Frequency -   .994
Cells with Expected Frequency < 5 -   2 OF   6 (33.3%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	.10507	.07810	1.31540	.19032 *4
Spearman Correlation	.09431	.07919	1.17944	.24003 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

VAR00124   Management   by   VAR00107   Too Much Focus On Short Term Result

	VAR00107				Page 1 of 1

	Count			
	Row Pct	No	Yes	
	Col Pct			Row
	Adj Res	.00	1.00	Total
VAR00124				
1.00 Junior Managemen		52 56.5% 77.6% 4.2	40 43.5% 44.4% -4.2	92 58.6%
2.00 Middle Managemen		15 23.8% 22.4% -3.9	48 76.2% 53.3% 3.9	63 40.1%
3.00 Senior Managemen		0 .0% .0% -1.2	2 100.0% 2.2% 1.2	2 1.3%
Column Total		67 42.7%	90 57.3%	157 100.0%

Chi-Square	Value	DF	Significance
Pearson	17.86491	2	.00013
Likelihood Ratio	19.13906	2	.00007
Mantel-Haenszel test for linear association	17.69507	1	.00003

Minimum Expected Frequency -   .854
Cells with Expected Frequency < 5 -   2 OF   6 (33.3%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	.33679	.06963	4.45321	.00002 *4
Spearman Correlation	.33659	.07205	4.45017	.00002 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

VAR00124   Management   by   VAR00109   Declining Productivity & Quality

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                     VAR00109      Page 1 of 1
            Count
            Row Pct  No        Yes
            Col Pct                        Row
            Adj Res     .00       1.00    Total
VAR00124
              1.00      42        50        92
Junior Managemen     45.7%     54.3%     58.6%
                     61.8%     56.2%
                       .7       -.7

              2.00      25        38        63
Middle Managemen     39.7%     60.3%     40.1%
                     36.8%     42.7%
                      -.8        .8

              3.00       1         1         2
Senior Managemen     50.0%     50.0%      1.3%
                      1.5%      1.1%
                       .2       -.2

            Column      68        89       157
            Total     43.3%     56.7%    100.0%
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Chi-Square	Value	DF	Significance
Pearson	.57965	2	.74840
Likelihood Ratio	.58109	2	.74786
Mantel-Haenszel test for linear association	.38905	1	.53280

Minimum Expected Frequency -   .866
Cells with Expected Frequency < 5 -   2 OF   6 (33.3%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	.04994	.07980	.62251	.53452 *4
Spearman Correlation	.05379	.07956	.67064	.50345 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

VAR00124   Management   by   VAR00111   Competition From Local Banks

		VAR00111				Page 1 of 1	
Count Row Pct Col Pct Adj Res		None			Intense		Row Total
		1.00	2.00	3.00	4.00	5.00	
VAR00124							
1.00 Junior Managemen		0 .0% .0% -1.2	1 1.1% 100.0% .8	13 14.1% 72.2% 1.2	36 39.1% 54.5% -.9	42 45.7% 59.2% .1	92 58.6%
2.00 Middle Managemen		1 1.6% 100.0% 1.2	0 .0% .0% -.8	5 7.9% 27.8% -1.1	28 44.4% 42.4% .5	29 46.0% 40.8% .2	63 40.1%
3.00 Senior Managemen		0 .0% .0% -.1	0 .0% .0% -.1	0 .0% .0% -.5	2 100.0% 3.0% 1.7	0 .0% .0% -1.3	2 1.3%
Column Total		1 .6%	1 .6%	18 11.5%	66 42.0%	71 45.2%	157 100.0%

Chi-Square	Value	DF	Significance
Pearson	6.46960	8	.59478
Likelihood Ratio	7.89604	8	.44369
Mantel-Haenszel test for linear association	.01121	1	.91567

Minimum Expected Frequency -   .013
Cells with Expected Frequency < 5 -   9 OF   15 (60.0%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	.00848	.07655	.10555	.91607 *4
Spearman Correlation	.01387	.07830	.17275	.86308 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

VAR00124　Management　by　VAR00112　Competition From Foreign Banks

		VAR00112					Page 1 of 1
	Count	None				Intense	
	Row Pct						Row
	Col Pct						Total
	Adj Res	1.00	2.00	3.00	4.00	5.00	
VAR00124							
1.00		0	4	25	33	30	92
Junior Managemen		.0%	4.3%	27.2%	35.9%	32.6%	58.6%
		.0%	57.1%	67.6%	57.9%	54.5%	
		-1.2	-.1	1.3	-.1	-.8	
2.00		1	3	11	23	25	63
Middle Managemen		1.6%	4.8%	17.5%	36.5%	39.7%	40.1%
		100.0%	42.9%	29.7%	40.4%	45.5%	
		1.2	.2	-1.5	.0	1.0	
3.00		0	0	1	1	0	2
Senior Managemen		.0%	.0%	50.0%	50.0%	.0%	1.3%
		.0%	.0%	2.7%	1.8%	.0%	
		-.1	-.3	.9	.4	-1.0	
Column		1	7	37	57	55	157
Total		.6%	4.5%	23.6%	36.3%	35.0%	100.0%

Chi-Square	Value	DF	Significance
Pearson	5.04713	8	.75253
Likelihood Ratio	6.07674	8	.63864
Mantel-Haenszel test for linear association	.18883	1	.66389

Minimum Expected Frequency -　　.013
Cells with Expected Frequency < 5 -　　　9 OF　　15 (60.0%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	.03479	.07955	.43342	.66532 *4
Spearman Correlation	.06136	.07955	.76541	.44519 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations:　0

VAR00117   Qualification   by   VAR00088   Reward For Performance

Count Row Pct Col Pct	VAR00088 None 1.00	Some 2.00	3.00	4.00	Don't Know 5.00	Row Total
VAR00117						
2.00 SPM/MCE	3 17.6 8.6	2 11.8 9.5	11 64.7 16.2		1 5.9 5.9	17 10.8
3.00 STPM/HSC/Cert/Di	11 31.4 31.4	7 20.0 33.3	13 37.1 19.1	3 8.6 18.8	1 2.9 5.9	35 22.3
4.00 Degree/Professio	19 20.9 54.3	12 13.2 57.1	33 36.3 48.5	12 13.2 75.0	15 16.5 88.2	91 58.0
5.00 Postgraduate	2 14.3 5.7		11 78.6 16.2	1 7.1 6.3		14 8.9
Column Total	35 22.3	21 13.4	68 43.3	16 10.2	17 10.8	157 100.0

Chi-Square	Value	DF	Significance
Pearson	21.57491	12	.04257
Likelihood Ratio	26.03433	12	.01061
Mantel-Haenszel test for linear association	2.36633	1	.12398

Minimum Expected Frequency -   1.427
Cells with Expected Frequency < 5 -   11 OF   20 (55.0%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	.12316	.06460	1.54511	.12436 *4
Spearman Correlation	.14886	.06692	1.87424	.06278 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

VAR00117   Qualification   by   VAR00089   Total QIP

	VAR00089					Page 1 of 1
Count Row Pct Col Pct	None	Some		Don't Know		Row Total
	1.00	2.00	3.00	4.00	5.00	
VAR00117						
2.00 SPM/MCE	2 11.8 9.1	7 41.2 20.0	6 35.3 10.9	2 11.8 8.3		17 10.8
3.00 STPM/HSC/Cert/Di	6 17.1 27.3	10 28.6 28.6	13 37.1 23.6	4 11.4 16.7	2 5.7 9.5	35 22.3
4.00 Degree/Professio	12 13.2 54.5	17 18.7 48.6	31 34.1 56.4	13 14.3 54.2	18 19.8 85.7	91 58.0
5.00 Postgraduate	2 14.3 9.1	1 7.1 2.9	5 35.7 9.1	5 35.7 20.8	1 7.1 4.8	14 8.9
Column Total	22 14.0	35 22.3	55 35.0	24 15.3	21 13.4	157 100.0

Chi-Square	Value	DF	Significance
Pearson	17.10102	12	.14584
Likelihood Ratio	18.45523	12	.10255
Mantel-Haenszel test for linear association	6.01936	1	.01415

Minimum Expected Frequency -   1.873
Cells with Expected Frequency < 5 -   11 OF   20 (55.0%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	.19643	.06650	2.49416	.01367 *4
Spearman Correlation	.20908	.07145	2.66188	.00859 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

VAR00117   Qualification   by   VAR00091   Productivity Measurement Program

Count Row Pct Col Pct	VAR00091 None 1.00	Some 2.00	3.00	4.00	Don't Know 5.00	Row Total
VAR00117 2.00 SPM/MCE	1 5.9 4.5	5 29.4 15.2	6 35.3 13.0	3 17.6 10.0	2 11.8 7.7	17 10.8
3.00 STPM/HSC/Cert/Di	4 11.4 18.2	13 37.1 39.4	10 28.6 21.7	6 17.1 20.0	2 5.7 7.7	35 22.3
4.00 Degree/Professio	14 15.4 63.6	15 16.5 45.5	25 27.5 54.3	18 19.8 60.0	19 20.9 73.1	91 58.0
5.00 Postgraduate	3 21.4 13.6		5 35.7 10.9	3 21.4 10.0	3 21.4 11.5	14 8.9
Column Total	22 14.0	33 21.0	46 29.3	30 19.1	26 16.6	157 100.0

Chi-Square	Value	DF	Significance
Pearson	14.98578	12	.24222
Likelihood Ratio	18.03886	12	.11452
Mantel-Haenszel test for linear association	1.55405	1	.21254

Minimum Expected Frequency -   1.962
Cells with Expected Frequency < 5 -   11 OF   20 (55.0%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	.09981	.07534	1.24885	.21360 *4
Spearman Correlation	.12688	.07649	1.59245	.11332 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

VAR00124   Management   by   VAR00094   Inclusion of Productivity Improvement In

	VAR00094		Page 1 of 1
Count Row Pct Col Pct Tot Pct Adj Res	Yes 1.00	No 2.00	Row Total
VAR00124			
1.00 Junior Managemen	48 52.2% 59.3% 30.6% .2	44 47.8% 57.9% 28.0% -.2	92 58.6%
2.00 Middle Managemen	33 52.4% 40.7% 21.0% .2	30 47.6% 39.5% 19.1% -.2	63 40.1%
3.00 Senior Managemen	0 .0% .0% .0% -1.5	2 100.0% 2.6% 1.3% 1.5	2 1.3%
Column Total	81 51.6%	76 48.4%	157 100.0%

Chi-Square	Value	DF	Significance
Pearson	2.15972	2	.33964
Likelihood Ratio	2.93021	2	.23105
Mantel-Haenszel test for linear association	.23033	1	.63128

Minimum Expected Frequency -   .968
Cells with Expected Frequency < 5 -   2 OF   6 (33.3%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	.03843	.07955	.47874	.63280 *4
Spearman Correlation	.02462	.07985	.30655	.75960 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

131

VAR00124 Management by VAR00095 Inclusion of Quality Improvement in 95/9

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                  VAR00095      Page 1 of 1
          Count
          Row Pct
          Col Pct  Yes        No
          Tot Pct                      Row
          Adj Res    1.00|     2.00|   Total
VAR00124  ────────────────────────────
          1.00        49        43      92
Junior Managemen    53.3%     46.7%   58.6%
                    59.8%     57.3%
                    31.2%     27.4%
                      .3       -.3

          2.00        33        30      63
Middle Managemen    52.4%     47.6%   40.1%
                    40.2%     40.0%
                    21.0%     19.1%
                      .0        .0

          3.00         0         2       2
Senior Managemen     .0%     100.0%    1.3%
                     .0%       2.7%
                     .0%       1.3%
                    -1.5       1.5

          Column      82        75     157
          Total     52.2%     47.8%  100.0%
```

Chi-Square	Value	DF	Significance
Pearson	2.22649	2	.32849
Likelihood Ratio	2.99488	2	.22370
Mantel-Haenszel test for linear association	.37325	1	.54124

Minimum Expected Frequency -   .955
Cells with Expected Frequency < 5 -   2 OF   6 (33.3%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	.04891	.07950	.60971	.54295 *4
Spearman Correlation	.03530	.07985	.43974	.66073 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

VAR00124 Management by VAR00025 PQ Improvement Programs

| | VAR00025 | | | | Page 1 of 1 | |
Count Row Pct Col Pct Tot Pct	Low Pote ntial 1.00	2.00	3.00	4.00	High Pot ential 5.00	Row Total
VAR00124						
1.00 Junior Managemen		1 1.1 25.0 .6	13 14.1 72.2 8.3	40 43.5 52.6 25.5	38 41.3 65.5 24.2	92 58.6
2.00 Middle Managemen	1 1.6 100.0 .6	3 4.8 75.0 1.9	4 6.3 22.2 2.5	36 57.1 47.4 22.9	19 30.2 32.8 12.1	63 40.1
3.00 Senior Managemen			1 50.0 5.6 .6		1 50.0 1.7 .6	2 1.3
Column Total	1 .6	4 2.5	18 11.5	76 48.4	58 36.9	157 100.0

Chi-Square	Value	DF	Significance
Pearson	11.89837	8	.15580
Likelihood Ratio	12.25759	8	.14008
Mantel-Haenszel test for linear association	1.56349	1	.21115

Minimum Expected Frequency -   .013
Cells with Expected Frequency < 5 -   9 OF   15 (60.0%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	-.10011	.08101	-1.25267	.21221 *4
Spearman Correlation	-.08390	.08010	-1.04825	.29616 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

VAR00124   Management   by   VAR00027   Empowerment To Lower Level

| | VAR00027 | | | | | Page 1 of 1 |
Count Row Pct Col Pct Tot Pct	Low Pote ntial 1.00	2.00	3.00	4.00	High Pot ential 5.00	Row Total
VAR00124						
1.00 Junior Managemen	1 1.1 50.0 .6	6 6.5 75.0 3.8	24 26.1 72.7 15.3	38 41.3 61.3 24.2	23 25.0 44.2 14.6	92 58.6
2.00 Middle Managemen	1 1.6 50.0 .6	2 3.2 25.0 1.3	9 14.3 27.3 5.7	23 36.5 37.1 14.6	28 44.4 53.8 17.8	63 40.1
3.00 Senior Managemen				1 50.0 1.6 .6	1 50.0 1.9 .6	2 1.3
Column Total	2 1.3	8 5.1	33 21.0	62 39.5	52 33.1	157 100.0

Chi-Square	Value	DF	Significance
Pearson	8.64546	8	.37308
Likelihood Ratio	9.23315	8	.32301
Mantel-Haenszel test for linear association	6.36491	1	.01164

Minimum Expected Frequency -   .025
Cells with Expected Frequency < 5 -   9 OF   15 (60.0%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	.20199	.07537	2.56771	.01118 *4
Spearman Correlation	.22090	.07638	2.81981	.00543 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

VAR00124   Management   by   VAR00028   Focus on Customers Service

	VAR00028					Page 1 of 1
Count Row Pct Col Pct Tot Pct	Low Pote ntial 1.00	2.00	3.00	4.00	High Pot ential 5.00	Row Total
VAR00124						
1.00 Junior Managemen		2 2.2 66.7 1.3	5 5.4 50.0 3.2	27 29.3 58.7 17.2	58 63.0 59.8 36.9	92 58.6
2.00 Middle Managemen	1 1.6 100.0 .6	1 1.6 33.3 .6	5 7.9 50.0 3.2	18 28.6 39.1 11.5	38 60.3 39.2 24.2	63 40.1
3.00 Senior Managemen				1 50.0 2.2 .6	1 50.0 1.0 .6	2 1.3
Column Total	1 .6	3 1.9	10 6.4	46 29.3	97 61.8	157 100.0

Chi-Square	Value	DF	Significance
earson	2.48906	8	.96224
ikelihood Ratio	2.93006	8	.93867
antel-Haenszel test for linear association	.44523	1	.50461

inimum Expected Frequency -   .013
ells with Expected Frequency < 5 -   10 OF   15 (66.7%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
arson's R	-.05342	.07808	-.66606	.50636 *4
earman Correlation	-.04073	.08004	-.50753	.61251 *4

VAL/ASE0 is a t-value based on a normal approximation, as is the significance

mber of Missing Observations: 0

VAR00124 Management by VAR00029 Concentrate on Teamwork

Count Row Pct Col Pct Tot Pct	VAR00029 Low Potential 1.00	2.00	3.00	4.00	High Potential 5.00	Row Total
VAR00124 1.00 Junior Managemen		4 4.3 57.1 2.5	3 3.3 100.0 1.9	32 34.8 56.1 20.4	53 57.6 59.6 33.8	92 58.6
2.00 Middle Managemen	1 1.6 100.0 .6	3 4.8 42.9 1.9		24 38.1 42.1 15.3	35 55.6 39.3 22.3	63 40.1
3.00 Senior Managemen				1 50.0 1.8 .6	1 50.0 1.1 .6	2 1.3
Column Total	1 .6	7 4.5	3 1.9	57 36.3	89 56.7	157 100.0

Chi-Square	Value	DF	Significance
Pearson	3.97779	8	.85912
Likelihood Ratio	5.47768	8	.70551
Mantel-Haenszel test for linear association	.07793	1	.78012

Minimum Expected Frequency -   .013
Cells with Expected Frequency < 5 -   11 OF   15 (73.3%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	-.02235	.07809	-.27834	.78112 *4
Spearman Correlation	-.01697	.07956	-.21133	.83290 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

VAR00124 Management by VAR00009 Introduction of BPR

| | VAR00009 | | | | | Page 1 of 1 |
Count Row Pct Col Pct Tot Pct	Strongly Agree Agree 1.00	Agree 2.00	Not Sure 3.00	Disagree 4.00	Strongly Disagre 5.00	Row Total
VAR00124 1.00 Junior Managemen	36 39.1 62.1 22.9	27 29.3 56.3 17.2	24 26.1 60.0 15.3	3 3.3 42.9 1.9	2 2.2 50.0 1.3	92 58.6
2.00 Middle Managemen	20 31.7 34.5 12.7	21 33.3 43.8 13.4	16 25.4 40.0 10.2	4 6.3 57.1 2.5	2 3.2 50.0 1.3	63 40.1
3.00 Senior Managemen	2 100.0 3.4 1.3					2 1.3
Column Total	58 36.9	48 30.6	40 25.5	7 4.5	4 2.5	157 100.0

Chi-Square	Value	DF	Significance
Pearson	5.15795	8	.74057
Likelihood Ratio	5.71139	8	.67952
Mantel-Haenszel test for linear association	.15223	1	.69641

Minimum Expected Frequency -   .051
Cells with Expected Frequency < 5 -   9 OF   15 (60.0%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	.03124	.08091	.38911	.69773 *4
Spearman Correlation	.04129	.08042	.51443	.60768 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0

VAR00124   Management   by   VAR00010   Introduction of CBC

VAR00010   Page 1 of 1

Count Row Pct Col Pct Tot Pct	Strongly Agree 1.00	Agree 2.00	Not Sure 3.00	Disagree 4.00	Strongly Disagre 5.00	Row Total
VAR00124 1.00 Junior Managemen	38 41.3 59.4 24.2	36 39.1 59.0 22.9	14 15.2 58.3 8.9	3 3.3 42.9 1.9	1 1.1 100.0 .6	92 58.6
2.00 Middle Managemen	24 38.1 37.5 15.3	25 39.7 41.0 15.9	10 15.9 41.7 6.4	4 6.3 57.1 2.5		63 40.1
3.00 Senior Managemen	2 100.0 3.1 1.3					2 1.3
Column Total	64 40.8	61 38.9	24 15.3	7 4.5	1 .6	157 100.0

Chi-Square	Value	DF	Significance
Pearson	4.54521	8	.80489
Likelihood Ratio	5.55176	8	.69730
Mantel-Haenszel test for linear association	.00103	1	.97437

Minimum Expected Frequency -   .013
Cells with Expected Frequency < 5 -   9 OF   15 (60.0%)

Statistic	Value	ASE1	Val/ASE0	Approximate Significance
Pearson's R	-.00257	.07965	-.03202	.97450 *4
Spearman Correlation	.00992	.08040	.12355	.90183 *4

*4 VAL/ASE0 is a t-value based on a normal approximation, as is the significance

Number of Missing Observations: 0