

SUPPLEMENT

About the Survey

All your responses to this survey will be **strictly confidential**. This survey is part of a research project paper undertaken by UM-MBA students. This survey consists of two parts, Part I - Organizational and Personal Experiences and Part II – Demographic Information

Part I - Organizational and Personal Experiences

This part of the survey asks you to describe both your **overall impressions** of conditions in your organization, as well as your own attitudes, opinions, and **personal** experiences as relates to your particular job.

Part II – Demographic Information

This part of the survey asks you to describe your background and employment status. Your answers to these questions will help us look at survey results by subgroups. Subgroups will be done in a way that makes it possible to identify any individual.

Please read each question carefully and answer as honestly as possible. It takes approximately 30 minutes to complete the entire survey.

PLEASE CAREFULLY FOLLOW THE INSTRUCTIONS PROVIDED AT THE BEGINNING OF EACH OF THE SECTIONS THAT FOLLOW

Using the scale below, indicate the extent to which you agree or disagree with each of the following questions.

Please use following scale to make your ratings:

- 1 = Strongly Disagree (SD)
- 2 = Disagree (D)
- 3 = Neither Disagree nor Agree (N)
- 4 = Agree (A)
- 5 = Strongly Agree (SA)

<i>Item scale 1=Strongly Disagree, 5=Strongly Agree</i>	<i>Answer</i>
REWARDS/RECOGNITION	
High performing employees receive non-monetary rewards (e.g. trophy, plaque)	
High performing employees are promoted.	
Supervisors are fair in recognizing individual and team accomplishments.	
Cash awards depend on how well employees perform their jobs.	
Employees are rewarded for providing high quality products and services to customers.	
DEVELOPMENT/GUIDANCE	
I am given a real opportunity to improve my skills in the organization.	
My job makes good use of my skills and abilities.	
Employees receive the training they need to perform their jobs (e.g. on-the-job training, conferences, workshops).	
Employees receive the everyday guidance and assistance they need to perform their jobs (e.g. help from supervisors, team leaders, or co-workers).	
1. Employees are provided with training that enhances their career advancement opportunities (e.g. through cross-training, detail assignments).	
1. Education and training programs are developed based on an assessment of employees' training needs.	
2. Employees receive training and guidance in providing high quality customer service.	
INNOVATION/IMPROVEMENT	
3. I feel encouraged to come up with new and better ways of doing things.	
4. Risk-taking is encouraged without fear of punishment for mistakes.	
5. Creativity and innovation are rewarded.	
6. Supervisors/team leaders are receptive to change.	
7. Managers are receptive to change.	
8. New practices and ways of doing business are encouraged.	

	<i>Item scale 1=Strongly Disagree, 5=Strongly Agree</i>	<i>Answer</i>
	CUSTOMER ORIENTATION	
1.	Products, services, and work processes are designed to meet customer needs and expectations.	
2.	Customers are informed about the process for seeking assistance, commenting, and/or complaining about products and services.	
3.	Customers have access to information about products and services.	
	MANAGEMENT	
4.	Managers demonstrate that quality is important in their day-to-day activities (e.g. hold meetings, to discuss quality issues, interact with customers).	
5.	Managers let employees know how their work contributes to the organization's mission and goals.	
6.	Managers follow up on employee suggestions for improvements in products, services, and work processes.	
7.	Managers set challenging and attainable performance goals.	
8.	Employees have an understanding of the organization's mission, vision, and values.	
	RESPECT/FAIRNESS	
9.	People treat each other with respect.	
10.	Disciplinary actions are applied fairly to employees.	
11.	The distribution of work among employees is fair.	
	INFORMATION/COMMUNICATION	
12.	Employees are kept informed on issues affecting their jobs.	
13.	Managers keep employees informed about the organization's conditions and operations, as well as the choices it faces (e.g. budget cuts, downsizing, reorganization).	
	INVOLVEMENT	
14.	Sufficient effort is made to get the opinions and thinking of people who work here.	
15.	Employees are involved in improving the quality of products, services, and work processes.	
16.	Employees have a feeling of personal empowerment and ownership of work processes.	

	<i>Item scale 1=Strongly Disagree, 5=Strongly Agree</i>	<i>Answer</i>
	PRODUCTIVITY	
5.	Conditions in my job allow me to be about as productive as I could be.	
6.	The amount of work is reasonable, allowing employees to provide high quality products and services.	
7.	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	
8.	“Red tape” and unnecessary rules/regulations do not interfere with the completion of work in a timely manner.	
9.	Employees have the appropriate supplies, materials, and equipment to perform their jobs well.	
	WORK ENVIRONMENT	
10.	Physical conditions (e.g. noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.	
11.	Employees are protected from health and safety hazards on the job.	
12.	Supervisors/team leaders take steps to minimize work-related stress.	
	WORK/FAMILY	
43.	Programs that help employees deal with work and family responsibilities are provided (e.g. support groups, stress management courses, daycare, taska).	
44.	Family-related benefits are available to employees (e.g. parental leave, childcare)	
45.	Employees are given the opportunity to work at home or on flexible work schedules, when the job permits (e.g. Flextime, part-time, Flexplace).	
46.	Employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities.	
47.	Supervisors/team leaders understand and support employees’ family/personal life responsibilities.	
48.	Employees balance their work and family/personal life responsibilities.	
	STRESS	
49.	I feel tense and stressed on my job.	
50.	Work is a source of stress for me.	

	<i>Item scale 1=Strongly Disagree, 5=Strongly Agree</i>	<i>Answer</i>
4.	COOPERATION/TEAMWORK	
1.	A spirit of cooperation and teamwork exists.	
2.	Different work units cooperate to get the job done.	
3.	Teams are used to accomplish organizational goals, when appropriate.	
4.	Employees are rewarded for working together in teams (e.g. cash awards, certificates)	
5.	The people I work with cooperate to get the job done.	
5.	PLANNING/MEASUREMENT	
6.	There is an established, formal process for developing goals and updating plans periodically.	
7.	Short- and long-term quality improvement goals are established and integrated into the organization's overall strategic planning and budgeting processes.	
8.	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	
9.	The quality of products and services provided to customers is compared to the quality of products and services of other organizations that are recognized as successful.	
10.	Assessments of the quality of systems, work processes, and products/services are performed at regular intervals across the organization.	
10.	SUPERVISION	
11.	Supervisors provide fair and accurate ratings of employee performance.	
12.	Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	
13.	There is trust between employees and their supervisors/team leaders.	
14.	Employees receive help from their supervisors/team leaders when there are work-related problems.	
15.	OVERALL ASSESSMENT <i>For next items, please use the following scale to make your ratings: 1=Very Poor, 5=Very Good</i>	
15.	Overall, how good a job do you feel is being done by your immediate supervisor?	
16.	How would you rate the overall quality of work done in your work group?	
17.	Overall, how would you rate the quality of service provided to customers by your organization?	
	<i>For next items, please use the following scale to make your ratings: 1=Very Dissatisfied, 5=Very Satisfied</i>	<i>Answer</i>

8.	How do you rate the amount of pay you get on your job?	
9.	How satisfied do you think your organization's customers are with the products and services it provides?	
10.	How satisfied are you with your pay?	
11.	How satisfied are you with your physical working conditions?	
12.	Considering everything, how satisfied are you with your job?	
13.	Considering everything, how would you rate your overall satisfaction in the organization at the present time?	
14.	Would you consider leaving this organization? 1=Strongly Disagree, 5=Strongly Agree	

PART II - DEMOGRAPHIC INFORMATION (mark X to answer)

1. Gender: ___ Female ___ Male
2. Your age: ___ Less than 20 ___ 20-29 ___ 30-39 ___ 40-49 ___ 50-59 ___ 60 / over
3. Your race: ___ Malay ___ Chinese ___ Indian ___ Bumiputera ___ Others : _____
4. What is your job category?
___ Administrative (e.g. administrator, computer, contracting, and loan specialists)
___ Clerical (e.g. executive secretary, payroll clerk, support staff support staff)
___ Professional (e.g. doctor, attorney, engineer, nurse, physician, psychologist, scientist)
___ Technician (e.g. accounting tech, lab tech)
___ Contract worker
___ Other: _____
5. What is your level of supervisory responsibility?
___ None ___ Team Leader ___ First line supervisor ___ Manager ___ Executive
6. Organization size: ___ Fewer than 50 employees ___ 250-999 employees
 ___ 50-249 employees ___ 1000 or more employees
7. How long have you been with your present organization?
___ Less than 6 months ___ Less than 1 year ___ 11-15 years ___ 16-20 years
___ 1-5 years ___ 6-10 years ___ 21-25 years ___ Over 25 years
8. How long have you been working at your present job within the organization?
___ Less than 6 months ___ Less than 1 year ___ 11-15 years ___ 16-20 years
___ 1-5 years ___ 6-10 years ___ 21-25 years ___ Over 25 years

THANK YOU FOR TAKING THE TIME TO FILL OUT THIS QUESTIONNAIRE