

APPENDIX



UNIVERSITY OF MALAYA
FACULTY OF BUSINESS AND ACCOUNTANCY
MASTER OF BUSINESS ADMINISTRATION

**Research Title: Influence of Continuous Improvement (CI) on
Employee Satisfaction Survey**

Dear Sir / Madam,

Thank you for agreeing to answer this questionnaire. This questionnaire is designed to examine the relationship between employees' satisfaction regarding Continuous Improvement Program. This study is conducted in partial fulfilment of the requirements for my degree of Master of Business Administration (MBA) under supervision of Dr. Abdul Razak.

The questionnaire is divided into three sections: the first section addresses continuous improvement, the second section addresses employees' satisfaction, and the final section includes demographic questions.

Please answer all questions in all sections by selecting the appropriate response that most closely fit to the questions according to your experience and knowledge. I need your valuable experience to help understand the relationship between Continuous Improvement and Employee Satisfaction.

The time to complete the survey can vary, however, it is anticipated that no more than fifteen minutes will be required. Your participation is voluntary and your responses will be kept strictly confidential to use only for this research study.

Your kind cooperation and participation in this survey will be highly appreciated.

(Note: Please use the sheets (section CI, JS and Demographic) for responses)

Yours Sincerely,
Ong Chee Wei
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Supervisor,
Dr. Abdul Razak
Faculty of Business & Accountancy
University of Malaya

Part 1: Continuous Improvement Practices

This questionnaire contains questions and statements about the organisation. Please click the circle for **one** answer only that best describes your perception in each item.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The company considers customer needs in a systematic way.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
2	The company has clearly identified its customers.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
3	The company has processes for identifying needs of its customers.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
4	The company has developed strategies and plans to build and sustain strong relationship with its customers.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
5	The company is committed to addressing the needs of its customers.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
6	The company knows how to measure satisfaction of its customers.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
7	The company collects and uses data on customer satisfaction to improve its services.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
8	Our people are active advocates of our learning organisation.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
9	Leaders model openness. The questioning and challenging of values and assumptions is core part of organisational life.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
10	Policies and procedures maximise opportunity for individual and team contributions.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
11	The organisation values learning, ideas for improvement are sought and acknowledged.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
12	Continuous improvement is built on collaboration and valid information. Feelings are expressible as valid information.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
13	We share a common problem solving methodology throughout the organisation.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Part 1: Continuous Improvement Practices

This questionnaire contains questions and statements about the organisation. Please click the circle for **one** answer only that best describes your perception in each item.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
14	Joint problem solving is the basis for creatively involving people; we develop a plan for doing so.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
15	The company improves the quality of administrative processes.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
16	The company works closely with its suppliers to improve the quality of their services and products.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
17	The company continuously looks at the quality and performance of its systems and process for delivering services.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
18	The company periodically analyzes the quality of its services.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
19	The company analyzes trends and changes in overall performance.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
20	The company periodically analyzes the quality and performance of its internal administrative processes.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
21	The company analyzes trends and changes in supplier quality.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
22	The company collects and uses data on customer expectations or satisfaction when designing new services.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
23	Partnerships with suppliers and contractors enhance organisational performance in meeting customer requirements.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
24	Long-term mutually beneficial relationships are in place with key suppliers.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
25	Suppliers demonstrate evidence of sustainable performance and continuous improvement.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
26	Choice of suppliers and contractors is based on measures which reflect total cost.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Part 1: Continuous Improvement Practices

This questionnaire contains questions and statements about the organisation. Please click the circle for **one** answer only that best describes your perception in each item.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
27	We use key performance criteria to measure actual performance. Supply agreements are in place with key suppliers.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
28	Key performance criteria and audit procedures for supplier and contractors are mutually agreed upon.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
29	We talk to our suppliers, internal and external. They are aware of our needs and expectations.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
30	I find alignment between my personal and organisation's goals.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
31	I create sustainable change through my personal commitment to continuous improvement.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
32	I work with others in creating the opportunities and possibilities for learning to occur throughout the organisation.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
33	I mentor and support others. I create an environment which supports personal commitment.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
34	I examine the personal implications for myself and my team.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
35	I create opportunities to apply newly gained knowledge in my work.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
36	I see clearly the need for change. I seek knowledge and explore the possibilities of actions I can take.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
37	The company collects and uses a wide range of data and information about the quality of its services.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
38	The company compares data on the quality of its services to data on the quality services to other organisations.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
39	The company periodically sets specific goals to improve its services.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Part 2: Job Satisfaction

The following section pertains to how you feel about your current job. For each of the following items, select the response which best represents your current level of job satisfaction. Please consider how you feel about your job on most days.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel I am being paid a fair amount for the work I do.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
2	There is too little chance for promotion in my job.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
3	My supervisor is competent in doing his/her job.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
4	I am not satisfied with the benefit I receive.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
5	When I do a good job, I receive the recognition for it that I should receive.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
6	Many of our rules and procedures make doing a good job difficult.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
7	I like the people I work with.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
8	I sometimes feel my job is meaningless.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
9	Communications seem good within this organisation.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
10	Raises are too few and far between.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
11	Those who do well in the job stand a fair chance of being promoted.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
12	My supervisor is unfair to me.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
13	The benefits we receive are as good as most other organisations offer.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
14	I do not feel that the work I do is appreciated.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
15	My efforts to do a good job are seldom blocked by red tape.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
16	I find I have to work harder at my job because of the incompetence of people I work with.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Part 2: Job Satisfaction

The following section pertains to how you feel about your current job. For each of the following items, select the response which best represents your current level of job satisfaction. Please consider how you feel about your job on most days.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
17 I like doing the things I do at work.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
18 The goals of this organisation are not clear to me.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
19 People get ahead as fast here as they do in other places.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
20 I feel unappreciated by the organisation when I think about what they pay me.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
21 My supervisor shows too little interest in the feelings of subordinates.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
22 The benefits package we have is equitable.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
23 There are few rewards for those who work here.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
24 I have too much to do at work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
25 I enjoy my co-workers.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
26 I often feel that I do not know what is going on with the organisation.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
27 I feel a sense of pride in doing my job.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
28 I feel satisfied with my chances for salary increases.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
29 There are benefits we do not have which we should have.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
30 I like my supervisor.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
31 I have too much paperwork.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
32 I don't feel my efforts are rewarded the way they should be.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
33 I am satisfied with my chances for promotion.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
34 There is too much bickering and fighting at work.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
35 My job is enjoyable.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
36 Work assignments are not fully explained.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Part 3: Demographic Information

Please click the circle for an appropriate answer.

1. Gender	<input type="radio"/>	Male
	<input type="radio"/>	Female
2. Age range	<input type="radio"/>	Less than 20
	<input type="radio"/>	20 - 29
	<input type="radio"/>	30 - 39
	<input type="radio"/>	40 - 49
	<input type="radio"/>	50 - 59
	<input type="radio"/>	60 and above
3. Marital Status	<input type="radio"/>	Single
	<input type="radio"/>	Married
	<input type="radio"/>	Divorced / Separated
	<input type="radio"/>	Widowed
4. No. of children	<input type="radio"/>	No child
	<input type="radio"/>	1
	<input type="radio"/>	2
	<input type="radio"/>	3 and above
5. Monthly Income	<input type="radio"/>	RM2,000 or less
	<input type="radio"/>	RM2,001 - RM4,000
	<input type="radio"/>	RM4,001 - RM6,000
	<input type="radio"/>	RM6,001 - RM8,000
	<input type="radio"/>	RM8,001 - RM10,000
	<input type="radio"/>	RM10,000 and above
6. Education level	<input type="radio"/>	Primary School
	<input type="radio"/>	Secondary / High School
	<input type="radio"/>	Certificate or Diploma
	<input type="radio"/>	Bachelor Degree
	<input type="radio"/>	Postgraduate (i.e Master / Doctorate)
	<input type="radio"/>	Professional Certificates
7. Service period on current organization	<input type="radio"/>	Less than 6 months
	<input type="radio"/>	6 months - 12 months
	<input type="radio"/>	1 - 3 years
	<input type="radio"/>	3 - 5 years
	<input type="radio"/>	5 - 7 years
	<input type="radio"/>	7 - 9 years
	<input type="radio"/>	Over 9 years