

QUESTIONNAIRE

UNIVERSITY OF MALAYA
MASTER OF BUSINESS ADMINISTRATION
1999 / 2000

Dear Executive,

This research project is carried out in partial fulfillment of the requirements for the Degree of Master of Business Administration, University of Malaya under the supervision of Dr. Abdul Latif bin Hj. Salleh.

The objective of this survey is to gather information on the implementation of TQM in the manufacturing industry for the effect of productivity enhancement. The respondent should be in manufacturing sectors. This questionnaire requires about 15 minutes to complete. Please answer all questions. There are no right or wrong answers. **All responses will be kept in the strictest confidence.** Your early response is very much appreciated.

There are three sections in this survey. Please read the instructions before each section carefully and give your response. Do not leave any section or question unanswered.

It would be highly appreciated if you could kindly mail before 24 January 2000.

Thank you for your time and help.

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SECTION I: COMPANY DESCRIPTORS

Some information about your company. All responses will be treated with strictest confidence.

- 1) Please indicate the type of Quality Improvement Program implementing.
 - (a) ISO9000 Certification
 - (b) Malcom Baldrige National Quality Award
 - (c) PM's Quality Award
 - (d) Deming Prize Award
 - (e) Others (Please specify _____)

- 2) Number of years that have implemented the above Quality Improvement Program.
 - (a) < 1 year
 - (b) 1 - 3 years
 - (b) 4 - 6 years
 - (d) 7 - 9 years
 - (e) > 10 years

3) Which one of the following statements best describes form of investment of your organization?

- (a) Local ownership
- (b) Multinational
- (c) Joint venture

4) Which one of the following statements best describes your organization's product?

- (a) Single product
- (b) Narrow
- (c) Fairly diverse
- (d) Diverse

5) Which one of the following statements best describes your organization's market?

- (a) Local
- (b) Export
- (c) Partially export

6) Please indicate the number of employees in your organization:

- (a) <50
- (b) 50-100
- (c) 101 - 150
- (d) 151-200
- (e) 201-250
- (f) >250

7) Please indicate your organization's annual turnover range:

- (a) <RM 2 million
- (b) RM 2 million - RM 5.99 million
- (c) RM 6 million - RM 9.99 million
- (d) RM 10 million - RM 13.99 million
- (e) RM 14 million and above

SECTION II: TQM IMPLEMENTATION

This section aims to find out how you perceive TQM in your organization as declared by the management. You are required to state the extent to which the following statements best describe your organization, after the implementation of TQM?

Please answer by circling the appropriate number according to the following range of responses:

l) Has TQM brought increased benefits in the following area?

- Answer:
1. - No
 2. - Somewhat
 3. - Yes

1. Customer Focus

- | | | | | |
|----|-------------------------------|---|---|---|
| a. | Meet customer's expectation | 1 | 2 | 3 |
| b. | Greater customer satisfaction | 1 | 2 | 3 |
| c. | Increase customer base | 1 | 2 | 3 |

2. Productivity Enhancement

- | | | | | |
|----|--|---|---|---|
| a. | Increased production efficiency. | 1 | 2 | 3 |
| b. | Control and minimize input of resources. | 1 | 2 | 3 |
| c. | Reduce input of activity tasks. | 1 | 2 | 3 |

3. Cost Reduction

- | | | | | |
|----|--|---|---|---|
| a. | Identify opportunities for reducing capital commitment - achieving low-level cost. | 1 | 2 | 3 |
| b. | Reduced cost of production | 1 | 2 | 3 |
| c. | Reduced Inventory | 1 | 2 | 3 |

4. Quality Improvement

- | | | | | |
|----|------------------------------------|---|---|---|
| a. | Improved quality performance | 1 | 2 | 3 |
| b. | Reduced customer complaints | 1 | 2 | 3 |
| c. | Continuous performance improvement | 1 | 2 | 3 |

5. Competitiveness

- | | | | | |
|----|---|---|---|---|
| a. | Provide competitive edge. | 1 | 2 | 3 |
| b. | Provide competitive analysis of product, operating and management skills. | 1 | 2 | 3 |
| c. | Increase market share | 1 | 2 | 3 |

II) After the implementation of TQM, has it raised the overall level of productivity in your company? Tick the answer.

1) From the Management perspective,

None	low	medium	high	very high
[]	[]	[]	[]	[]

2) From the Production Workers' perspective,

None	low	medium	high	very high
[]	[]	[]	[]	[]

III) After the implementation of TQM, how soon you can see the significant productivity improvement?

- (a) < 1 year
- (b) 1 - 3 years
- (b) 4 - 6 years
- (d) 7 - 9 years
- (e) > 10 years

SECTION III: PRODUCTIVITY MEASUREMENT

This section aims to find out factors that are potential sources of productivity improvements in your organization?

Please answer by circling the appropriate number as stated below:

- 1) How important is each of the following statements that contribute to your organization productivity improvements.

- Answer:
1. - Not at all important
 2. - Somewhat important
 3. - Medium important
 4. - Important
 5. - Very important

- | | | | | | | |
|----|--|---|---|---|---|---|
| a) | Develop adequate productivity measurements. | 1 | 2 | 3 | 4 | 5 |
| b) | Consider the whole system when deciding on which operations to concentrate on. | 1 | 2 | 3 | 4 | 5 |
| c) | Develop productivity improvement methods. | 1 | 2 | 3 | 4 | 5 |
| d) | Establish reasonable improvement goals. | 1 | 2 | 3 | 4 | 5 |
| e) | Make productivity improvements a top management priority. | 1 | 2 | 3 | 4 | 5 |
| f) | Publicize productivity improvements. | 1 | 2 | 3 | 4 | 5 |
| g) | Use decision-support computer systems. | 1 | 2 | 3 | 4 | 5 |
| h) | Link incentives with productivity increases. | 1 | 2 | 3 | 4 | 5 |

Appendix B

