

APPENDICES

Appendix 1: Research Questionnaires

SECTION A:

1. Please indicate your employment experience with multinational organizations (MNCs):-

Employment Experience			
EE01	I am working/have been working in a local subsidiary of a MNC	<input type="checkbox"/>	Yes
EE02	I have been working in this local subsidiaries of a MNC for	<input type="checkbox"/>	No
EE03	This MNC is headquartered in (please state country)		years

SECTION B:

1. Please indicate the degree to which you agree or disagree with the following statements:-

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

White Supremacy Culture		1	2	3	4	5
A. System Biased						
SB01	In this organisation, most local employees feel that the white supervisors would rather get rid of local employees than help keep them on job. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SB02	In this organisation, local employees are often prevented from getting important job-related information because they are excluded from the inner cliques. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SB03	In this organisation, when in competition with white employees, local employees have to be clearly superior to get a job or promotion. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SB04	In this organisation, the white supervisors won't give local employees the same chances they give white employees. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

B. Policy Implementation Limited		1	2	3	4	5
PL01	In this organisation, most local employees at lower levels don't really believe that top management means what it says about the importance of advancing local employees into responsible positions. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PL02	In this organisation, it will be a long time before a local manager is moved into a top management position. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PL03	In this organisation, the white supervisors will not take a local hiring program seriously because it runs counter to the organisation's objectives for efficiency and growth. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PL04	In this organisation, top management is pushing equality among local employees, but only at lower management levels. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

C. Local Employees Competent		1	2	3	4	5
LE01	In this organisation, employees need to emphasize deadlines more with local employees than with white employees to ensure that he/she will meet schedules. (-)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LE02	In this organisation, if they have had the same educational opportunities, local employees are as qualified as white employees for management. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LE03	In this organisation, there is not a job in MNCs today for which local employees are not qualified or qualifiable. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LE04	In this organisation, no amount of training will make the average local employees as competent as the average white employees. (-)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

D. Need Inclusion		1	2	3	4	5
NI01	In this organisation, the white supervisors need to make special efforts to help local employees feel like he/she really belongs. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NI02	In this organisation, local employees feel like an outsider in most places where he/she works among mainly white employees. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NI03	In this organisation, local employees have no more difficulty than white employees in feeling identified as fully accepted members of the department or group in which they work. (-)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NI04	In this organisation, once they have been hired, most local employees feel they will be treated as full joined-up and accredited employees of the organization. (-)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

E. New Self-Esteem		1	2	3	4	5
NS01	In this organisation, most local employees think they are better than their white fellow employees. (-)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NS02	In this organisation, local employee's self-evaluation is too high already. (-)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NS03	In this organisation, local employees, especially, need to feel that their efforts will be appreciated. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NS04	In this organisation, local employees, even more than white employees, need to develop and maintain confidence in their potential to do well. (+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Note: Signs (+) and (-) indicate direction of scoring endorsement.

Source: Adapted from Bass, B.M., Cascio, W.F., McPherson, J.W. and Tragash, H.J. (1976), PROSPER - Training and Research for Increasing Management Awareness of Affirmative Action in Race Relations, *Academy of Management Journal*, 19, 3, 353-369.

2. Please indicate the degree to which you agree or disagree with the following statements:-

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

Participative Decision-Making Opportunities		1	2	3	4	5
PD01	In this organisation, local employees have high degree of influence in company decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PD02	In this organisation, local employees often participate in decisions regarding their jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PD03	In this organisation, local employees have high degree of influence in the decisions affecting themselves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PD04	In this organisation, local employees can participate in setting new company policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PD05	In this organisation, local employees' views have a real influence in company decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: Adapted from Lam, S. S. K., Chen, X., and Schaubroeck, J. (2002), *Participative Decision Making and Employee Performance in Different Cultures: The Moderating Effects of Allocentrism / Idiocentrism and Efficacy*, *Academy of Management Journal*, 45, 5, 905-914.

3. Please indicate how frequent that the following incidents happened to you personally and to the organisation:-

1 = Never; 2 = Rarely; 3 = Sometimes; 4 = Often; 5 = Always

Job-Focused Impression Management Tactic		1	2	3	4	5
JF01	I play up the value of a positive event that I have taken credit for.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JF02	I try to make a positive event that I am responsible for appear greater than it actually is.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JF03	I try to take responsibility for positive events, even when I am not solely responsible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JF04	I try to make negative event that I am responsible for not appear as severe as it actually is to my white expatriate supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JF05	In this organisation, I try to let my supervisor think that I am responsible for positive events that occur in my work group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JF06	I arrive at work early in order to look good in front of my white expatriate supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JF07	I work late at the office so that my white expatriate supervisor will see my working late and think that I am	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	a hard worker.					
JF08	I make my white expatriate supervisor aware of my accomplishments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JF09	I agree with my white expatriate supervisor's opinion outwardly even when I disagree inwardly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JF10	I create the impression that I am a "good" person to my white expatriate supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JF11	I disagree with my white expatriate supervisor on major issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JF12	I take responsibility for negative events, even when I am not solely responsible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: Adapted from Wayne, S. J. and Ferris, G. R. (1990), *Influence tactics, affect, and exchange quality in supervisor-subordinate interactions: A laboratory experiment and field study*, *Journal of Applied Psychology*, 75, 5, 487-499.

4. Please indicate the degree to which you agree or disagree with the following statements:-

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

Barrier of Ethnicity		1	2	3	4	5
BE01	My racial or ethnic background, of being a local employee, has prevented me from succeeding in this organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BE02	Prejudice against my race or ethnic background, of being a local employee, has prevented me from succeeding in this organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: Adapted from Oyserman, D., and Sakamoto, I. (1997), *Being Asian American: Identity, Cultural Constructs, and Stereotype Perception*, *Journal of Applied Behavioral Science*, 33(4), 435-453.

SECTION C - Respondent Profile

Please tick "X" (or click the box) for one answer only that best describes yourself.

1. Gender Male Female
2. Citizenship Malaysian Others, please state _____
3. Race Malay Chinese
 Indian Others, please state _____
4. Age < 20 21 - 30
 31 - 40 41 - 50
 51 - 60 > 60
5. Marital Status Married Single
 Divorced Widow/Widower
6. Education Level Secondary Degree/Professional Certificate
 Diploma Post Graduate
7. Job Position Administrative/Non Executive Manager
 Junior Executive Senior Manager
 Senior Executive Senior Management
 Others, please state _____
8. Job Function Administrative Manufacturing
 Engineering Public Relations
 Finance Sales & Marketing
 Human Resources Scientific/Research
 Information Technology Supply Chain
 Legal
 Others, please state _____
9. Company core business Agricultural/Plantation Consumer Products
 Construction Education
 Finance Hotel/Tourism
 IT & Technology Insurance
 Manufacturing Real Estate
 Retail/Wholesales Transportation
 Telecommunication Trading & Services
 Oil & Gas/Utilities
 Others, please state _____