

Appendix A
Questionnaire



A Survey on Organizational Learning and Competitive Performance

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Confidentiality

Views expressed in this questionnaire will be strictly confidential. Any information identifying the respondents will not be disclosed.



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A STUDY ON ORGANIZATIONAL LEARNING AND COMPETITIVE PERFORMANCE OF
MANUFACTURING COMPANIES IN MALAYSIA

Dear Tan Sri/ Dato'/ Mr/ Mrs/ Madam

This research is undertaken to address the importance of learning process in companies to achieve competitive advantage. From this research, we hope to discover that learning can be amplified within the company if appropriate organizational structure is established. As a practitioner in the industry, we appreciate your participation in this study by responding to this questionnaire.

To assist you in completing this questionnaire, please note the following:

- This questionnaire is preferably be completed by **Chief Executive Officer / Managing Director**. However if it is not convenient, please pass this questionnaire to the person who has an overall knowledge of the company. The return of each questionnaire is very valuable to us.
- Please be assured that all information you provide in this questionnaire is **STRICTLY CONFIDENTIAL** and will only be used for the purpose of this research. Your responses will be used in aggregate form and at no time your name or company will be identified in any reports.
- The questionnaire number is for the purpose of tracking non-respondents and to avoid reminders being sent to you after you have returned the questionnaire.
- Please return the completed questionnaire using the enclosed stamped self-addressed envelope by **30th June 2006** to:

Nor Liza Abdullah
Assoc. Prof. Dr. Abdul Latif Salleh
Faculty of Business and Accountancy

University Malaya, 50603 Kuala Lumpur

- If you have any enquiries regarding this study, please contact Nor Liza Abdullah at **03- 7967 3968 / 013-3373383** or email lizaukmfpp@yahoo.com.

Thank you very much for your time and cooperation.

SECTION A

ORGANIZATIONAL STRATEGY

Each pair of statements below represents a continuum that describes strategic orientation of your company. For each pair of statements, please mark "X"* on the blank along the six-point scale that best indicates how accurate the statements describe your strategic orientation. Please be sure to mark every scale.

(* If your strategic orientation is best described by the statement on the left, please mark "X" towards the left side of the scale. Similarly, if your strategic orientation is best described by the statement on the right, please mark "X" towards the right side of the scale. The nearer you mark "X" towards the left side or the right side of the scale will indicate the extent to which your company's strategic orientation matches to the statement.)

A1.	My company's product lines are narrow throughout the marketplace.	— — — — — —	My company's product lines are broader in nature throughout the marketplace.
A2.	My company is very seldom the first to introduce new products.	— — — — — —	My company is very often the first to introduce new products.
A3.	My company's success depends on maintaining high level of efficiency .	— — — — — —	My company's success depends on our ability to innovate frequently .
A4.	My company's products are relatively stable throughout the marketplace.	— — — — — —	My company's products are innovative and continually changing throughout the marketplace.
A5.	My company is often the pioneer of new technologies.	— — — — — —	My company is very seldom the first to introduce new technologies.
A6.	My company adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities.	— — — — — —	My company adopts a cautious, 'wait-and-see' posture in order to minimize the probability of making costly decisions.
A7.	My company concentrates more on fully developing those markets that we currently serve .	— — — — — —	My company is aggressively entering into new markets with new products .
A8.	In general, my company favours a strong emphasis on the marketing of established products .	— — — — — —	In general, my company emphasizes on R&D to continuously market new and innovative products .
A9.	My company occasionally monitors changes and trends in the marketplace.	— — — — — —	My company continuously monitoring changes and trends in the marketplace.

A10.	My company usually responds to actions that are initiated by competitors.	— — — — —	My company usually initiates actions that will be responded by competitors.
A11.	My company seeks to avoid competitive clashes by maintaining existing product or market.	— — — — —	My company adopts a very competitive, ' undo the competitors ' posture.
A12.	Changes in product lines have been mostly of a minor nature.	— — — — —	Changes in product lines have usually been quite dramatic .
A13.	My company emphasizes on maintaining the production of standardized products to reduce cost.	— — — — —	My company emphasizes continuous improvement of products to secure a long-term competitive advantage.
A14.	My company has a strong tendency to go for low-risk projects (with normal and certain rates of return).	— — — — —	My company has a strong tendency to go for high-risk projects (with chances of very high returns).
A15.	Owing to the nature of the environment, my company believes that it is best to explore gradually and incrementally .	— — — — —	Owing to the nature of the environment, my company believes that bold, wide-ranging acts are necessary to achieve the company's objectives
A16.	One thing that protects my company's competitive position is that we are able to consistently penetrate existing market with a limited number of products.	— — — — —	One thing that protects my company's competitive position is that we are able to consistently develop new products and new markets.
A17.	My company has an image in the marketplace as a company that offers fewer, selected products ..	— — — — —	My company has an image in the marketplace as a company that frequently offers innovative and new products .
A18.	My company prepares for the future by identifying those problems, which if solved, will maintain and then improve our current products and market position	— — — — —	My company prepares for the future by identifying trends and opportunities in the market place, which can result in the creation of new products or reach new markets.

SECTION B

COMBINATIVE CAPABILITIES

Combinative capability is defined as the ability to recombine knowledge to generate new applications from the existing knowledge. In this section, we present some statements that measure combinative capabilities of your company. You are required to indicate your level of agreement or disagreement with respect to these statements. For each statement, please circle the number that best describes how strongly you agree or disagree with the statement. Please make sure you answer every item.

In this company,		Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
B1.	Strong insistence on a uniform managerial style is applied throughout the company.	1	2	3	4	5	6
B2.	Strong emphasis is given on holding fast to tried and true management principles despite any changes in business conditions.	1	2	3	4	5	6
B3.	Employees have ample opportunity for informal discussions with individuals from different departments.	1	2	3	4	5	6
B4.	Most of our employees are highly skilled and qualified.	1	2	3	4	5	6
B5.	Strong emphasis on always getting employees to adhere to formal procedures.	1	2	3	4	5	6
B6.	It is easy to talk with virtually anyone you need to, regardless of rank or position.	1	2	3	4	5	6
B7.	Employees are discouraged from discussing work-related matters with those who are not their immediate supervisors or subordinates.	1	2	3	4	5	6
B8.	Information is shared among employees in different departments.	1	2	3	4	5	6
B9.	Tight formal control of most operations by using sophisticated control and information systems.	1	2	3	4	5	6
B10.	Having a workforce with diverse educational background is critical to our value creation activities.	1	2	3	4	5	6
B11.	Employees from different departments feel comfortable to communicate with each other when the need arises.	1	2	3	4	5	6

	In this company,						
		Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
B12.	Most activities are well defined by their formal job description.	1	2	3	4	5	6
B13.	Managers in any department can easily schedule meetings with managers from other departments.	1	2	3	4	5	6
B14.	To handle some situations, decisions may not follow standard operating procedures.	1	2	3	4	5	6
B15.	The level of coordination between various activities carried out in this company is very high.	1	2	3	4	5	6
B16.	Employees have proper channels to communicate with other departments.	1	2	3	4	5	6
B17.	If employees wish to make their own decisions, they are quickly referred to a policy manual.	1	2	3	4	5	6
B18.	Diversity of ideas is encouraged.	1	2	3	4	5	6
B19.	Most of our employees possess broad and diverse skills that allow them to be deployed across many areas or functions.	1	2	3	4	5	6
B20.	People around here are quite accessible to those in other departments.	1	2	3	4	5	6
B21.	All departments contribute to the implementation of projects that increase customer value.	1	2	3	4	5	6
B22.	Resources are shared among functional units.	1	2	3	4	5	6
B23.	Projects are often assigned to team that involves employees from different departments.	1	2	3	4	5	6

SECTION C

LEARNING APPROACH

Here are some statements on learning approach. For each pair of statements, circle the appropriate number on the six-point scale that best indicates how accurately the statement describes the learning approach in your company. Please be sure to answer every item.

In this company,		Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
C1.	We are knowledgeable about all the important opportunities in the geographic areas in which we operate.	1	2	3	4	5	6
C2.	We are well aware of technological and technical developments within our industry.	1	2	3	4	5	6
C3.	We constantly search for new ideas, even before old ones are fully implemented.	1	2	3	4	5	6
C4.	We make a point to try many of the innovative ideas that are proposed in the company.	1	2	3	4	5	6
C5.	Good ideas are usually captured through the company's corporate memory.	1	2	3	4	5	6
C6.	Our information gathering efforts cover all industries that employ the sort of technology that we use.	1	2	3	4	5	6
C7.	We acquire little information on opportunities to employ our existing production facilities in new product domains.	1	2	3	4	5	6
C8.	Although procedures have been established, experimentation and innovation is still encouraged as a way to improve work processes.	1	2	3	4	5	6
C9.	Efforts toward improvement focus more on looking for a new system.	1	2	3	4	5	6
C10.	Experiences and ideas provided by external sources (advisors, customers, consultants) are considered useful instruments for learning.	1	2	3	4	5	6
C11.	There is close surveillance of advancements in process and product technologies in the supplier industries.	1	2	3	4	5	6
C12.	Most of the work is assigned to teams according to their expertise.	1	2	3	4	5	6

	In this company,						
		Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
C13.	All employees have access to more information than the minimum required to perform their job.	1	2	3	4	5	6
C14.	We closely follow the activities of companies in our industrial sector but operating outside our geographic area.	1	2	3	4	5	6
C15.	We work to ensure that employees are directly exposed to variation and complexity of the environment.	1	2	3	4	5	6
C16.	We try a lot of new ideas, even at the risk of implementing them before they are fully articulated.	1	2	3	4	5	6
C17.	We closely monitors companies not active in our product area, but having skills and know how comparable to ours.	1	2	3	4	5	6
C18.	We seem to be always trying new ideas before exhaustively examining them in order to seize opportunities.	1	2	3	4	5	6

SECTION D

ORGANIZATIONAL PERFORMANCE

In this section, we would like you to assess your company's performance for year 2005 as compared to the previous years and as compared to your competitors. Please evaluate your company's performance based on the following criteria. Please circle the number which best reflects your company's performance.

		In comparison to last three year's performance					In comparison to your competitors				
		Far inferior	Not as good	Similar to	Better than	Far superior	Far inferior	Not as good	Similar to	Better than	Far superior
D1.	Sales volume	1	2	3	4	5	1	2	3	4	5
D2.	Market share	1	2	3	4	5	1	2	3	4	5
D3.	Profit	1	2	3	4	5	1	2	3	4	5
D4.	Growth	1	2	3	4	5	1	2	3	4	5
D5.	Return on assets	1	2	3	4	5	1	2	3	4	5
D6.	Export (if applicable)	1	2	3	4	5	1	2	3	4	5
D7.	Introduction of new products	1	2	3	4	5	1	2	3	4	5
D8.	Improvement of existing product quality	1	2	3	4	5	1	2	3	4	5
D9.	Extension of product range	1	2	3	4	5	1	2	3	4	5
D10.	Improvement of production processes	1	2	3	4	5	1	2	3	4	5
D11.	Reduction in production cost	1	2	3	4	5	1	2	3	4	5
D12.	Improvement in yield or reduction in material consumption	1	2	3	4	5	1	2	3	4	5
D13.	Capturing new markets	1	2	3	4	5	1	2	3	4	5
D14.	Entering new technology fields	1	2	3	4	5	1	2	3	4	5

SECTION E

BACKGROUND OF COMPANY

This section requests for general information about your company. Please fill in the required information in the spaces provided or tick (✓) the answer that best fits your choice.

E1. The year your company started operation: _____

E2. Industry in which your company operates: _____

E3. Total sales of your company in 2005: _____

E4. Sales of your company's main product according to destination (% of total sales) in 2005.

a) Domestic: _____% b) Export: _____%

E5. Number of employees (in 2005): _____

E6. Percentage of employees with tertiary qualifications (diploma, degree, master, Phd):
_____%

**THANK YOU FOR YOUR COOPERATION.
IF YOU WISH TO PROVIDE ANY COMMENTS AND/OR SUGGESTIONS,
PLEASE USE THE SPACE PROVIDED BELOW.**

Comments/ Suggestions

PLEASE RETURN THE COMPLETED QUESTIONNAIRE TO:

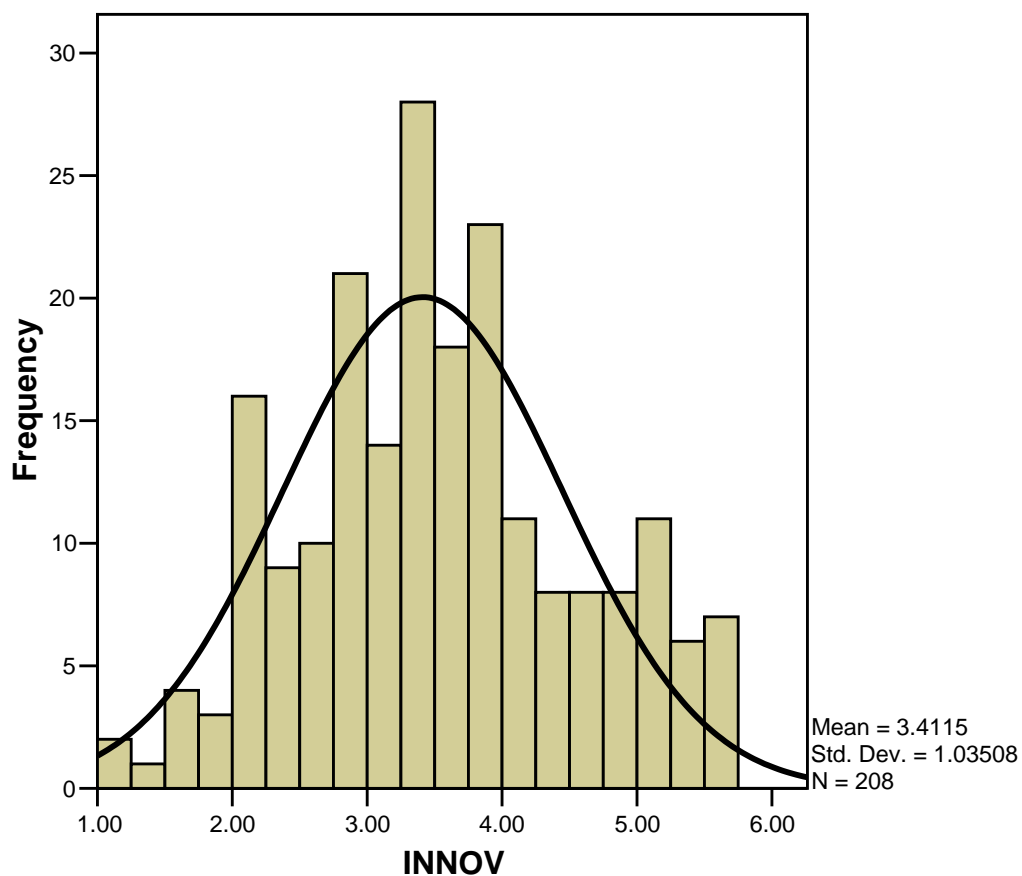
**NOR LIZA ABDULLAH
ASSOC. PROF. DR. ABDUL LATIF HJ. SALLEH
FACULTY OF BUSINESS AND ACCOUNTANCY
UNIVERSITY OF MALAYA
50603 KUALA LUMPUR**

Appendix B

Distribution Scores for Variables

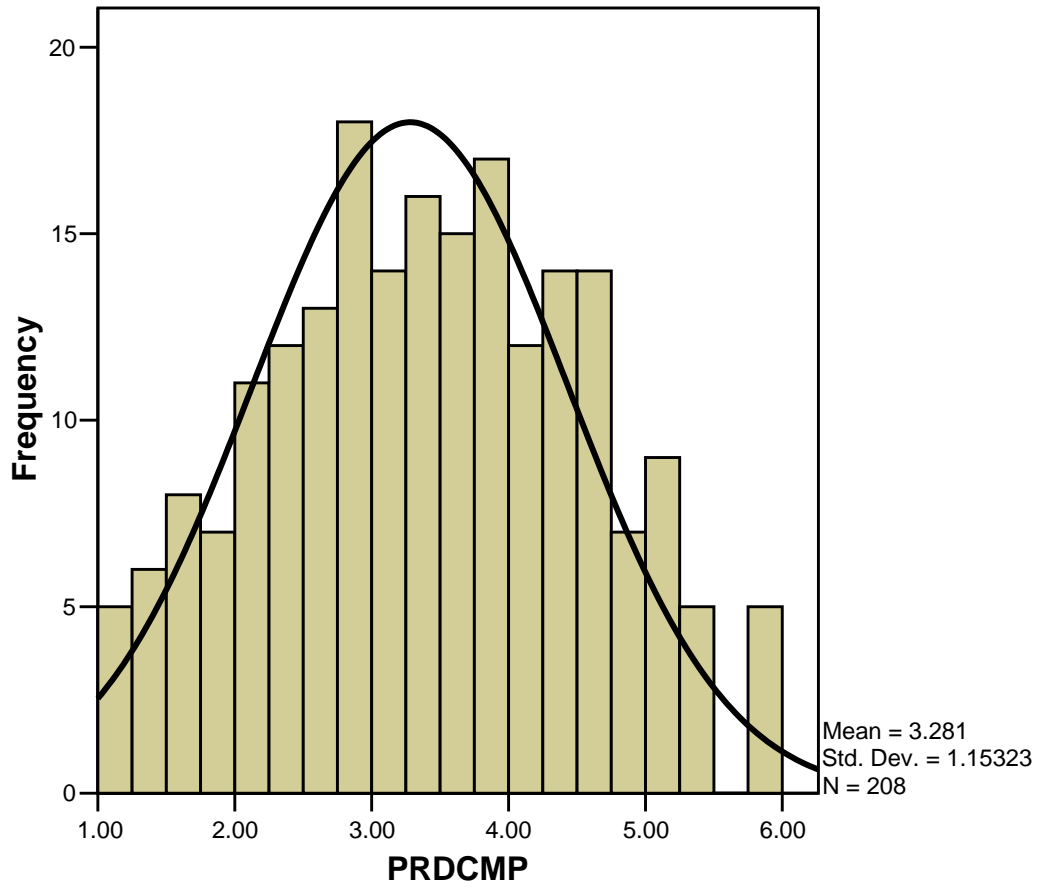
**Distribution Scores for Prospector Strategic Orientation Scale:
Innovative**

INNOV



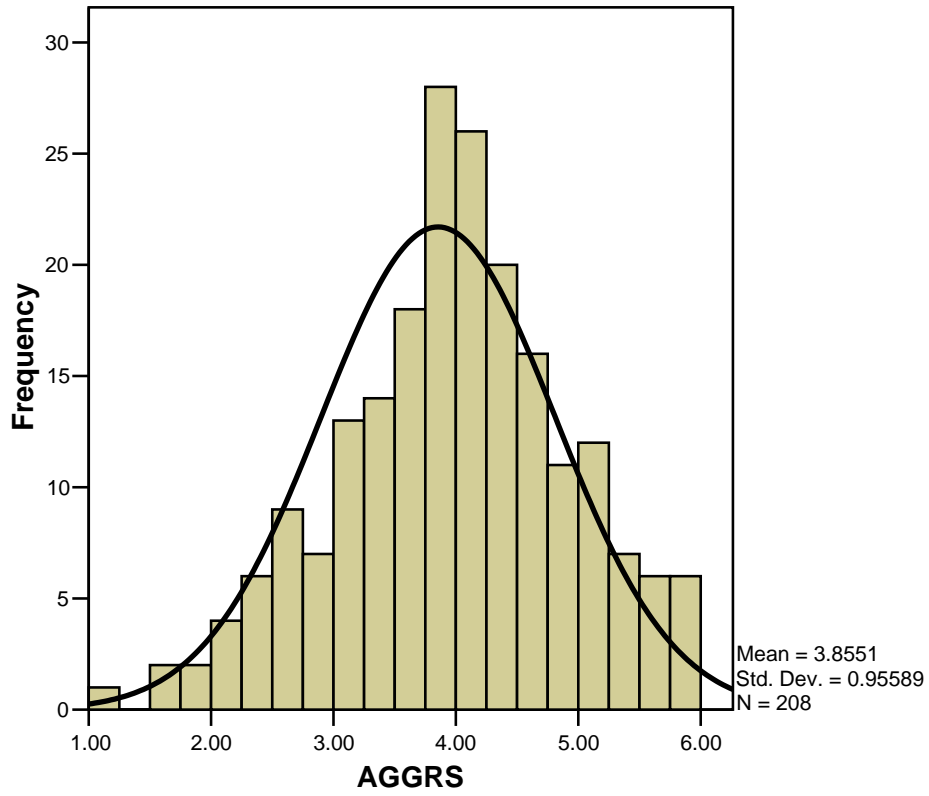
**Distribution Scores for Prospector Strategic Orientation Scale:
Product Competition**

PRDCMP

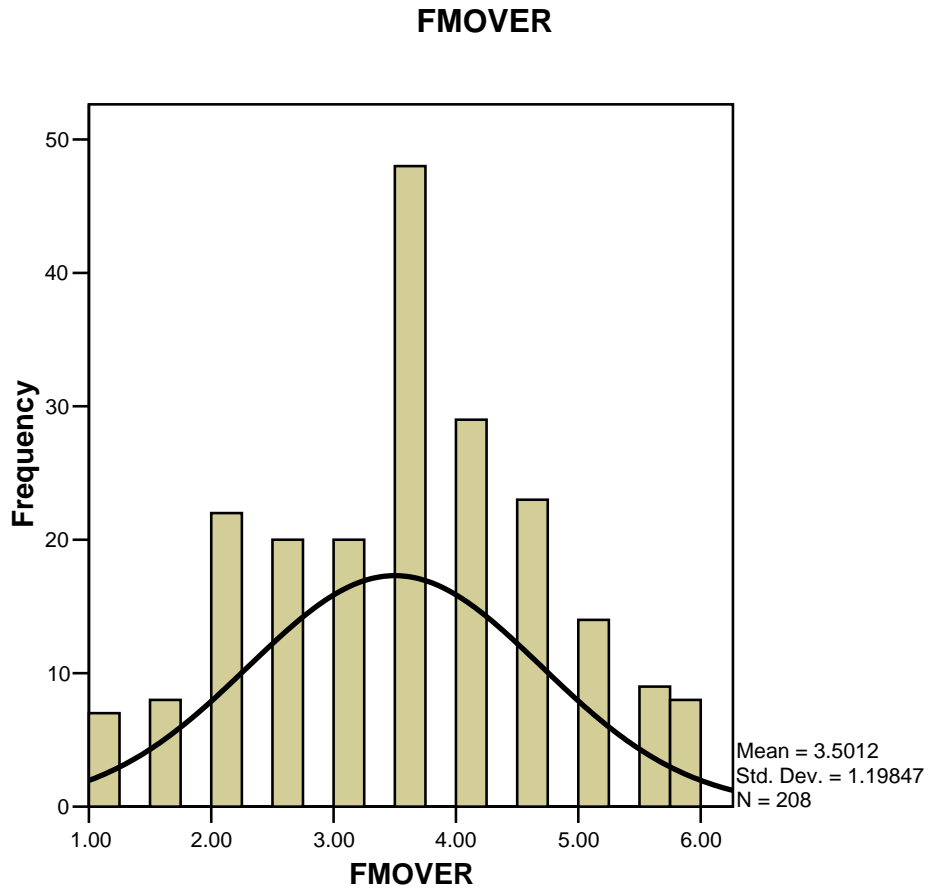


**Distribution Scores for Prospector Strategic Orientation Scale:
Aggressive**

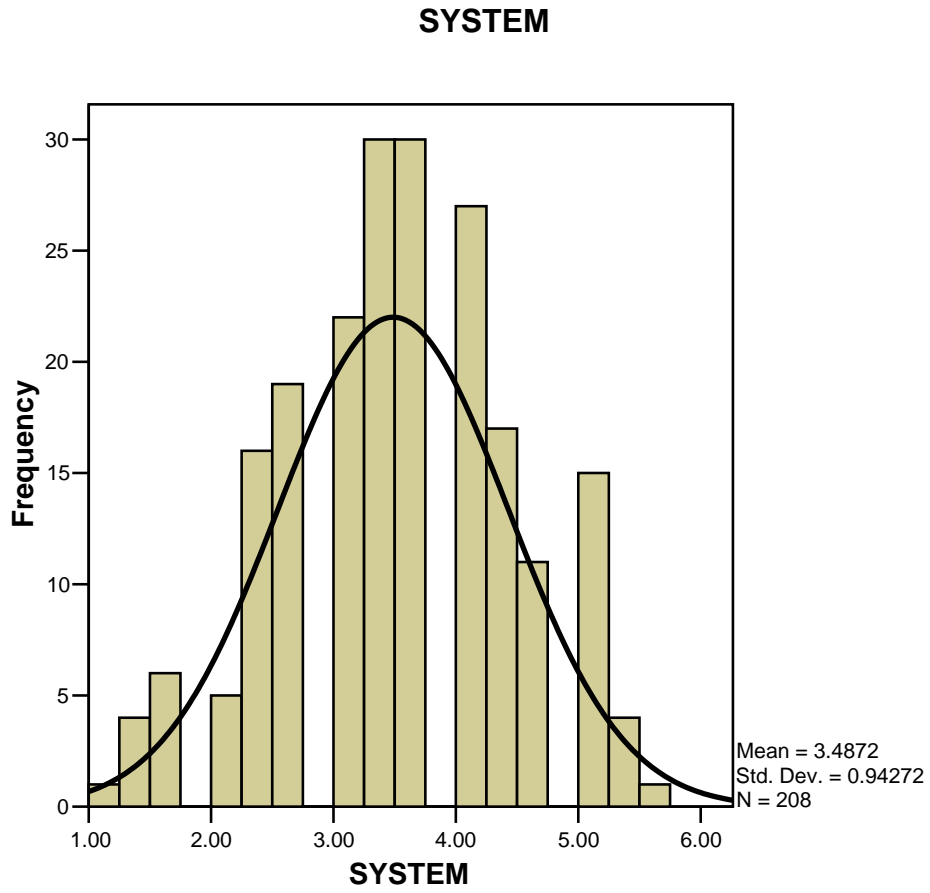
AGGRS



**Distribution Scores for Prospector Strategic Orientation Scale:
First-mover**

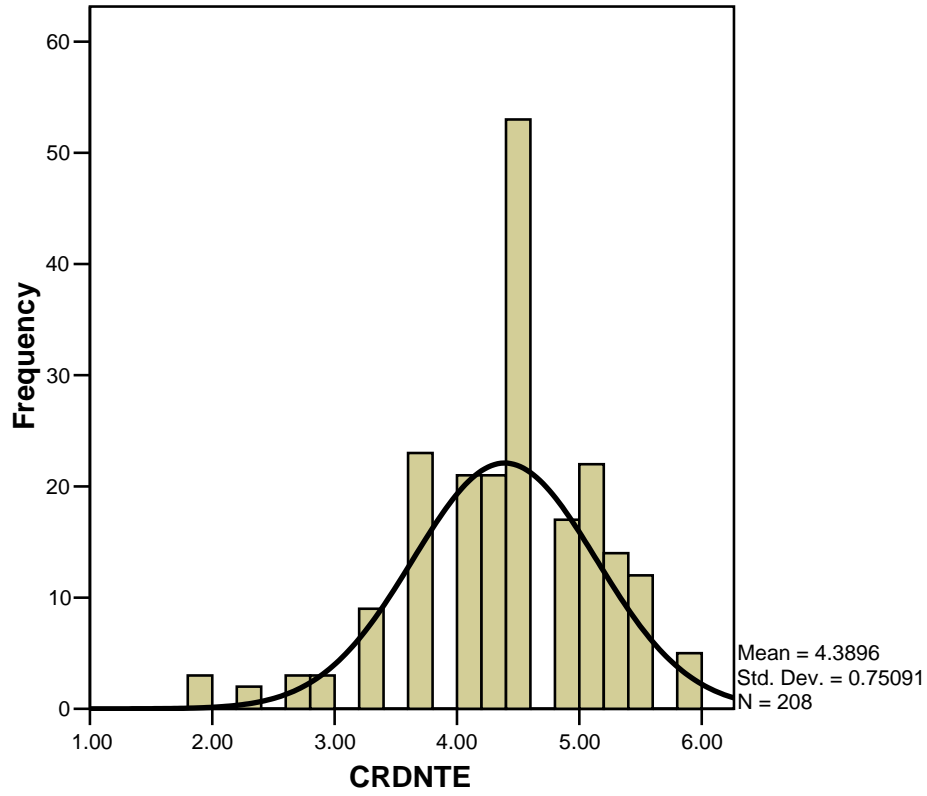


**Distribution Scores for Combinative Capabilities Scale:
System Capabilities**

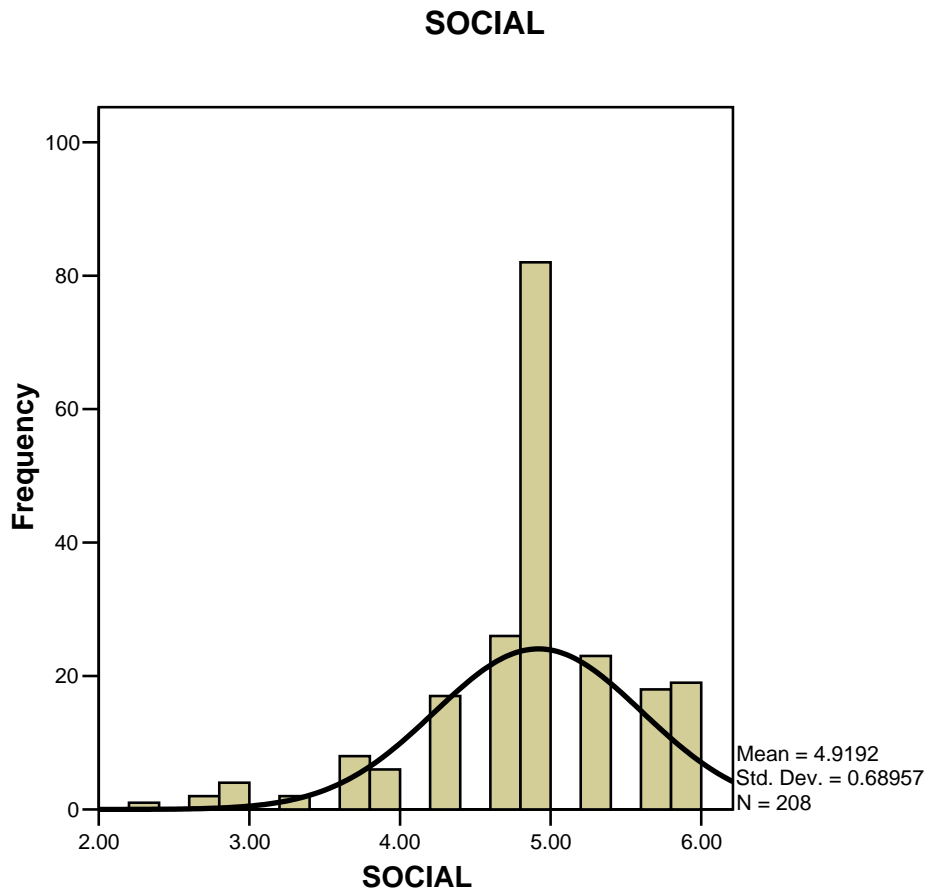


**Distribution Scores for Combinative Capabilities Scale:
Coordination Capabilities**

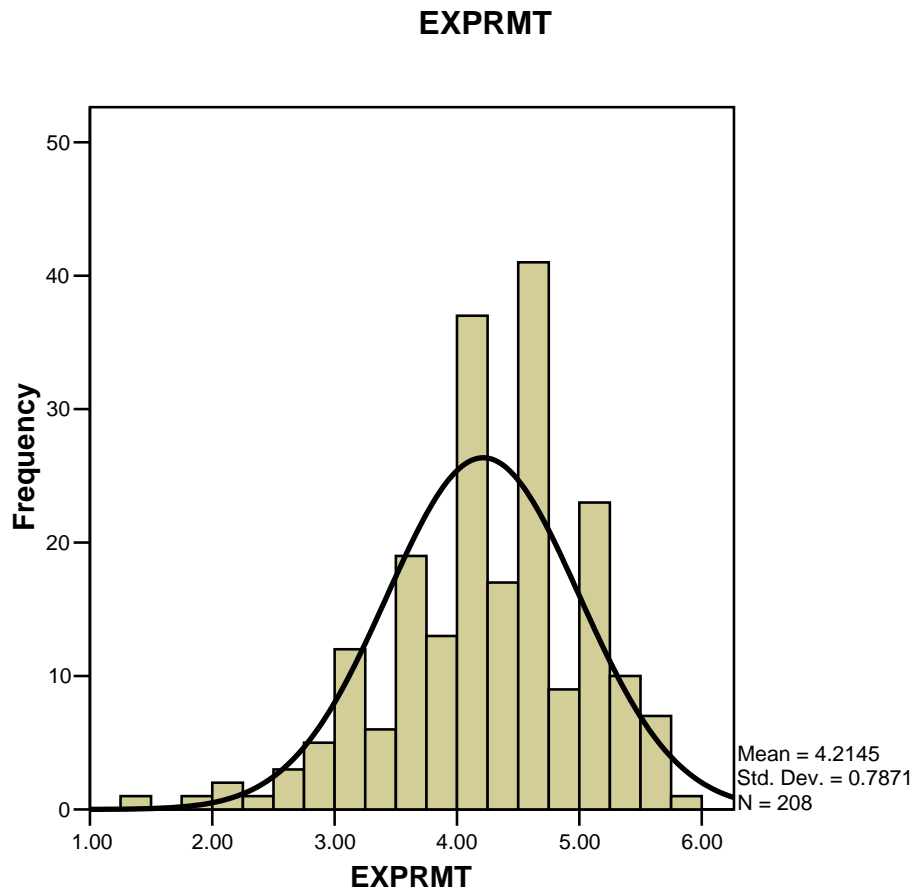
CRDNTE



**Distribution Scores for Combinative Capabilities Scale:
Socialisation Capabilities**

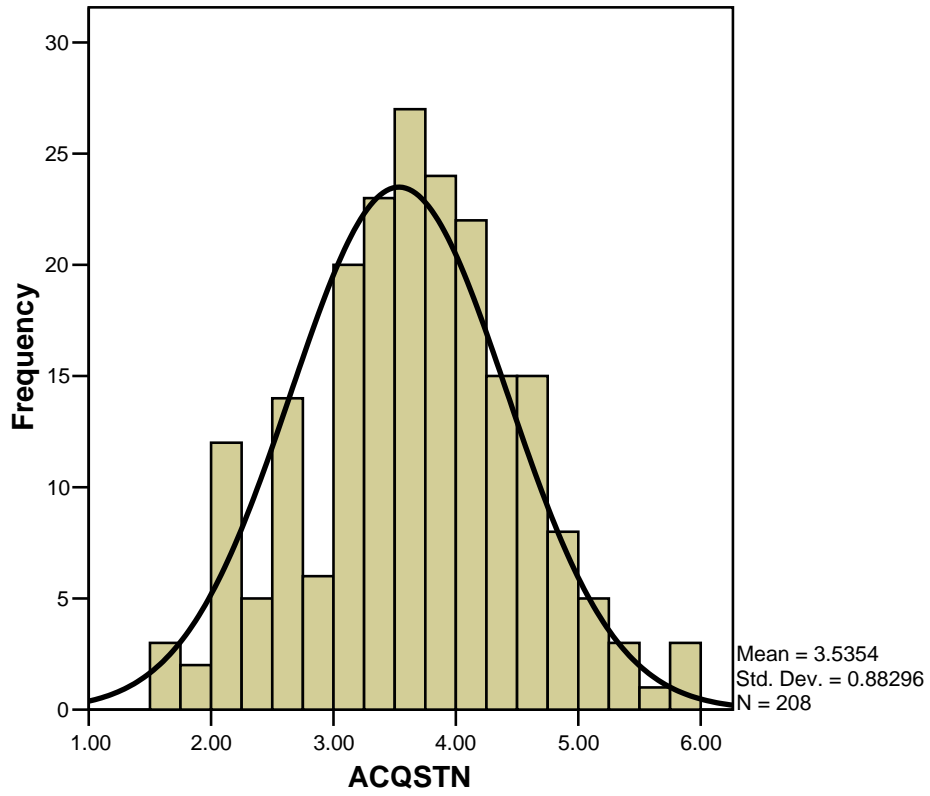


**Distribution Scores for Explorative Learning Scale:
Experimentation**

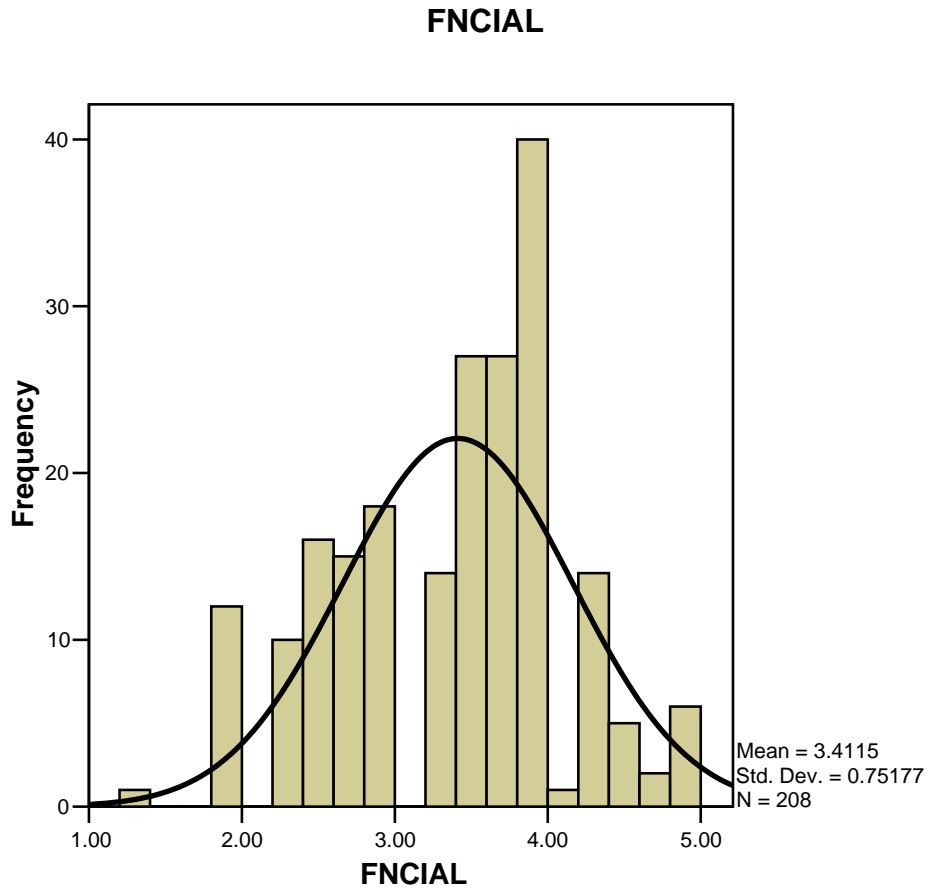


**Distribution Scores for Explorative Learning Scale:
Information Acquisition**

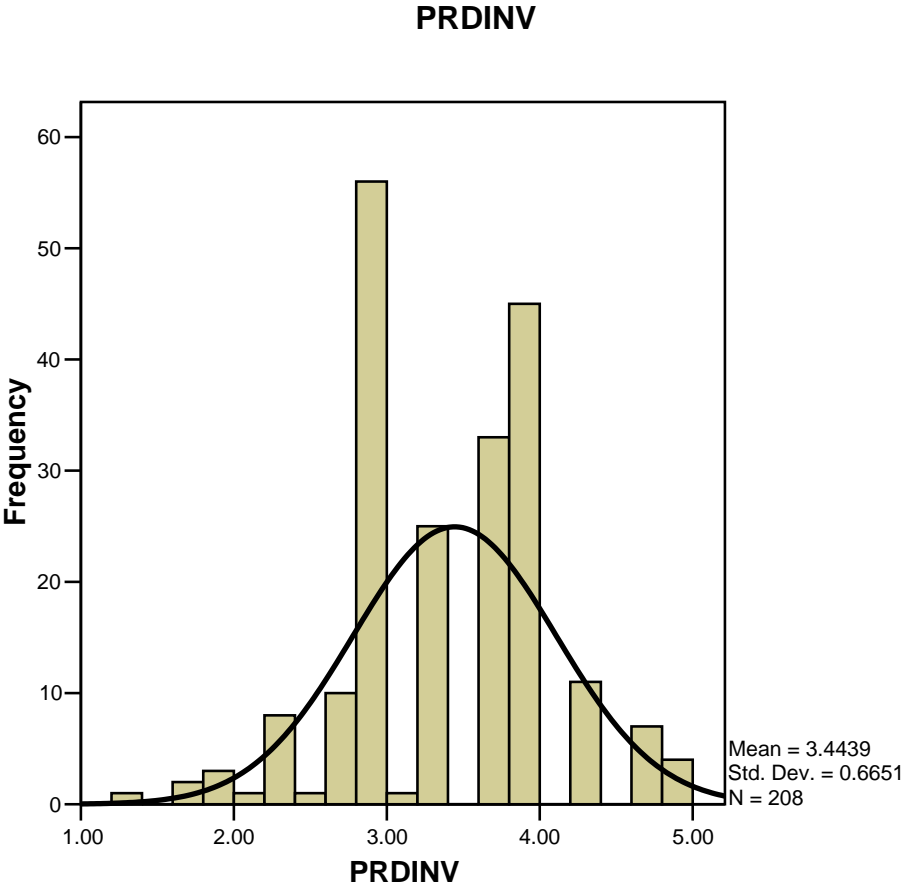
ACQSTN



**Distribution Scores for Performance Scale:
Financial**



**Distribution Scores for Performance Scale:
Product Innovation**



**Distribution Scores for Performance Scale:
Process Innovation**

