

Appendix I – Questionnaire

MBA RESEARCH PROJECT QUESTIONNAIRE

Research Topic: The Relationship of Organizational Culture and Innovation

Dear Sir / Madam,

This questionnaire is conducted as part of a research project, which shall be submitted in part completion of the Master of Business Administration from University of Malaya.

The objectives of the paper are to investigate the relationship between organizational culture and innovation. It is also to find out how does the organizational culture influence the innovation of the organization.

I would be grateful if you could participate in this survey by filling up attached questionnaire.

This questionnaire is constructed in straightforward and easy to answer.

Please be assured that all information will be treated with the **strictest confidentiality** and only the aggregate data will be analyzed.

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

Yours sincerely,

Ng Yu Seen

Email: ngyuseen@gmail.com

Part A - Organizational Culture in Your Organization

Please mark your answer with a "✓"

RATING SCALE

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

In this organization.....

No.	Statement	1	2	3	4	5
1	Most employees are highly involved in their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Decisions are usually made at the level where the best information is available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Information is widely shared so that everyone can get the information he or she needs when it's needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Everyone believes that he or she can have a positive impact.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Business planning is ongoing and involves everyone in the process to some degree.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Cooperation across different parts of the organization is actively encouraged.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	People work like they are part of a team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Teamwork is used to get work done, rather than hierarchy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Teams are our primary building blocks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Authority is delegated so that people can act on their own.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	The capability of people is constantly improving.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	There is continuous investment in the skills of employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	The capabilities of people are viewed as an important source of competitive advantage.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Problems often arise because we do not have the skills necessary to do the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	The way things are done is very flexible and easy to change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	We respond well to competitors and other changes in the business environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	New and improved ways to do work are continually adopted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Attempts to create change usually meet with resistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	Different parts of the organization often cooperate to create change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	Customer comments and recommendations often lead to changes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	Customer input directly influences our decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	All members have a deep understanding of customer wants and needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	The interests of the customer often get ignored in our decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	We encourage direct contact with customers by our people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	We view failure as an opportunity for learning and improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part B - Innovation in Your Organization

Please mark your answer with a "✓"

RATING SCALE

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

Has your company made changes during the last three years that were perceived to be **new for the company**, but **which have previously been used by other firms**, within the following areas?

No.	Statement	1	2	3	4	5
1	New products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	New services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	New methods of production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Opening new markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	New sources of supply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	New ways of organizing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part B (continued) - Innovation in Your Organization

Please mark your answer with a "✓"

RATING SCALE

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

Has your company made changes during the last three years that were perceived to be **new to the industry** in which the company operates, within the following areas?

No.	Statement	1	2	3	4	5
1	New products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	New services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	New methods of production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Opening new markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	New sources of supply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	New ways of organizing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part C - Demographic Questions

Please tick in the box corresponding to the category which most closely describes yourself and/or your organization.

1. Age

- 20 - 29 years
- 40 - 49 years

- 30 - 39 years
- 50 years and above

2. Highest education level

- Secondary
- Degree / Professional

- Certificate / Diploma
- Post-graduate

3. Type of industry

- Services
- Manufacturing
- Banking
- Construction
- Other (PLEASE SPECIFY): _____

- Pharmaceutical / Medical Device
- NGO (non-governmental organization)
- Government / government agency

4. Type of organization

- Sole proprietor
- Private limited
- Multinational company (MNC)
- Other (PLEASE SPECIFY): _____

- Partnership
- Public limited
- Government / government agency

5. Current job position

- Top management (CEO, MD, GM, Director)
- Other management (senior manager, manager, executive)
- Technical employee (technician, electrician, etc)
- Other (PLEASE SPECIFY): _____

- Administration
- Skilled professional (doctor, lawyer, etc)
- Own business

6. Current job function

- General management
- Sales / marketing / customer service
- Accounting / finance
- Other (PLEASE SPECIFY): _____

- IT / technical / production
- Human resources
- Legal / compliance

7. How many years have you worked for your current organization?

- Less than 2 years
- More than 5 and up to 10 years

- 2 - 5 years
- More than 10 years

THANK YOU VERY MUCH FOR COMPLETING THIS QUESTIONNAIRE!

Appendix 2 – Ethical Approval Form

Part A

A1. Research Project Title: *The Relationship of Organizational Culture and Innovation*

A.2 Contact person (normally the Principal Investigator, in the case of staff-led research projects, or the student in the case of supervised-student research projects):

Title: *Ms.* First Name/Initials: *Yu Seen* Last Name: *Ng*
 Post: *MBA* Department: *Faculty of Business and Accountancy*
 Email: *ngyuseen@hotmail.com* Telephone: *012-2607117*

A2.1 Is this a supervised-student research project? If yes, please provide the Supervisor's contact details:

Yes.
 Supervisor's contact:
Dr. Sharon Kaur (sharon@um.edu.my ; Department of Business Strategy and Policy, FBA)

A.3 Other key investigators / co-applicants (within or outside the University):

Not applicable.

Please list all (adding more rows if necessary)

Title	Full Name	Post	Responsibility in project	Organisation	Department

A.4 Proposed Project Duration:

Start date: *26/7/10*

End date: *1/12/10*

A.5 Mark 'X' in one or more of the following boxes if your research:

- involves testing a medicinal product *
- involves investigating a medical device *
- involves additional radiation above that required for clinical care *
- involves taking new samples of human biological material (e.g. blood, tissue) *
- involves children or young people aged under 18 years
- involves using samples of human biological material collected before for another purpose
- involves only identifiable personal data with no direct contact with participants
- involves only anonymised or aggregated data
- involves prisoners or others in custodial care (e.g. young offenders)
- involves adults with mental incapacity or mental illness
- has the primary aim of being educational (e.g. student research, a project necessary for a postgraduate degree or diploma, other than an MD or PhD)

Investigator's name:

Investigator's name:

A.6 Briefly summarise the project's aims, objectives and methodology?
(it must be in language comprehensible to a lay person)

The objectives of the project are to investigate the relationship between organizational culture and innovation as well as to find out how does organizational culture influence organization innovation, through the questionnaire

A.7 What is the potential for physical and/or psychological harm / distress to participants?

Not applicable

A.8 Does your research raise any issues of personal safety for you or other researchers involved in the project? (especially if taking place outside working hours or off University premises)

No

A.9 How will potential participants in the project be (i) identified, (ii) approached and (iii) recruited?

The participants have to be currently working in an organizational and understand the questions in questionnaire

A.10 Will informed consent be obtained from the participants?

YES NO

If informed consent or consent is not to be obtained please explain why.

A.10.1 This question is only applicable if you are planning to obtain informed consent:

How do you plan to obtain informed consent? (i.e. the proposed process?):

The informed consent will be obtained via email or a verbal consent is sufficient.

A.11 What measures will be put in place to ensure confidentiality of personal data, where appropriate?

No thirty party will have the access to the personal data

A.12 Will financial / in kind payments (other than reasonable expenses and compensation for time) be offered to participants? (Indicate how much and on what basis this has been decided)

Not applicable

YES NO

Report applicant's name here.

2

University Research Ethics Application Form for Staff and Postgraduate Researchers

Complete this form if you are a member of staff or a postgraduate research student who plans to undertake a research project which will involve people participating in research either directly (e.g. people being interviewed, completing questionnaires, answering surveys) and/or indirectly (e.g. people permitting access to their personal data).

Does your research involve human participants? If you have answered 'No' to this question you do not need to complete the rest of this form, otherwise please proceed to the next question	
Yes	No
✓	
(if relevant then this should be enclosed)	

I confirm that in my judgment, due to the project's nature, the use of a 'Participant Consent Form':	
Is relevant:	Is <u>not</u> relevant:
✓	
(if relevant then this should be enclosed)	

Does this application cover more than one research project (i.e. is this is a 'generic' research project application)?	
Yes:	No:
	✓

Insert date here:
 insert applicant's name here:

Part B – Declaration


Full Research Project Title:

In signing this research ethics application form I am also confirming that:

- The form is accurate to the best of my knowledge and belief.
- The project will abide by the University's Ethics Policy.
- There is no potential material interest that may, or may appear to, impair the independence and objectivity of researchers conducting this project.
- I am aware of my responsibility to be up to date and comply with the requirements of the law and relevant guidelines relating to security and confidentiality of personal data, including the need to register when necessary with the appropriate Data Protection Officer (within the University the Data Protection Officer is based in CiCS).
- I understand that the project (including research records and data) may be subject to inspection for audit purposes, if required in future.
- I understand that personal data about me as a researcher in this application form will be held by those involved in the ethics review process (i.e. the Ethics Administrator and/or reviewers) and that this will be managed according to Data Protection Act principles.

Student's / Researcher's Declaration

Signature & Name:

 NG YU SEEN

Date:

19/8/10

Supervisor's Declaration

As the supervisor for this student project i confirm that I believe that all research ethical issues have been dealt with in accordance with University policy and the research ethics guidelines of the relevant professional organization

Signature & Name:

 Sharan Kaur

Date:

19/08/10

Email the completed application plus provide a signed, hard copy of "Part B" to the Ethics Committee (also enclose, if relevant, other documents – e.g. consent form, questionnaire).