Appendix
Dear Sir/Madam,

This survey is conducted as part of my research project, which shall be submitted as part of the fulfillment of the Master of Business Administration degree from the University of Malaya Graduate School of Business.

The general purpose of this study is to assess THE ROLE OF ORGANIZATIONAL CAPABILITIES AND KNOWLEDGE MANAGEMENT IN E-BUSINESS IMPLEMENTATION.

Therefore I am inviting you to participate in this survey by filling up the attached questionnaire. The said questionnaire is constructed in a straightforward manner and should not take more than 10-15 minutes of your valuable time. Please be assured that all information will be treated with the strictest confidentiality and only the aggregate data will be analyzed.

Please answer all the questions in the worksheet and return the completed questionnaire to me by mail or at ndeen949@yahoo.com.my.

Thank you for your valuable assistance in participating in the survey.

Yours sincerely,

Nasruddin Bin Khamis
MBA Student

Supervised by:

Prof Dr. Ainin Sulaiman
Dean
Faculty of Business & Accountancy
University of Malaya
**MAIN INSTRUCTION:** Kindly answer all the questions in Section A – C

**Section A : Organizational learning capabilities**

**Instruction:** Please mark "X" on the specified box that you think is the best described your level of agreement.

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<tr>
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<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither</th>
<th>Agree</th>
<th>Strongly Agree</th>
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**Training Availability**

1. My organization views employee training as an investment, not an expense

2. My organization provided extensive training in e-business

**Technical Expertise**

3. IS employees are generally very knowledgeable regarding technical matters.

4. My organization contain considerable technical expertise

**Knowledge Level**

5. The organization contains a high level of e-business knowledge

6. My organization hires highly specialized or knowledgeable personnel for e-business

7. My organization is dedicated to ensure that employees are very familiar with e-business

**Section B : Knowledge Management capabilities**

**Knowledge Acquisition**

8. My organization has processes for acquiring supplier knowledge

9. My organization has processes for generating new knowledge based on existing knowledge
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<tr>
<td>10</td>
<td>My organization has processes for acquiring customer knowledge</td>
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<td>11</td>
<td>My organization has processes for acquiring knowledge on developing new products/services.</td>
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<td><strong>Knowledge Application</strong></td>
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<td>12</td>
<td>My organization has processes for integrating different sources and types of knowledge</td>
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<td>13</td>
<td>My organization has processes for transferring organizational knowledge to employees.</td>
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<td>My organization has processes for filtering knowledge.</td>
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<td>My organization has processes for applying experiential knowledge.</td>
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<td>My organization has processes for applying knowledge to solve new problems.</td>
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<td><strong>Knowledge Sharing</strong></td>
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<td>17</td>
<td>My organization has processes for distributing knowledge throughout the organization</td>
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<td>18</td>
<td>My organization has processes for distributing knowledge among our business partners.</td>
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<td>19</td>
<td>My organization has standardized reward system for sharing knowledge</td>
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<td>20</td>
<td>My organization design processes to facilitate knowledge sharing across functional boundaries</td>
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**Section C: E-business implementation success**

**Impact on E-commerce**

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<td>21</td>
<td>Implication of e-business, my organization increase market share</td>
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<td>22</td>
<td>Implication of e-business, my organization improve customer service</td>
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<td>23</td>
<td>Implication of e-business, my organization provides better products or services.</td>
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**Impact on Internal Efficacy**
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<th>Implication of e-business, my organization enhance business efficiency</th>
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<td>25</td>
<td>Implication of e-business, my organization enhance staff productivity</td>
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**Impact on Coordination**

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<th>Implication of e-business, my organization reduces transaction costs with business partners.</th>
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<tr>
<td>27</td>
<td>Implication of e-business, my organization improve coordination with business partners or suppliers</td>
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Respondent's Profile

Gender
- Male [ ]
- Female [ ]

Ethnicity
- Malay [ ]
- Chinese [ ]
- Indian [ ]
- Other: [ ]

Marital Status
- Single [ ]
- Married [ ]
- Divorced [ ]

Education
- PMR/LCE or below [ ]
- SPM/EC [ ]
- STPM/HS [ ]
- Certificate/Diploma [ ]
- Degree/Professional Certificate [ ]
- Postgraduate [ ]
- Others: [ ]

Does your organization have e-business implementation?
- Yes [ ]
- No [ ]

How many years have you been with your organization?
- > 1 year [ ]
- 1 to 3 years [ ]
- 4 to 10 years [ ]
- More than 10 years [ ]

How many employees in your organization?
- 1 to 100 [ ]
- 101 to 500 [ ]
- 501 to 1000 [ ]
- More than 1000 [ ]

What is the major business of your organization?
- Automotive [ ]
- Biotechnology [ ]
- Civil Service [ ]
- Construction [ ]
- Education & Training [ ]
- Engineering Services [ ]
- Financial Services [ ]
- Food Industry [ ]
- Healthcare [ ]
- Hospitality/Tourism [ ]
- Insurance [ ]
- Information Technology [ ]
- Manufacturing [ ]
- Oil & Gas [ ]
- Property Management [ ]
- Public Utility [ ]
- Retailing [ ]
- R & D [ ]
- Telecommunication [ ]
- Warehousing/Logistics [ ]
- Others (please specify) [ ]