



19<sup>th</sup> September 2011

Dear Sir / Madam,

I would like to enlist your help. I am a MBA student at University of Malaya. I am conducting a survey on leadership for my Master Thesis. The purpose of this study is to examine the relationship between transformational leadership and climate for organizational innovation and the extent to which a competitive, performance-oriented organizational culture mediates this relationship.

I would be grateful if you could participate in this survey by filling up the attached questionnaire. The survey should only take about 15 -20 minutes of your time. Your answers are anonymous; DO NOT put your name on the survey. All answer will be kept confidential. Only group results will be presented or documented, not individual answers. Your help with this research is strictly voluntary. You do not have to answer any questions you do not want to. Return of an answered survey will indicate your consent to participate in this study.

If you have questions or concerns, please contact me at 012-3842840 or at [meeieng@yahoo.com](mailto:meeieng@yahoo.com).

Thank you for your time and consideration.

Yours sincerely,  
Angie Lee Meei Eng

## SECTION A: DEMOGRAPHIC INFORMATION

1 Age

<input type="checkbox"/>	Less 30
<input type="checkbox"/>	30-39
<input type="checkbox"/>	40-49
<input type="checkbox"/>	50+

2 Gender

<input type="checkbox"/>	Female
<input type="checkbox"/>	Male

3 Ethic Group

<input type="checkbox"/>	Malay
<input type="checkbox"/>	Chinese
<input type="checkbox"/>	Indian
<input type="checkbox"/>	Other

4 Formal Education

<input type="checkbox"/>	Diplomas
<input type="checkbox"/>	Bachelors
<input type="checkbox"/>	Masters
<input type="checkbox"/>	Doctorate/ Professional

5 Organizational Level

<input type="checkbox"/>	Top (CEO or Chief Operating Officer)
<input type="checkbox"/>	Executive (Vice President, Director, Board Level)
<input type="checkbox"/>	Upper Manager (Senior Manager)
<input type="checkbox"/>	Middle Manager (Supervisor, Manager)

Your Function (Please choose the one function most closely related to your work. If your job spans several because of your are a VP or CEO, please choose Administration)

<input type="checkbox"/>	Accounting
<input type="checkbox"/>	Administration
<input type="checkbox"/>	Advertising/ Public Relations
<input type="checkbox"/>	Credit/ Finance
<input type="checkbox"/>	Education
<input type="checkbox"/>	Engineering
<input type="checkbox"/>	Human Resource Management
<input type="checkbox"/>	Management Information Services
<input type="checkbox"/>	Manufacturing
<input type="checkbox"/>	Marketing

<input type="checkbox"/>	Material Management
<input type="checkbox"/>	Medicine
<input type="checkbox"/>	Operations
<input type="checkbox"/>	Product Development
<input type="checkbox"/>	Quality Control
<input type="checkbox"/>	Research & Development
<input type="checkbox"/>	Sales
<input type="checkbox"/>	Security
<input type="checkbox"/>	Other (please specify)

7 Organization Sector

<input type="checkbox"/>	Private
<input type="checkbox"/>	Government
<input type="checkbox"/>	Government-linked
<input type="checkbox"/>	Others

8 Organization type (Choose One)

<input type="checkbox"/>	Electricity, Gas and Water Supply
<input type="checkbox"/>	Retail/ Wholesale Trade
<input type="checkbox"/>	Vehicle/ Metal
<input type="checkbox"/>	Building/ Construction
<input type="checkbox"/>	Farming/ Fishing/ Forestry
<input type="checkbox"/>	Textiles/ Clothing/ Footwear
<input type="checkbox"/>	Government// Defense/ Justice
<input type="checkbox"/>	Banking/ Finance/ Insurance

<input type="checkbox"/>	Education
<input type="checkbox"/>	IT/ Communications
<input type="checkbox"/>	Transport/ Storage
<input type="checkbox"/>	Mining
<input type="checkbox"/>	Cultural/ Recreational
<input type="checkbox"/>	Health/ Community
<input type="checkbox"/>	Manufacturing
<input type="checkbox"/>	Other

## SECTION B: LEADERSHIP SCALE

Please identify the level of leadership relevant to you. I am a manager/ leader of a:

Company     Business     Department     Work group

Strongly Disagree				Strongly Agree
1	2	3	4	5

Using the above scale, please respond to these statements with this question in mind:

As leader of my company/ business/ department/ work group, I...

1 Have a clear understanding of where we are going.	1	2	3	4	5
2 Lead by "doing", rather than simply "telling".	1	2	3	4	5
3 Foster collaboration among work groups.	1	2	3	4	5
4 Show that I expect a lot from employees.	1	2	3	4	5
5 Act without considering others' feelings.	1	2	3	4	5
6 Challenge others to think about old problems in new ways.	1	2	3	4	5
7 Paint an interesting picture of the future of our group.	1	2	3	4	5
8 Provide a good model for others to follow.	1	2	3	4	5
9 Encourage employees to be "team players".	1	2	3	4	5
10 Insist on only the best performance..	1	2	3	4	5
11 Show respect for others' personal feelings.	1	2	3	4	5
12 Ask questions that prompt others to think.	1	2	3	4	5
13 Am always seeking new opportunities for the organization.	1	2	3	4	5
14 Lead by example.	1	2	3	4	5
15 Get the group to work together for the same goal.	1	2	3	4	5
16 Will not settle for second best.	1	2	3	4	5
17 Behave in a manner thoughtful of others personal needs.	1	2	3	4	5
18 Have stimulated others to rethink the way they do things.	1	2	3	4	5
19 Inspire others with my plans for future.	1	2	3	4	5
20 Develop a team attitude and spirit among employees.	1	2	3	4	5
21 Treat others without considering their personal feelings.	1	2	3	4	5
22 Have ideas that have challenged others to re-examine some basic assumptions about their work.	1	2	3	4	5
23 Am able to get others committed to my dream.	1	2	3	4	5



## SECTION C: CLIMATE FOR INNOVATION

Indicate by circling the appropriate number the extent to which you agree with each statement

Strongly Disagree	Disagree	Neither agree/ disagree	Agree	Strongly Agree
1	2	3	4	5

For your organization, please indicate your LEVEL OF AGREEMENT with the following...

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 This organization publicly recognises those who are innovative.   | 1 | 2 | 3 | 4 | 5 |
| 2 Creativity is encouraged here.  | 1 | 2 | 3 | 4 | 5 |
| 3 Our ability to function creatively is respected by the leadership.                                      | 1 | 2 | 3 | 4 | 5 |
| 4 Around here, people are allowed to try to solve the same problems in different ways.                    | 1 | 2 | 3 | 4 | 5 |
| 5 The main function of members in this organization is to follow orders which come down through channels. | 1 | 2 | 3 | 4 | 5 |
| 6 Around here, people can get in a lot of trouble for being different.                                    | 1 | 2 | 3 | 4 | 5 |
| 7 This organization can be described as flexible and continually adapting to change.                      | 1 | 2 | 3 | 4 | 5 |
| 8 A person can not do things that are too different around here without provoking anger                   | 1 | 2 | 3 | 4 | 5 |
| 9 The best way to get along in this organization is to think the way the rest of the group does.          | 1 | 2 | 3 | 4 | 5 |
| 10 People around here are expected to deal with problems in the same way.                                 | 1 | 2 | 3 | 4 | 5 |
| 11 This organization is responsive to change.   | 1 | 2 | 3 | 4 | 5 |
| 12 The people in charge around here usually get credit for others' ideas.                                 | 1 | 2 | 3 | 4 | 5 |
| 13 In this organization we tend to stick to tried and true ways.  | 1 | 2 | 3 | 4 | 5 |
| 14 This place tends to be more interested in the status quo than with change.                             | 1 | 2 | 3 | 4 | 5 |
| 15 Assistance in developing new ideas is readily available.   | 1 | 2 | 3 | 4 | 5 |
| 16 There are adequate resources devoted to innovation in this organization.                               | 1 | 2 | 3 | 4 | 5 |
| 17 There is adequate time available to pursue creative ideas here.  | 1 | 2 | 3 | 4 | 5 |
| 18 Lack of funding to investigate creative ideas is a problem in this organization.                       | 1 | 2 | 3 | 4 | 5 |
| 19 Personnel shortages inhibit innovation in this organization.   | 1 | 2 | 3 | 4 | 5 |
| 20 This organization gives me free time to pursue creative ideas during the workday.                      | 1 | 2 | 3 | 4 | 5 |
| 21 The reward system here encourages innovation.  | 1 | 2 | 3 | 4 | 5 |
| 22 The reward system here benefits mainly those who do not rock the boat.                                 | 1 | 2 | 3 | 4 | 5 |

## SECTION D: ORGANIZATIONAL CULTURE PROFILE

Indicate by circling the appropriate number the extent to which you perceive each organizational culture item is characteristic of your organization and its values

Not at all	Minimally	Moderately	Considerably	Very much
1	2	3	4	5

### To what extent is your organization recognised for its...

1	Stability	1	2	3	4	5
2	Being people oriented	1	2	3	4	5
3	Being innovative	1	2	3	4	5
4	Fairness	1	2	3	4	5
5	Being calm	1	2	3	4	5
6	Being reflective	1	2	3	4	5
7	Achievement orientation	1	2	3	4	5
8	Quick to take advantage of opportunities	1	2	3	4	5
9	Having high expectation for performance	1	2	3	4	5
10	High pay for good performance	1	2	3	4	5
11	Security for employment	1	2	3	4	5
12	Enthusiasm for the job	1	2	3	4	5
13	An emphasis on quality	1	2	3	4	5
14	Risk taking	1	2	3	4	5
15	Being distinctive- different from others	1	2	3	4	5
16	Having a good reputation	1	2	3	4	5
17	Being team oriented	1	2	3	4	5
18	Being results oriented	1	2	3	4	5
19	Having clear guiding philosophy	1	2	3	4	5
20	Being competitive	1	2	3	4	5
21	Sharing information freely	1	2	3	4	5
22	Being highly organised	1	2	3	4	5
23	Being socially responsible	1	2	3	4	5
24	Low conflict	1	2	3	4	5
25	Opportunities for professional growth	1	2	3	4	5
26	Collaboration	1	2	3	4	5
27	Praise for good performance	1	2	3	4	5
28	Taking individual responsibility	1	2	3	4	5