

APPENDICES

APPENDIX 1

Taxonomy of Intellectual Capital, Knowledge Sharing , Innovation and Organization Performance The Gap

Authors	Intellectual capital	Knowledge Sharing	Innovation	Organizational Outcome	Industry		Country	Methodology
Abbot et al (2006)		√	√		Construction	SME	UK	Case study (1)
Argote and Ingram (2000)		√		√				Case study
Bontis, Nick (1998)	√			Performance – financial	Service and non-service		Malaysia	Survey -107
Bontis, Nick (1998)	√			Performance – financial			Canada	Survey – MBA students
Carbello-Medina et al (2006)	√		√		Manufacturers	< 50 employees	Spain	Interview – 125 firms
Cavusgil et al (2003)		√	√		Manufacturing/service		US	Survey -182
Chay Yue Wah et al (2005)	√	√			University		Singapore	Survey - 262
Chen et al (2006)		√		√	Service	SME	UK	Survey /Interview - 12
Chowdhury (2005)	√	√			University		US	interview
Cohen and Kaimenakis (2007)	√			Performance: Profit and sales per employee	Service	SME in (< 20 employees)	Greek	Survey – 127 firms
Damanpour et al. (1989)			√	Organizational effectiveness- non financial	library		US	Survey - 88
Gloet and Terziowski (2004)	√	√	√	Innovation performance	Manufacturing		Australia/New Zealand	Survey - 70
Goh (2005)	√	√						Case study
Gold et al, 2001	√			Organizational effectiveness- non financial	Consulting firms		US	Survey - 323
Hoffman et al (2005)	√	√		√				Case study
Hsu and Fang (2008)	√		√		Integrated circuit design industry	Large firms	Taiwan	Interview Questionnaire 123

Huang et al (2007)	√			Performance: profit	Accounting firms	SME	Malaysia	Survey
Kalling (2007)	√	√	√				Sweden	Case study
Liao and Chuang (2006)	√	√	√	Organizational effectiveness- financial	Manufacturing- Large org		Taiwan	Questionnaire survey 118
Liebowitz and Suen (2000)	√							
Montequin et al (2006)	√	√	√		IT	SME	Spain	Case study
Saenz, Aramburu and Rivera (2009)		√	√					
Smith (2005)	√	√						Case study
Wang and Chang, (2005)	√			Performance - financial	IT		Taiwan	Survey - database
Yang (2007)		√		Effectiveness – non financial	Service	Hotel	Taiwan	Survey - 499
Yli-Renko et al (2001)	√	√		New product development	IT	SME	UK	Survey-225 firms
Huang and Hsueh (2007)	√			Business Performance • Financial • Operating performance indexes	Engineering Consulting Firms		Taiwan	Survey – 101 managers
Wang and Chang (2005)	√			Business Performance	Information technology industry		Taiwan	
Bramhandkar et al. (2007).	√			Business Performance	Pharmaceutical Industry	139 companies on SIC	USA	Tobin's Q
Hult et al (2004)	√ (MO)		√ (Mv)	Business Performance	Marketing	Large Firms >100mil	USA	Survey – 181 managers

TAXONOMY- KNOWLEDGE SHARING (MEDIATOR)

Authors	Variables	Constructs	Industry	Focus	Method	Measurements	Findings
Keskin, Halit, 2005	. Explicit knowledge strategy 2. Tacit knowledge strategy 3. Performance 4. Environmental hostility	Explicit orientation Tacit orientation Performance Competition (Q included)		SME in Turki	Survey	Explicit orientation – 4 items (Choi and Lee 2003) Tacit orientation- 3 items (Choi and Lee 2003) Firm performance- 6 items (Choi and Lee 2003) Environmental turbulence- Deshpande 1993 Intensity mkt competition- Atuahene-Gima (1995)	Explicit (coding, storing, transferring and exploiting internal knowledge, faster response to customer, lower cost of knowledge transaction is more for performance compared to sharing personal knowledge, communication, trust, training)
Byounggu Choi and Heeseok Lee (2003)	Tacit knowledge Explicit knowledge KM styles: 1. system oriented 2. dynamic 3. passive 4. human-oriented corporate performance	Dynamic – emphasize on KM Human oriented – communication/trust/interpersonal skill Passive – little interest in KM System-oriented – codifying/reusing knowledge		Listed Companies Middle mgr	Survey	Tacit and explicit is based on LR Performance (non-financial measure) Deshpandee et al (1993) and Drew (1997)	Dynamic style result in higher performance
Shu-en Mei and Ming Nie (2007)	Knowledge sharing Determinants of knowledge sharing Innovation	Knowledge sharing with customers Knowledge sharing with suppliers Knowledge characteristics Absorptive capacity Innovation – process (technological exploration and intro of new products) and product innovation (increase efficiency thru incremental process innovation)			Survey		
Chay Yue Wah et al (2005)	Social capital/IC Organizational factors Knowledge sharing(DV)	Structural dimensions Relational dimensions Agency dimensions KS: cost of hoarding Cost of sharing Benefit sharing	university	Online survey Educational institution	Survey	Knowledge sharing on social capital (Nahapiet and Ghoshal, 1998) Knowledge sharing orientation (Liebowitz ,1999) Organizational concern (Rioux and Penner, 2001)	Reward and recognition, open-mindedness and cost concern of knowledge hoarding/sharing are strongest predictors of KS
Everd Jabobs and Gert Roodt (2007)	Knowledge sharing Turnover intention	Organizational culture Organizational citizenship behavior		Nurse	Survey	Knowledge sharing construct – self-developed	

		Organizational commitment Job satisfaction				Organizational culture survey (OCS -97 items) Turnover intention (14 items (Roodt, 2004b) Organizational Commitment Questionnaire (Roodt 1997) Organizational citizenship behavior (Van Dyne and LePine 1998) Job satisfaction – Minnesota Satisfaction questionnaire (Weiss et al 1967).	
Gold et al, 2001	Knowledge infrastructure (Structure, technology, culture) Knowledge capabilities (SECI)	Structure – norms/incentive systems/ modular/flexibility Technology- ties Culture – trust, shared context, openness, vision Acquisition – innovation, benchmarking, collaboration Conversion – integration (rules/directives/ routine/decisionmaking) Application – storage, sharing, contributing Protection- incentive, rules		Large organization VP/Snr mgr	Survey	Self-developed questionnaire (Questionnaire attached)	From perspective of social capital – knowledge can be created and disseminate through network of r/ship and norms
Husted et al 2005	Knowledge related performance: 1. exploration (improving decision-making process, speed of innovation and developing new business areas) 2. exploitation (improving labor productivity, improving customer satisfaction and reducing costs) Intrinsic and extrinsic motive				Online Survey	MANDI (Managing the dynamic interfaces between knowledge and culture) questionnaire -27 items : 1. knowledge sharing vs org culture 2. objectives of knowledge sharing 3. reasons for knowledge sharing 4. strategies for knowledge sharing relationship of KS and organizational performance	
Widen-Wulff, G. and Suomi, R. (2003)	1. hard information resources (time, human capital, ICT) 2. core competence (communication) 3. soft information culture resources (learning organization metaphor, intellectual capital, knowledge sharing process) Behavior (knowledge sharing)			insurance companies	Interview	Research paper	

Yang, Jen-te (2007)	IV: Knowledge sharing Organizational Learning DV: Organizational effectiveness		Taiwan	Hotel	Survey - 499	Yang (2004) Sveiby and Simon (2002)	ks is related positively to organizational effectiveness
Bock, G.W. and Kim Y. (2002)	Social exchange theory Self-efficacy Theory of reasoned action				Survey	Quantitative Questionnaire	Self-reported
Beijerse, uit R.P (2000)	Knowledge Management	Structure- horizontal/vertical Strategy- vision Systems- rules/regulations Culture- value/norms		SME	Survey		From 79 items, 20 items is for knowledge sharing
Chen et al (2006)	Knowledge transfer need	Inter-organizational knowledge transfer	UK	SME - service	Survey	Chase (1979)	The importance of external knowledge for SMEs
Cavusgil et al (2003)	Tacit knowledge transfer and innovation capability			US	survey		Tacit knowledge transfer is very important to increase innovation among firms
Argote and Ingram (2000)	Knowledge transfer and organizational performance						Knowledge sharing is significant related to performacne

TAXANOMY OF INNOVATION STUDIES (MEDIATOR)

Author	Purpose	Focus	Innov Type	Method	Main Point
Atuahene-Gima (1996)	Compares innovation performance in manufacturing and services	600 Australian service and manufacturing firms	NPD/NSD	QS	Innovation factors and perception are different btwn the two
Balbontin et al (1999)	Compares NPD success factors in American and British firms	49 UK and 38 US high technology companies	NPD	Q	Common critical success factors are: participative leadership, mgmt support and good information flow
Birchall et al. (1996)	Comparison of technological innovation in SMEs in UK, France and Portugal	233 SMEs: UK 68, France 77, Portugal 88	OI	S, Q	Innovation variables are interdependent and an integrative and broad approach is needed
Cho (1996)	Shows how Samsung organised for innovation	Samsung Corporation, Korea	OI	C	Suggests a 'Clustered Web' organizational structure for innovation
Hurley and Hult (1998)	Examines the effect of organisational culture on innovation	9648 employees of a large US govt RandD unit	OI	Q/S	An innovative culture facilitates adaptation and innovativeness
Keogh (1999)	To understand the importance of information and knowledge in innovation	20 SMEs in Scotland	OI	Q	Firms must develop HR and nurture knowledge to be innovative
Kusunoki (1997)	Looks at effect of problem-solving approaches on radical NPD	Compares Matsushita and Ricoh	NPD	C	Tech.-based firms should not approach radical innovation in a technology-based way
McGourty et al. (1996)	Presents a behavioural model of innovation	14 US best-ofbest companies	OI	I	Culture modification through management practices can encourage innovativeness
Muffatto and Panizzolo (1996)	Studies innovation and NPD in the Italian motorcycle industry	8 firms (Italian and Japanese in Italy)	NPD	Q/S	Partnerships played a key role in the firms studied
Nobel and Birkinshaw (1998)	Examines global innovation in multinational organisations	15 Swedish Multi-national RandD units	OI	Q, I	Provides a number of implications for MNC managements

Ozsomer et al. (1997)	Investigates factors of organisational and environmental innov	142 Fortune 500 manufacturing firms	NPD Q/S		Strategic posture is the most important factor in increasing innov.
Shaw (1998)	Examines NPD in the UK medical industry	11 UK medical equipment manufacturers	OI, NPD	C	Internal and external knowledge management and networking is needed for success
Sirilli and Evangelista (1998)	Technological innovation comparisons of manufacturing and service firms	6005 Italian service firms	NSD/PI	SDA/S	Show more similarities than differences
Soderquist et al. (1997)	Examines innovation management in French SMEs	84 French SMEs	OI	Q	Key innov. factors are a customer focus and cont. improvement
Spivey et al. (1997)	Development of fractal Paradigm	A top org. in US Dept. of Defence	NPD	C	Macro view of innovation can be seen in fractal perspective
Subramanian and Nilakanta (1996)	Studies relationship between innovation and org. characteristics and perform	143 bank managers	OI	Q/S	Innovativeness does improve organizational performance
Tang (1999)	Validation of inventory of organisational innovativeness	871 members of a professional engineering soc.	OI	Q/S	The inventory could be useful in assessing a firm's innovation
Yamin et al. (1999)	Examines relationships between innovation and performance	237 Australian manufacturing companies	OI	SDA	Highly innovative companies are more profitable
Zhuang et al. (1999)	Studies managers' understanding of innovation issues	199 practicing managers of various orgs.	OI	Q, I	Many managers have not been able to create an innovative culture
Zien and Buckler (1997)	Searches for common principles of innovative organizations	12 US, European and Japanese Companies	NPD/OI	I	Each firm needs unique innovative structures but 7 universal principles are given
Gloet and Terziovski (2004)		70 large manufacturing companies in Australia and New Zealand	NPD/PI	Quantitative	HRM is very important in measuring and predicting the relationship between KM practices and innovation performance

• NPD = new product development, NSD = new service development, OI = organizational innovation, PI = process innovation.

** Q = questionnaire, S = survey, SDA = secondary data analysis, C = case study, I = interviews

LIST OF SECTORS LISTED UNDER SMES DEFINITION

i. Primary Agriculture:

- Agriculture, Hunting and Related Service Activities
- Forestry, Logging and Related Service Activities
- Fishing, Operation of Fish Hatcheries and Fish Farms; Service Activities Incidental to Fishing

ii. Manufacturing (including Agro-Based):

- Manufacture of food products and beverages
- Manufacture of tobacco products
- Manufacture of textiles
- Manufacture of wearing apparel; Dressing and dyeing of fur
- Tanning and dressing of leather; Manufacture of luggage, handbags, saddlery, harness and footwear
- Manufacture of wood and products of wood and cork, except furniture; Manufacture of articles of straw and plaiting materials
- Manufacture of paper and paper products
- Publishing, printing and reproduction of recorded media
- Manufacture of coke, refined petroleum products and nuclear fuel
- Manufacture of chemicals and chemical products
- Manufacture of rubber and plastic products
- Manufacture of other non-metallic mineral products
- Manufacture of basic metals
- Manufacture of fabricated metal products, except machinery and equipment
- Manufacture of machinery and equipment
- Manufacture of office, accounting and computing machinery
- Manufacture of electrical machinery and apparatus
- Manufacture of radio, television and communication equipment and apparatus
- Manufacture of medical, precision and optical instruments, watches and clocks
- Manufacture of motor vehicles, trailers and semi-trailers
- Manufacture of other transport equipment
- Manufacture of furniture; Manufacturing
- Recycling

iii. Manufacturing Related Services :

- Research and experimental development services on physical sciences
- Research and experimental development services on chemistry and biology
- Research and experimental development services on engineering and technology
- Research and experimental development services on agricultural sciences
- Research and experimental development services on medical sciences and pharmacy
- Research and experimental development services on other natural sciences
- Factory bus services
- Freight transport by road
- Transport via pipelines
- Freight transportation by sea-going and coastal water vessels
- Inland water freight transport services
- Other scheduled air transport (e.g. helicopter services)
- Other non-scheduled air transport

- Stevedoring services
- Storage and warehousing services
- Activities of freight forwarding / forwarding agencies
- Activities of other transport agencies
- Packaging services on a fee or contract basis
- Advertising
- Market research and public opinion polling
- General management consultancy services
- Public relations consultancy services
- Other business consultancy and management consultancy services n
- Printed news supply services
- Other news agency services
- Other publishing
- Rental of office machinery and equipment (including computers)
- Rental of furniture
- Industrial waste collection and disposal services
- Recycling of tin
- Recycling of other metal waste and scrap
- Recycling of textile fiber
- Recycling of rubber
- Recycling of non-metal waste and scrap
- Engineering consultancy services
- Casting of iron and steel
- Casting of non-ferrous metal
- Forging, pressing, stamping and roll-forming metal; powder metallurgy
- Treatment and coating of metals, general mechanical engineering on a fee or contract basis
- Manufacture of other fabricated metal products
- Manufacture of machine tools
- Technical testing and analysis

iv. Services:

- Electricity, Gas and Water Supply
- Wholesale and Retail Trade; Repair of Motor Vehicles, Motorcycles and Personal and Household Goods
- Hotels and Restaurants
- Transport, Storage and Communications
- Financial Intermediation
- Real Estate, Renting and Business Activities
- Education
- Health and Social Work
- Other Community, Social and Personal Service Activities

MEASUREMENT OF THE DIMENSIONS

SECOND ORDER	First order latent variable	Measurement	Literature Review
INTELLECTUAL CAPITAL (IC)	HUMAN CAPITAL (HC)	HC1 Every employee in this company has his/her own talent/skill	Bontis et al (1998)
		HC2 Our employees always come up with new ideas	Bontis et al (1998)
		HC3 All employees are given an opportunity to be creative	Cohen and Kaimenakis (2007)
		HC4 We have a good level of cooperation among employees	Bontis et al (1998)
		HC5 Our employees are willing to take responsibilities	Cohen and Kaimenakis (2007)
		HC6 Our employees are willing to work overtime	Bontis (1998)
		HC7 We share company vision and have clear goals	Bontis (1998)
		HC8 In our company, employees are free to voice their views	Bontis (1998)
		HC9 Individuals in this company learn from one another	Bontis (1998)
		HC10 I can depend on my employees if I need assistance	Cohen and Kaimenakis (2007)
INTELLECTUAL CAPITAL (IC)	STRUCTURAL CAPITAL (SC)	SC1. In our company, information is always available	Bontis (1998)
		SC2. Everybody shares their knowledge in this company	Bontis (1998)
		SC3. Our organizational culture supports diffusion of knowledge across our company	Bontis (1998)
		SC4. Successful practices used in the past are recorded to be used in future	Lee and Choi (2002)
		SC5. Our company's procedures support innovation	Bontis (1998)

	STRUCTURAL CAPITAL (SC)	SC6. I am familiar with the company's perspectives and business directions	Cohen and Kaimenakis (2007)
		SC7. Our company encourages creative ideas by employees	Cohen and Kaimenakis (2007)
		SC8 In our company, employees take part in decision-making	Bontis (1998)
		SC9 .Our company has set a product quality level	Lee and Choi (2002)
		SC10 Our company's operation is efficient	Lee and Choi (2002)
		SC11 We have a good management style	Cohen and Kaimenakis (2007)
		SC12 Knowledge is recognized as an outcome for the company and sharing is promoted	Lee and Choi (2002)
		RELATIONAL CAPITAL (RC)	RC1 Our company is aware of customer complaints
	RC2. Our company's customers is one of our sources of expertise and know-how		Cohen and Kaimmenakis (2007)
	RC3. We always get feedback from our customers		
	RC4 Our company's survival depends on a small number of customers		Cohen and Kaimmenakis(2007)
	RC5 Our customers are a reliable source of information		Cohen and Kaimmenakis(2007)
	RC6 Our company's customers are with the services provided		Bontis (1998)
	RC7 The knowledge that our company acquires from the customers is diffused across our company		Bontis (1998)
	RC8 We share competitors' information among our employees		Bontis (1998)

		RC9 Our products/services are based on market and customer information	Bontis (1998)
		RC10 We are competing primarily product or service differentiation	Appiah-Adu and Singh (1998)
		RC11 We always try to create customer value in our products or services	Appiah-Adu and Singh (1998)

MEDIATOR

FIRST ORDER	First order latent variable	Measurement	Literature Review
KNOWLEDGE SHARING (KS)		KS 1. In the company, we always face-to-face to exchange ideas and knowledge	Choi and Lee (2002)
		KS 2. Informal dialogues and meetings are used for knowledge sharing in our company	Choi and Lee (2002)
		KS 3. Knowledge is acquired by one mentoring	Choi and Lee (2002)
		KS 4. We improve task efficiency sharing information and knowledge	Calatone et al (2002)
		KS5 We use technology (such as internet, emails) to share knowledge	Darroch (2005)
		KS 6. I share my job experience with co-workers	Chieh-Peng Lin (2007)
		KS 7 Our company stresses self-learning and sharing new values and thoughts	Choi and Lee (2002)
		KS 8 We frequently use brainstorming in our company	Darroch (2005)
		KS 9 In our company, knowledge sharing is used to speed innovation	Husted et al (2005)

		KS 10 The knowledge that I possess is valuable	Husted et al (2005)
		KS 11 I share my knowledge with someone that I trust	Haldin-Herrgard (2000)
		KS 12 Our employees are generally trustworthy	Haldin-Herrgard (2000)
		KS 13 Our company environment is easy for people to talk to each other	Haldin -Herrgard (2000)
		KS 14 Our company values employees with creative ideas	Haldin-Herrgard (2000)

SECOND ORDER	First order latent variable	Measurement	Literature Review
INNOVATION (INV)	PRODUCT INNOVATION (PD)	INV1. Our product covers customer needs	Atuahene-Gima (1995)
		INV2. Our product offers unique innovative features to customers	Atuahene-Gima (1995)
		INV3. We often add new products/services to our existing products	Atuahene-Gima (1995)
		INV4. We produce high quality products	Atuahene-Gima (1995)
		INV5 We offer new products/services from time to time	Ghosal and Bartlet (1989)
		INV6 We place emphasis on new product developments	Ghosal and Bartlet (1989)
		INV7 We constantly improve our existing products	Ghosal and Bartlet (1989)
		INV8 We often reposition existing products/services	Ghosal and Bartlet (1989)
		PROCESS INNOVATION (PC)	INV9 We always look for new ways of doing things

		INV10 We often change our production process in order to reduce costs	Han et al (1998) Hurley and Hult (1998)
		INV11 We frequently introduce new methods in our production process	Han et al (1998) Hurley and Hult (1998)

SECOND ORDER	First order latent variable	Measurement	Literature Review
		In the past 3 years, ... <i>Dalam tempoh 3 tahun yang lalu,</i>	
ORGANIZATIONAL PERFORMANCE (OP)		OP1 our company's revenue growth have been improved	Gold et al (2001)
		OP2 we have improved our product/service innovation	Gold et al (2001)
		OP3 We have been consistent profit	Gold et al (2001)
		OP4 We have been growing fa	Gold et al (2001)
		OP5 We have made more sale	Gold et al (2001)

COVER LETTER

.....
.....

Date:

Rohana Ngah
Faculty of Business and Accountancy
Universiti Malaya
50603 Kuala Lumpur
Tel: 03-26173024
Fax: 03-26173008

Dear Sir/Madam

**A SURVEY ON INTELLECTUAL CAPITAL, KNOWLEDGE SHARING, AND
INNOVATION OF SMALL AND MEDIUM ENTERPRISES (SMEs)
IN MALAYSIA**

This survey is regarding the intellectual capital, knowledge sharing and innovation of SMEs in Malaysia. The survey is designed to study your experience as an entrepreneur and your views on knowledge sharing and innovation in your firm. Your cooperation is important to highlight your practice as findings in this survey will be useful in providing suggestions to the relevant parties.

You will be asked questions concerning your current business practices. The questionnaire should not take more than twenty (20) minutes to complete. Your survey responses will be strictly confidential and remain anonymous. Data from this research will be only in aggregate form. Enclosed is the self-addressed. Kindly placed the completed questionnaire into the enveloped and mail to the above address.

Your responses are very important.

Thank you very much for your time and support..

Regards,

Rohana Ngah
Faculty of Business and Accountancy
Tel: 03-26173024
Fax: 03-26173008

hana_ngah@perdana.um.edu.my

**KAJIAN MODAL INTELEKTUAL, PERKONGSIAN ILMU
DAN INOVASI DI PERUSAHAAN KECIL DAN SEDERHANA (SME) DI
MALAYSIA**

Tuan/Puan,

Kajiselidik ini adalah berkaitan dengan modal intelektual, perkongsian ilmu dan inovasi SME di Malaysia. Soalselidik ini disesuaikan untuk mengkaji pengalaman anda sebagai usahawan dan pandangan anda mengenai perkongsian ilmu dan inovasi di syarikat anda. Kerjasama anda sangat penting untuk memperlihatkan amalan anda kerana hasil kajian ini berguna sebagai cadangan kepada pihak berkenaan.

Anda akan ditanya soalan mengenai amalan perniagaan anda sekarang. Soalselidik ini mengambil masa tidak lebih daripada dua puluh minit (20) untuk dilengkapkan. Jawapan anda adalah sulit dan dirahsiakan. Data daripada kajian ini hanya dikeluarkan dalam bentuk agregat..

Jawapan anda sangat penting.

Terimakasih atas sokongan dan masa anda

Rohana Ngah
Fakulti Perniagaan dan Perakaunan
Universiti Malaya
50603 Kuala Lumpur
Tel: 03-26173024
Fax: 03-26173008
hana_ngah@perdana.um.edu.my
hana.ngah@gmail.com

Code		strongly disagree (1) sangat tidak bersetuju	(2)	(3)	(4)	(5)	(6)	strongly agree (7) sangat bersetuju
HC1	Every employee in this company has his/her own talent/skill <i>Setiap pekerja di syarikat ini memiliki bakat/skil tersendiri</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HC 2	Our employees always come up with new ideas <i>Pekerja kami sentiasa memberi idea baru</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HC 3	All employees are given an opportunity to be creative <i>Semua pekerja diberi peluang untuk berkreatif</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HC 4	We have a good level of cooperation among employees <i>Kami mempunyai hubungan kerjasama yang baik dengan pekerja</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HC 5	Our employees are willing to take responsibilities <i>Pekerja kami sedia bertanggungjawab</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HC 6	Our employees are willing to work overtime <i>Pekerja kami sanggup kerja lebih masa</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HC 7	We share company vision and have clear goals <i>Kami berkongsi visi syarikat dan mempunyai sasaran yang jelas</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HC 8	In our company, employees are free to voice their views <i>Di syarikat kami, pekerja bebas memberi pandangan mereka</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HC 9	Individuals in this company learn from one another <i>Individu di syarikat ini belajar antara satu sama lain</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HC 10	I can depend on my employees if I need assistance <i>Saya boleh bergantung kepada pekerja saya jika saya memerlukan bantuan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SC1.	In our company, information is always available <i>Di syarikat kami, maklumat sentiasa ada</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SC2.	Everybody shares their knowledge in this company <i>Semua orang berkongsi ilmu di syarikat ini</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SC4.	Our organizational culture supports diffusion of knowledge across our company <i>Budaya syarikat menyokong sebaran ilmu dalam syarikat ini</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SC4.	Successful practices used in the past are recorded to be used in future <i>Kejayaan lalu direkod untuk kegunaan masa hadapan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SC5.	Our company's procedures support innovation <i>Prosedur syarikat kami menyokong inovasi</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SC6.	I am familiar with the company's perspectives and business directions <i>Saya biasa dengan pespektif dan arahnya syarikat</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SC7.	Our company encourages creative ideas by employees <i>Syarikat menggalakkan idea kreativiti oleh pekerja</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SC8.	In our company, employees take part in decision-making <i>Di syarikat, pekerja turut serta dalam pembuatan keputusan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SC9.	Our company has set a product quality level <i>Syarikat kami menetapkan tahap kualiti produk</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SC10.	Our company's operation is efficient <i>Operasi syarikat cekap</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SC11.	We have a good management style <i>Kami mempunyai gaya pengurusan yang baik</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SC12.	Knowledge is recognized as an outcome for the company and sharing is promoted <i>Ilmu dikenali sebagai hasil syarikat dan perkongsian digalakkan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC1.	Our company is aware of customer complaints <i>Syarikat kami peka dengan aduan pelanggan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC2.	Our company's customers is one of our sources of experience and know-how <i>Pelanggan kami adalah salah satu sumber kepakaran dan skill syarikat kami</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC3.	We always get feedback from our customers <i>Kami sering mendapat maklumbalas dari pelanggan kami</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC4.	Our company's survival depends on a small number of customers <i>Masa hadapan syarikat bergantung pada sebilangan kecil pelanggan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC5.	Our customers are a reliable source of information <i>Pelanggan kami adalah sumber maklumat yang boleh dipercayai</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC6.	Our company's customers are satisfied with the services provided <i>Pelanggan kami berpuashati dengan servis yang diberikan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC7.	The knowledge that our company acquires from the customers is diffused across our company <i>Ilmu yang diperolehi daripada pelanggan disebarkan dalam syarikat</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC8.	We share competitors' information among our employees <i>Kami berkongsi maklumat pesaing dengan pekerja</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC9.	Our products/services are based on market and customer information <i>Produk/servis kami berdasarkan maklumat pasaran dan pelanggan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC10.	We are competing primarily based on product or service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	differentiation <i>Kami bersaing pada asas perbezaan produk/servis</i>							
RC11	We always try to create customer value in our products or services <i>Kami sentiasa menghasilkan nilai pelanggan dalam produk/servis kami</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 1.	In the company, we always meet face-to-face to exchange ideas and knowledge <i>Di syarikat, kami sering berjumpa bersemuka untuk bertukar pendapat dan ilmu</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 2.	Informal dialogues and meetings are used for knowledge sharing in our company <i>Dialog dan perjumpaan tidak rasmi digunakan untuk perkongsian ilmu dalam syarikat</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 3.	Knowledge is acquired by one-to-one mentoring <i>Ilmu diperolehi melalui mentor</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 4.	We improve task efficiency by sharing information and knowledge <i>Kami meningkatkan kecekapan tugas dengan berkongsi maklumat dan ilmu</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK5	We use technology (such as internet, emails) to share knowledge <i>Kami menggunakan teknologi (seperti internet/emel) untuk berkongsi ilmu</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 6.	I share my job experience with my co-workers <i>Saya berkongsi pengalaman kerja dengan pekerja lain</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 7	Our company stresses searching and sharing new values and thoughts <i>Syarikat kami menekankan pencarian dan perkongsian nilai dan pemikiran Baru</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 8	We frequently use brainstorming in our company <i>Kami sering menggunakan percambahan minda dalam syarikat</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 9	In our company, knowledge sharing is used to speed innovation <i>Di syarikat, perkongsian ilmu digunakan untuk memacu inovasi</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 10	The knowledge that I possess is valuable <i>Ilmu yang saya miliki berguna</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 11	I share my knowledge with someone that I trust <i>Saya berkongsi ilmu dengan orang yang saya percayai</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 12	Our employees are generally trustworthy <i>Secara am, pekerja kami boleh dipercayai</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 13	Our company environment is easy for people to talk to each other <i>Persekitaran syarikat memudahkan pekerja berbual antara satu sama lain</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TK 14	Our company values employees with creative ideas <i>Syarikat menghargai pekerja yang memberi idea kreatif</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 3: Innovation

This section describes activities relating to innovation either by creating new product/services or improving existing products/ services or process.

(Bahagian ini merujuk kepada aktiviti berkaitan inovasi dengan mencipta produk baru atau mempertingkatkan produk atau proses sedia ada)

Code		strongly disagree (1) sangat tidak bersetuju	(2)	(3)	(4)	(5)	(6)	strongly agree (7) sangat bersetuju
INV1.	Our product covers customer needs <i>Produk kami memenuhi keperluan pelanggan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INV2.	Our product offers unique, innovative features to customers <i>Produk kami menawarkan ciri-ciri unik, inovatif kepada pelanggan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INV3.	We often add new products/services to our existing ranges <i>Kami sering menambah produk/servis baru dalam senarai produk kami</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The rating from 1 = strongly disagree to 7 = strongly agree
(Kadar dari 1 = sangat tidak bersetuju kepada 7 = sangat bersetuju)

Code		strongly disagree (1) sangat tidak bersetuju	(2)	(3)	(4)	(5)	(6)	strongly agree (7) sangat bersetuju
INV4.	We produce high quality products <i>Kami menghasilkan produk berkualiti tinggi</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INV5	We offer new products/services from time to time <i>Kami menawarkan produk/servis baru dari masa kesemasa</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INV6	We place emphasis on new product developments <i>Kami menekankan pembangunan produk baru</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INV7	We constantly improve and refine existing products <i>Kami sering memperbaiki dan memperbaharui produk sedia ada</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INV8	We often reposition existing products/services <i>Kami sering mengubahsuai produk/servis sedia ada sebelum ini</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INV9	We always look for new ways of doing things <i>Syarikat kami mencari cara baru dalam pengurusan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INV 10	We often change our production process in order to reduce costs <i>Kami sering menukar proses pengeluaran kami untuk mengurangkan kos</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INV 11	We frequently introduce new methods in our production process <i>Kami sering memperkenalkan kaedah baru dalam proses pengeluaran kami</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 4: Business Performance

Code	In the past 3 years, ... <i>Dalam tempoh 3 tahun yang lalu,</i>	strongly disagree (1) sangat tidak bersetuju	(2)	(3)	(4)	(5)	(6)	strongly agree (7) sangat bersetuju
OP1	our company's revenue growth have been improved <i>kadar pendapatan syarikat kami meningkat</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OP2	we have improved our product/service innovation <i>kami telah mempertingkatkan inovasi produk/servis kami</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OP3	We have been consistently making profit <i>Kami berterusan mendapat keuntungan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OP4	We have been growing fast <i>Kami membangun dengan pesat</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OP5	We have made more sales <i>syarikat kami mencatat lebih banyak jualan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Demographic Profile

(surat seterusnya)

(Bagi Bahasa Malaysia, sila rujuk muka

Please tick at the appropriate box/column or write in your answers where appropriate

Section A: The Company

1. This company is:

- Sole-proprietor
 Family-owned
 Partnership
 Others. Please specify _____

2. Length of time in which company has been in business

- less than 2 year
 2 – 4 years
 5 - 8 years
 8 – 10 years
 More than 10 years

3. Number of full-time employees

- less than 5
 6 - 10
 10 - 20
 more than 20

4. Your company's annual sales turnover

- less than RM200,000
 RM 200,001 – RM300,000
 RM300,001 – RM500,000
 RM500,001 – RM1 million
 RM1.1 million – RM 3 million
 more than RM3 million

5. Company status

- 100% Bumiputra
 100% Non-Bumiputra
 Joint venture with foreign business
 Joint venture with local business
 Others. Please specify _____

6. Which is the following terms best term describes your firm business: Please tick only one box

<input type="checkbox"/>	Construction	<input type="checkbox"/>	Wood and Wood Products
<input type="checkbox"/>	Food products and beverages	<input type="checkbox"/>	Machinery and Equipments
<input type="checkbox"/>	Fabricated Metal Products	<input type="checkbox"/>	Information and Communication Technology (ICT)
<input type="checkbox"/>	Furniture	<input type="checkbox"/>	Transport and storage
<input type="checkbox"/>	Other Transport Equipments	<input type="checkbox"/>	Paper and Printing
<input type="checkbox"/>	Chemical and Chemical Products	<input type="checkbox"/>	Manufacturing Related Services
<input type="checkbox"/>	Textiles, Apparels and Leather	<input type="checkbox"/>	Plantation and Plantation products
<input type="checkbox"/>	Rubber and Plastic products	<input type="checkbox"/>	Manufacturing Related Services
<input type="checkbox"/>	Wholesale and retail trade	<input type="checkbox"/>	Pharmaceutical Products
<input type="checkbox"/>	Transportation - Automotive and repair	<input type="checkbox"/>	Others. Please Specify: _____

Section B: The Respondent	
<p>7. Your gender</p> <p><input type="checkbox"/> Male</p> <p><input type="checkbox"/> Female</p>	<p>8. Your race</p> <p><input type="checkbox"/> Malay <input type="checkbox"/> Indian</p> <p><input type="checkbox"/> Chinese <input type="checkbox"/> Others</p>
<p>9. Your current position in this company</p> <p><input type="checkbox"/> Owner</p> <p><input type="checkbox"/> Co-Owner</p> <p><input type="checkbox"/> Partner</p> <p><input type="checkbox"/> Manager</p> <p><input type="checkbox"/> Executive</p> <p><input type="checkbox"/> Others. Please specify _____</p>	<p>10. Duration of your current position</p> <p><input type="checkbox"/> less than 2 years</p> <p><input type="checkbox"/> 2 – 4 years</p> <p><input type="checkbox"/> 5 – 7 years</p> <p><input type="checkbox"/> 8 – 10 years</p> <p><input type="checkbox"/> More than 10 years</p>
<p>11. Your highest education level (Also, please state your area of study)</p> <p><input type="checkbox"/> SPM/STPM</p> <p><input type="checkbox"/> Certificate (_____)</p> <p><input type="checkbox"/> Diploma (_____)</p> <p><input type="checkbox"/> Degree (_____)</p> <p><input type="checkbox"/> Master (_____)</p> <p><input type="checkbox"/> Professional qualifications (_____)</p> <p><input type="checkbox"/> Others. Please specify _____</p>	<p>12. Do you have any past working experience:</p> <p><input type="checkbox"/> Yes</p> <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <p>❖ Please indicate the number of years of working : _____ years</p> <p>Also kindly indicate "Area of experience"</p> <p>_____</p> </div> <p><input type="checkbox"/> No</p>

13. In the last 3 years, we _____
(You may tick more than one box)

<input type="checkbox"/>	Purchased new machinery
<input type="checkbox"/>	Developed new products/services
<input type="checkbox"/>	Improved existing products/services
<input type="checkbox"/>	Developed a new process
<input type="checkbox"/>	Upgraded existing machine
<input type="checkbox"/>	Improved existing process
<input type="checkbox"/>	Had no development/improvement of our products/services/processes but carry on routine process

14. In the last 3 years, we _____
(You may tick more than one box)

<input type="checkbox"/>	have attended seminar/training program organized by government agencies <input type="checkbox"/>
<input type="checkbox"/>	participated in government agencies' programmes
<input type="checkbox"/>	got RandD support from government agencies
<input type="checkbox"/>	got technical assistance/advice from government agencies
<input type="checkbox"/>	got a financial support from government agencies
<input type="checkbox"/>	got management/marketing advice/assistance
<input type="checkbox"/>	did not attend/participate in any government programmes
<input type="checkbox"/>	have attended seminar/training programmes organized by private firms

Demografik

Sila tanda pada kotak/ruang yang sesuai atau tulis jawapan anda di mana berkaitan

Seksyen A : Syarikat

1. Tempoh Perniagaan

- kurang daripada 2 tahun
 2 – 4 tahun
 5 - 8 tahun
 8 – 10 tahun
 Lebih daripada 10 tahun

2. Syarikat ini:

- Hak milik perseorangan
 Milik keluarga
 Perkongsian
 Lain-lain. Sila nyatakan _____

3. Bilangan pekerja sepenuh masa

- kurang daripada 5
 6 - 10
 10 - 20
 lebih daripada 20

4. Keuntungan jualan tahunan syarikat

- kurang daripada RM200,000
 RM 200,001 – RM300,000
 RM300,001 – RM500,000
 RM500,001 – RM1 juta
 RM1.1 juta – RM3 juta
 lebih daripada RM3 juta

5. Status Syarikat

- 100% Bumiputra
 100% Bukan-Bumiputra
 Usahasama dengan syarikat asing
 Usahasama dengan syarikat tempatan
 Lain-lain. Sila nyatakan _____

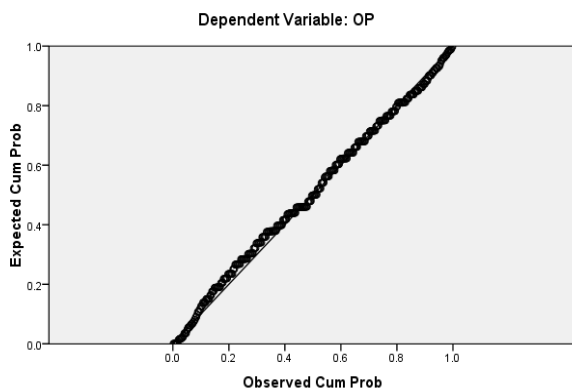
6. Terma yang terbaik menggambarkan perniagaan anda: Sila tanda satu kotak sahaja

<input type="checkbox"/>	Pembinaan	<input type="checkbox"/>	Kayu dan Produk Kayu
<input type="checkbox"/>	Produk makanan dan minuman	<input type="checkbox"/>	Jentera dan Peralatan
<input type="checkbox"/>	Produk Logam Pasang Siap	<input type="checkbox"/>	ICT
<input type="checkbox"/>	Perabot	<input type="checkbox"/>	Pengangkutan dan Penyimpanan
<input type="checkbox"/>	Peralatan Pengangkutan Lain	<input type="checkbox"/>	Produk Farmaseutikal
<input type="checkbox"/>	Bahan Kimia dan Produk Bahan Kima	<input type="checkbox"/>	Perkhidmatan Pembaikan
<input type="checkbox"/>	Tekstil dan Pakaian	<input type="checkbox"/>	Perladangan and Produk Perladangan
<input type="checkbox"/>	Getah dan Produk Plastik	<input type="checkbox"/>	Kertas dan Percetakan
<input type="checkbox"/>	Pemborong dan peruncit dagangan	<input type="checkbox"/>	Pembuatan Berkaitan Servis
<input type="checkbox"/>	Automotif dan pembaikan	<input type="checkbox"/>	Others. Please Specify: _____

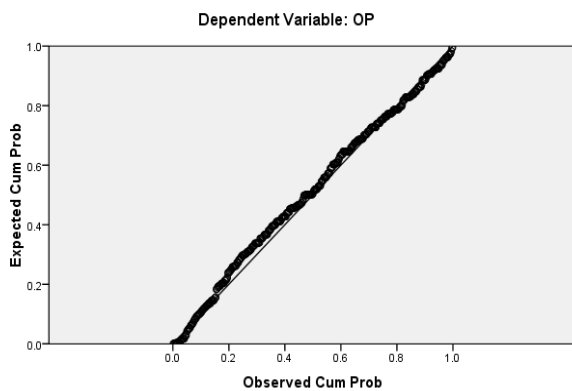
Seksyen: Responden																															
<p>7. Jantina Anda</p> <input type="checkbox"/> Lelaki <input type="checkbox"/> Perempuan	<p>8. Keturunan Anda</p> <input type="checkbox"/> Melayu <input type="checkbox"/> India <input type="checkbox"/> Cina <input type="checkbox"/> Lain-lain																														
<p>9. Jawatan Anda Sekarang</p> <input type="checkbox"/> Pemilik <input type="checkbox"/> Pemilik Bersama <input type="checkbox"/> Rakan Kongsi <input type="checkbox"/> Pengurus <input type="checkbox"/> Eksekutif <input type="checkbox"/> Lain-lain. Sila nyatakan _____	<p>10. Tempoh anda memegang Jawatan ini</p> <input type="checkbox"/> kurang daripada 2 tahun <input type="checkbox"/> 2 – 4 tahun <input type="checkbox"/> 5 – 7 tahun <input type="checkbox"/> 8 – 10 tahun <input type="checkbox"/> Lebih daripada 10 tahun																														
<p>11. Tahap pendidikan tertinggi anda Sila nyatakan bidang pengkhususan anda</p> <input type="checkbox"/> SPM/STPM <input type="checkbox"/> Sijil <input type="checkbox"/> Diploma (_____) <input type="checkbox"/> Ijazah (_____) <input type="checkbox"/> Sarjana (_____) <input type="checkbox"/> Kelayakan Profesional (_____) <input type="checkbox"/> Lain-lain. Sila nyatakan _____	<p>12. Adakah anda mempunyai pengalaman kerja terdahulu?</p> <input type="checkbox"/> Ya <div style="border: 1px solid black; padding: 5px; margin-left: 20px;"> <p>❖Sila nyatakan bilangan tempoh bekerja: _____ tahun</p> <p>❖Juga, sila nyatakan "Bidang pengalaman" _____ (i.e kejuruteraan, pemasaran etc)</p> </div> <input type="checkbox"/> Tidak																														
<p>13. Dalam 3 tahun yang lepas, kami telah _____ (Anda boleh menanda lebih daripada satu)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 30px;"></td><td>Membeli mesin/peralatan baru</td></tr> <tr><td></td><td>Menghasilkan produk/servis baru</td></tr> <tr><td></td><td>Mempertingkatkan produk/servis sedia ada</td></tr> <tr><td></td><td>Menghasilkan proses baru</td></tr> <tr><td></td><td>Menambahbaik mesin/peralatan sedia ada</td></tr> <tr><td></td><td>Memperbaiki proses sedia ada</td></tr> <tr><td></td><td>Tiada sebarang pembangunan/pembaikan produk/servis/process kami tetapi meneruskan proses rutin</td></tr> </table>		Membeli mesin/peralatan baru		Menghasilkan produk/servis baru		Mempertingkatkan produk/servis sedia ada		Menghasilkan proses baru		Menambahbaik mesin/peralatan sedia ada		Memperbaiki proses sedia ada		Tiada sebarang pembangunan/pembaikan produk/servis/process kami tetapi meneruskan proses rutin	<p>14. Dalam 3 tahun yang lepas, syarikat kami _____ (Anda boleh menanda lebih daripada satu)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 30px;"></td><td>Menghadiri seminar/program latihan anjuran agensi kerajaan <input type="checkbox"/></td></tr> <tr><td></td><td>Mengambil bahagian dalam program agensi kerajaan</td></tr> <tr><td></td><td>Mendapat bantuan RandD daripada agensi kerajaan</td></tr> <tr><td></td><td>Mendapat bantuan/nasihat teknikal daripada agensi kerajaan</td></tr> <tr><td></td><td>Mendapat bantuan kewangan daripada agensi kerajaan</td></tr> <tr><td></td><td>Mendapat nasihat/bantuan pengurusan/pemasaran</td></tr> <tr><td></td><td>Tidak menghadiri/mengambil bahagian dalam mana-mana program anjuran kerajaan</td></tr> <tr><td></td><td>Menghadiri seminar/latihan anjuran pihak swasta</td></tr> </table>		Menghadiri seminar/program latihan anjuran agensi kerajaan <input type="checkbox"/>		Mengambil bahagian dalam program agensi kerajaan		Mendapat bantuan RandD daripada agensi kerajaan		Mendapat bantuan/nasihat teknikal daripada agensi kerajaan		Mendapat bantuan kewangan daripada agensi kerajaan		Mendapat nasihat/bantuan pengurusan/pemasaran		Tidak menghadiri/mengambil bahagian dalam mana-mana program anjuran kerajaan		Menghadiri seminar/latihan anjuran pihak swasta
	Membeli mesin/peralatan baru																														
	Menghasilkan produk/servis baru																														
	Mempertingkatkan produk/servis sedia ada																														
	Menghasilkan proses baru																														
	Menambahbaik mesin/peralatan sedia ada																														
	Memperbaiki proses sedia ada																														
	Tiada sebarang pembangunan/pembaikan produk/servis/process kami tetapi meneruskan proses rutin																														
	Menghadiri seminar/program latihan anjuran agensi kerajaan <input type="checkbox"/>																														
	Mengambil bahagian dalam program agensi kerajaan																														
	Mendapat bantuan RandD daripada agensi kerajaan																														
	Mendapat bantuan/nasihat teknikal daripada agensi kerajaan																														
	Mendapat bantuan kewangan daripada agensi kerajaan																														
	Mendapat nasihat/bantuan pengurusan/pemasaran																														
	Tidak menghadiri/mengambil bahagian dalam mana-mana program anjuran kerajaan																														
	Menghadiri seminar/latihan anjuran pihak swasta																														

Histogram P-P Plot of regression standardized residual

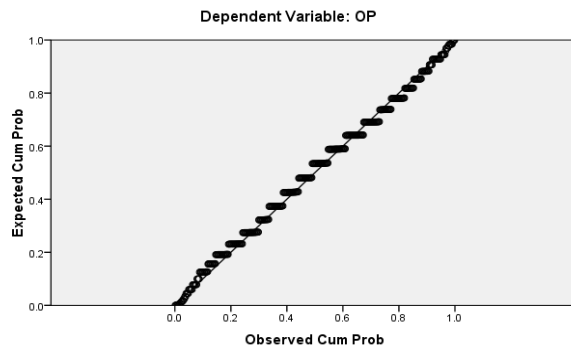
Normal P-P Plot of Regression Standardized Residual



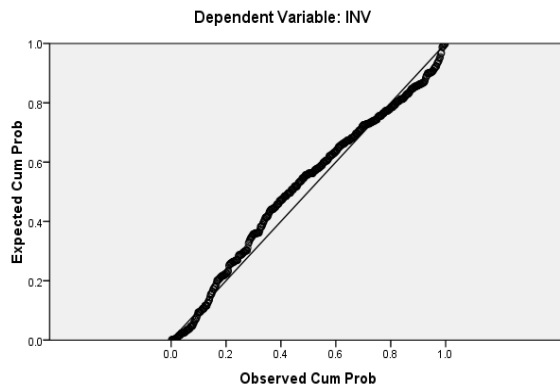
Normal P-P Plot of Regression Standardized Residual



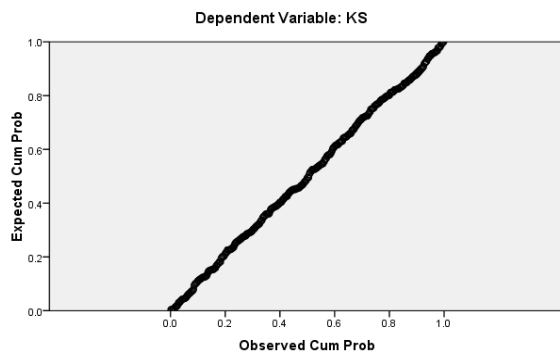
Normal P-P Plot of Regression Standardized Residual



Normal P-P Plot of Regression Standardized Residual



Normal P-P Plot of Regression Standardized Residual



APPENDIX 9

FINAL ESTIMATES FOR THE STRUCTURAL MODEL

Path			Standardized Reg Weight (λ)	Standard Error (S.E)	Critical Ratio (t-value)	p-value
IC	→	KS	0.676	0.050	13.401	***
IC	→	INV	0.735	0.056	13.086	***
IC	→	OP	0.780	0.064	12.170	***
KS	→	OP	0.741	0.068	10.951	***
KS	→	INV	0.924	0.084	8.694	***
INV	→	OP	0.993	0.105	9.425	***
HC	→	IC	0.843	0.056	15.032	***
SC	→	IC	Fixed at 1.00			
RC	→	IC	0.911	0.060	15.180	***

The Magnitude, Directions, and Statistic Significance of the Estimated Parameters between Latent Variables and Their Indicators

Latent	Indicator	Standardized Reg Weight (λ)	Standard Error (S.E)	Critical Ratio (t-value)	p-value	
Human Capital (HC)	→	HC1	0.572	0.064	10.661	***
	→	HC4	0.780	0.057	15.521	***
	→	HC7	0.780	0.068	13.096	***
	→	HC8	0.813	0.063	16.205	
	→	HC11	0.808			***
	→	HC12	0.701	0.063	13.828	***
Structural Capital (SC)	→	SC4	0.861			***
	→	SC5	0.857	0.064	16.392	***
	→	SC7	0.823	0.059	17.479	***
	→	SC8	0.876	0.058	15.462	
	→	SC10	0.817	0.075	12.064	***
	→	SC12	0.789	0.060	15.462	***
Relational Capital (RC)	→	SC14	0.843	0.059	14.495	***
	→	RC2	0.774			***
	→	RC3	0.760	0.063	14.727	***
	→	RC5	0.715	0.065	13.668	***
	→	RC7	0.791	0.064	15.242	***
	→	RC8	0.666	0.073	12.535	***
Knowledge Sharing	→	RC9	0.759	0.066	14.557	***
	→	RC11	0.773	0.060	15.044	***
	→	KS2	0.770	0.066	16.417	

	→	KS6	0.833	0.057	16.905	***
	→	KS8	0.724	0.057	18.464	***
	→	KS9	0.745	0.056	15.678	***
	→	KS10	0.866	0.057	19.675	***
	→	KS13	0.853	0.057	19.204	***
	→	KS14	0.656	0.054	13.213	
	→	KS19	0.667	0.057	18.913	***
	→	KS20	0.788	0.058	19.007	***
	→					
Innovation (INV)	→	INV1	0.709			
	→	INV3	0.821	0.093	14.245	***
	→	INV6	0.867	0.100	14.875	***
	→	INV7	0.861	0.098	14.757	***
	→	INV9	0.656	0.053	11.279	***
	→	INV10	0.759	0.068	12.459	***
	→	INV11	0.915			
Organizational Performance (OP)	→	OP1	0.816	0.057	17.828	***
	→	OP3	0.817	0.053	20.292	***
	→	OP4	0.880	0.050	23.218	***
	→	OP5	0.879	0.047	23.390	***