

may drive business guidance towards sustainable competitive advantage.

APPENDIX



APPENDIX 1
(QUESTIONNAIRE)

University of Malaya

Graduate School of Business

Faculty of Business and Accountancy

CONFIDENTIAL

Dear Sir/Madam/Ms,

I am conducting a study on the **Human Resource Practices and Organizational Performance in SMEs in Klang Valley**. This survey is conducted as a partial requirement for the research project for the Master of Management, University of Malaya.

The designed questionnaire asks you for your opinion on the level of acceptance and adaption of human resource innovative concept in your organization. There is no right or wrong answer to these questions. All your information will be kept strictly confidential and will be used in aggregate form only.

I would appreciate it very much if you could spend a few minutes of your time to answer these questions in the following pages. It would not take more than 15 minutes of your valuable time.

Your kind cooperation and participation in this study is highly valued and appreciated.

Should you have any enquiries, please do not hesitate to contact me.

Yours sincerely,

Heng Chen Wearn

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Course Supervisor,

Dr. Chan Wai Meng

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University of Malaya

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Introduction: Please answer the following questions by marking “X” in the specified boxes.

“SME to change approach towards Innovation to remain competitive,” said Prime Minister Datuk Seri Najib Tun Razak, 11 Feb 2011(Bernama).

Question 1

Have you heard of Innovation? Yes ☐ No ☐

(If your answer is “NO”, please go to Section A of this questionnaire)

Question 2

Do you think innovation is good for Malaysian SMEs? Yes ☐ No ☐

Please indicate your opinion for the following statements in all the sections:

Below is a list of human resources practices. For each of the statements in this questionnaire, please give your opinions on a five-point Likert Scale concerning the extent to which your company adopt these HR practices.

1 = Not at all implemented → 5 = strongly implemented

Direction

Mark “X” in the box that you think best describes the existing HR Innovation and Organization Performance situations in your company.

Example: In my company, sharing the performance gains with employees is an activity:

Not at all Implemented	←	Moderately Implemented	→	Strongly Implemented
1	2	3	4	5

For example:

1. Incentive Compensation	1	2	3	4	5
1.1 In my company, sharing the performance gains with employees is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you think sharing the performance gains is a HR practice that is implemented intensively in your company, you can select “5”; if you think it is not implemented at all, you can select “1”. In the above example, the respondent has marked [X] for “3”, meaning the company has moderately implemented “the sharing performance gains with employees is an activity.”

Section A: Questionnaire for Human Resource Practices

1. Incentive Compensation	1	2	3	4	5
1.1 In my company, sharing the performance gains with employees is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2 In my company, sharing a portion of the profits with employees is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3 In my company, granting performance bonuses to employees (according to the annual performance) is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4 In my company, sharing of ownership is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Training	1	2	3	4	5
2.1 In my company, the use of specific training to make employees more responsive to the requirements of their positions (e.g. specialist courses) is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2 In my company, the use of training programmes to make employees more responsive to future needs of the company (e.g. leadership or continue training) is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Selective Hiring	1	2	3	4	5
3.1 In my company, the use of external recruitment is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 In my company, the use of structured test in order to properly assess the candidates (skills, competencies, personality) is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.3 In my company, the use of structured interviews to assess correctly the selected candidates (skills, competencies, personality) is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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4. Performance Evaluation	1	2	3	4	5
4.1 In my company, the periodic evaluation of employees' performance based on measurable objectives is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2 In my company, the periodic evaluation of employees on the basis of observable behaviour is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Organization of Work	1	2	3	4	5
5.1 In my company, the involvement of employees in teamwork is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2 In my company, regular consultation with employees through various committees is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3 In my company, the resolution of problems with project teams driven by employees is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4 In my company, job rotation is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Information Sharing	1	2	3	4	5
6.1 In my company, sharing information with employees on the strategic decisions of the company is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2 In my company, sharing information with employees on the financial position of the company is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3 In my company, sharing information with employees on new products and services offered by the company is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.4 In my company, sharing information with employees on the company's competitor is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Job Security	1	2	3	4	5
7.1 In my company, commitment to protect jobs of workers, in spite of all the predictable changes, is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Social Activities and Sports	1	2	3	4	5
8.1 In my company, holding social activities (eg. teambuilding activities, dinner party, new year party, hari raya lunch, etc) is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.2 In my company, offering opportunities for employees to attend various social events (tickets to parties or cinema, admission to exhibitions, etc) is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.3 In my company, promoting and providing opportunities for sport activity (providing gift or benefit for the winner of sports activities, organizing sports game for employees such as badminton, ping-pong, football or basketball, etc) is an activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section B: Questionnaire for the Company's Position of Innovation

1. The Degree of Innovation	1	2	3	4	5
1.1 In my company, the development of innovation projects is a practice. (For projects, we mean the in-house innovation: implementing a new process, establishing new quality standards, etc. Also, innovation in external presentation and development of new products).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2 My company opts for a more proactive strategy than a reactive strategy i.e. it does not react, it acts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C: Questionnaire for the Organization Performance (Self-Evaluation)

The following statements relate to your company's performance for the past three (3) years.
Please rate each statement accordingly by marking [X] where applicable

(i) "1" Decreased more than 20 percent

(ii) "2" Decreased 1 – 20 percent

(iii) "3" Unchanged / status quo

(iv) "4" Increased 1- 20 percent

(v) "5" Increased more than 20 percent

1. Company Performance	1	2	3	4	5
1.1 Overall sales growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2 Overall market share	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3 Returns on investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4 Achievement on business objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5 Achievement on customer satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.6 Achievement on employee satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.7 Overall performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D: General Information of the Respondent

Please mark (x) in the box that closely describes you.

1. Your gender: ☐ Male ☐ Female

2. Your age group:

☐ 25 years and below

☐ 26 – 35 years

☐ 36 – 45 years

☐ 46 – 55 years

☐ More than 55 years

3. Your ethnic background:

☐ Malay

☐ Chinese

☐ Indian

☐ Others (please specify) _____

4. Your education level achieved:

☐ SPM / STPM

☐ Certificate or Diploma

☐ First Degree / Professional Qualification
Doctorate) (*Delete one)

☐ Postgraduate Degree (e.g. * Masters or

☐ Others (please specify) _____

5. Your management role (*underline one only):

- ☐ Top / Middle Management (e.g. *CEO, CFO, Managing Director, Regional and Divisional Manager)
- ☐ First-Line Management (e.g. *Department Manager, Supervisor, or Team Leader)
- ☐ *Executive / Junior Executive
- ☐ *Support / Administration / Clerical staff

6. The department that you are in:

- ☐ Human Resources ☐ Finance / Administration ☐ Sales &Marketing
- ☐ Business development / planning ☐ Others (please specify)_____

7. Please state the length of service / working with your company:

- ☐ less than 2 years ☐ 3 years – 5 years ☐ 6 – 10 years ☐ 11 – 20 years
- ☐ more than 20 years

8. The number of employees in your organization:

- ☐ less than 5 ☐ 6 - 50 ☐ 51 -100 ☐ 101 – 150 ☐ more than 150

9. The industry sector that you are in:

- ☐ Manufacturing ☐ Non-manufacturing (i.e. service) ☐ Trading
- ☐ Others (please specify)_____

10. Please indicate annual sales turnover (in RM)

- ☐ From RM 250,000 to less than RM 1 million
- ☐ From RM 1 million to less than RM 5 million
- ☐ From RM 5 million to less than RM 10 million
- ☐ From RM 10 million to less than RM 25 million
- ☐ More than RM 25 million

***** Thank you for your time and cooperation *****

Appendix 1 (a)**The Reliability****Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	213	100.0
	Excluded ^a	0	.0
	Total	213	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.937	.939	32

Appendix 1 (b)**Frequencies****Frequency Table****Q1Have you heard of Innovation?**

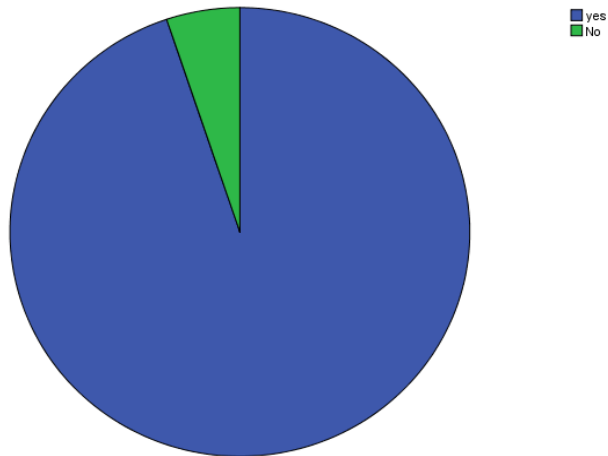
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	202	94.8	94.8	94.8
	No	11	5.2	5.2	100.0
	Total	213	100.0	100.0	

Q2Do you think innovation is good for Malaysian SME?

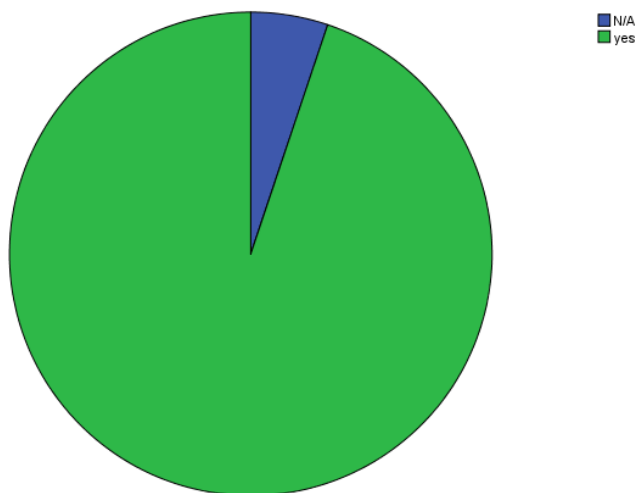
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N/A	11	5.2	5.2	5.2
	yes	202	94.8	94.8	100.0
	Total	213	100.0	100.0	

Pie Chart

Q1Have you heard of Innovation?



Q2Do you think innovation is good for Malaysian SME?



GI_1Your gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	85	39.9	39.9	39.9
	Female	128	60.1	60.1	100.0
	Total	213	100.0	100.0	

GI_2Your age group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 years and below	24	11.3	11.3	11.3
	26 - 35 years	84	39.4	39.4	50.7
	36 - 45 years	54	25.4	25.4	76.1
	46 - 55 years	43	20.2	20.2	96.2
	More than 55 years	8	3.8	3.8	100.0
	Total	213	100.0	100.0	

GI_3Your ethnic background

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	57	26.8	26.8	26.8
Chinese	137	64.3	64.3	91.1
Indian	17	8.0	8.0	99.1
Others	2	.9	.9	100.0
Total	213	100.0	100.0	

GI_4Your education level achieved

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SPM / STPM	21	9.9	9.9	9.9
Certificate or Diploma	60	28.2	28.2	38.0
First Degree / Professional Qualification	113	53.1	53.1	91.1

Postgraduate Degree (e.g. Master or Doctorate)	19	8.9	8.9	100.0
Total	213	100.0	100.0	

GI_5Your management role

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Top / Middle Management (e.g. CEO/CFO/Managing Director, Regional and Divisional Manager)	38	17.8	17.8	17.8
First-Line Management (e.g. Department Manager, Supervisor and Team Leader)	76	35.7	35.7	53.5
Executive / Junior Executive	80	37.6	37.6	91.1
Support / Administration / Clerical staff	19	8.9	8.9	100.0
Total	213	100.0	100.0	

GI_6The department that you are in

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Human Resource	15	7.0	7.0	7.0
Finance / Administration	59	27.7	27.7	34.7
Sales & Marketing	56	26.3	26.3	61.0
Business Development / Planning	29	13.6	13.6	74.6

Others	54	25.4	25.4	100.0
Total	213	100.0	100.0	

GI_7LengthofService

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 2 years	33	15.5	15.5	15.5
3 years - 5 years	66	31.0	31.0	46.5
6 years - 10 years	53	24.9	24.9	71.4
11 years - 20 years	45	21.1	21.1	92.5
More than 20 years	16	7.5	7.5	100.0
Total	213	100.0	100.0	

GI_8The number of employees in your organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 5	5	2.3	2.3	2.3
6 - 50	66	31.0	31.0	33.3
51 - 100	63	29.6	29.6	62.9
101 - 150	24	11.3	11.3	74.2
More than 150	55	25.8	25.8	100.0
Total	213	100.0	100.0	

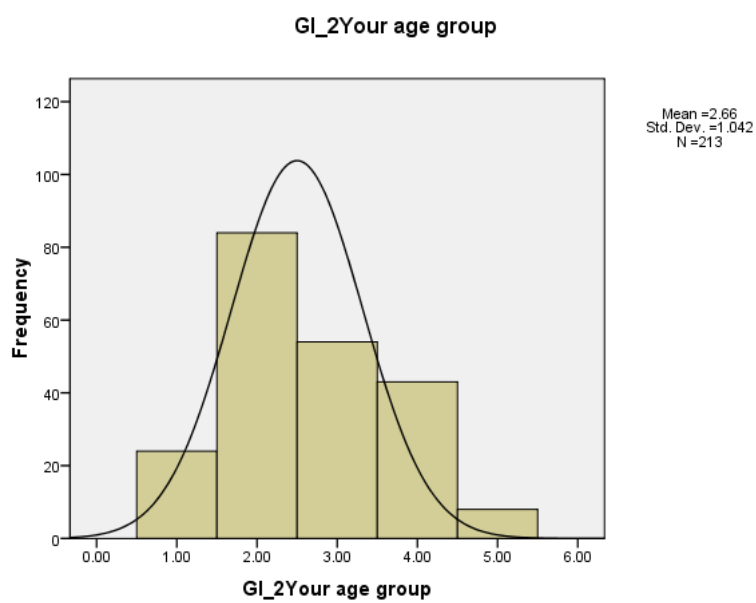
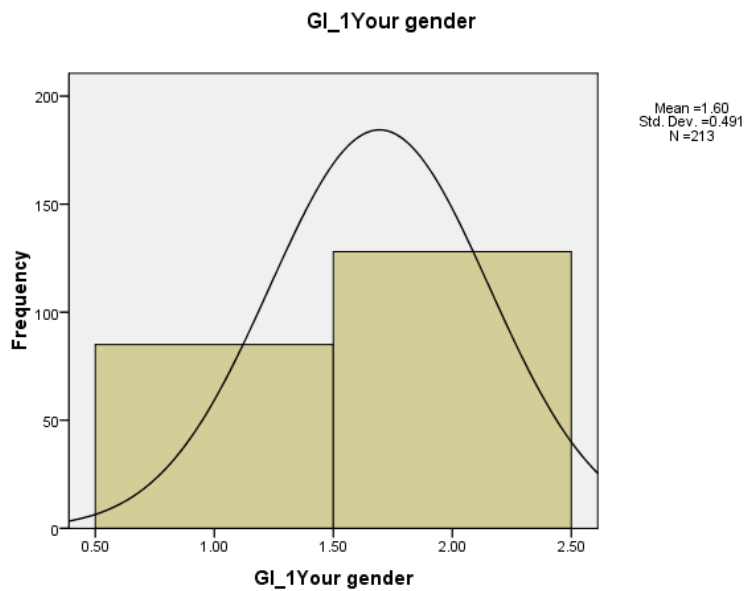
GI_9The Industry sector that yon are in

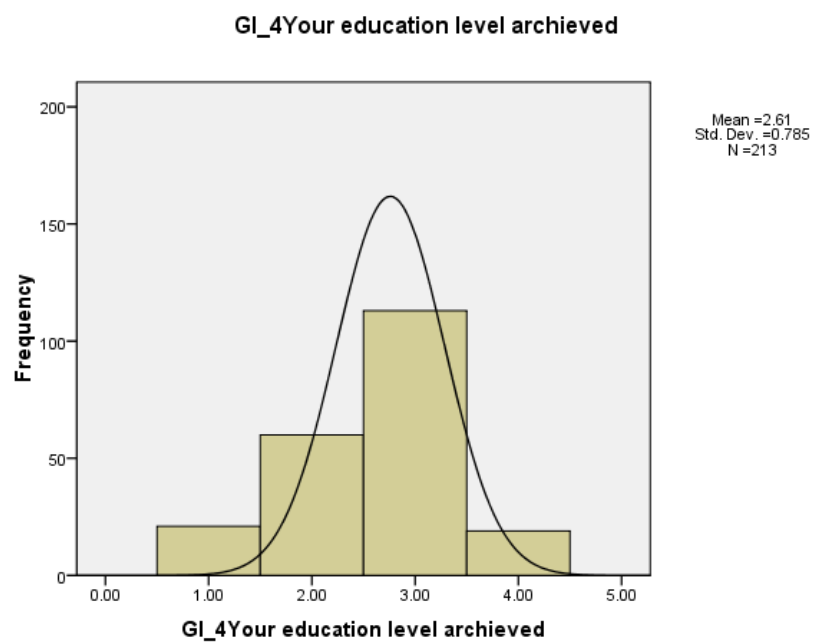
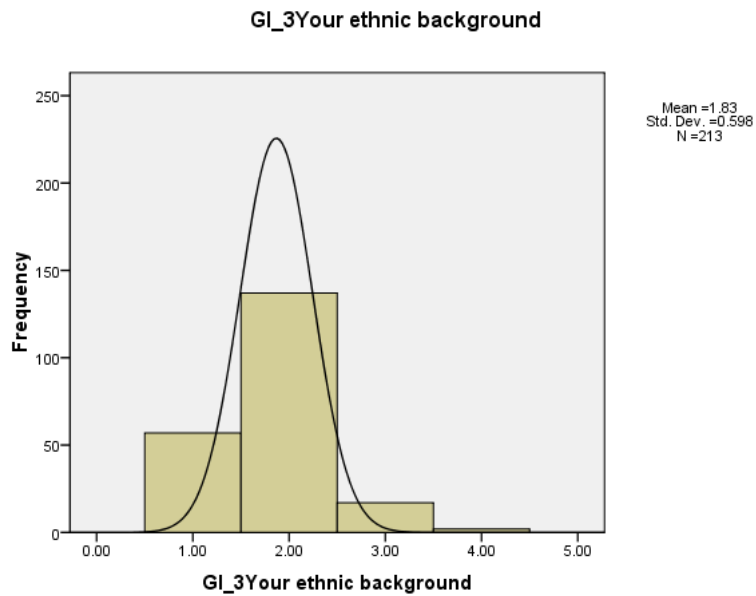
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Manufacturing	94	44.1	44.1	44.1
Non-manufacturing (i.e Service)	49	23.0	23.0	67.1
Trading	55	25.8	25.8	93.0
Others	15	7.0	7.0	100.0
Total	213	100.0	100.0	

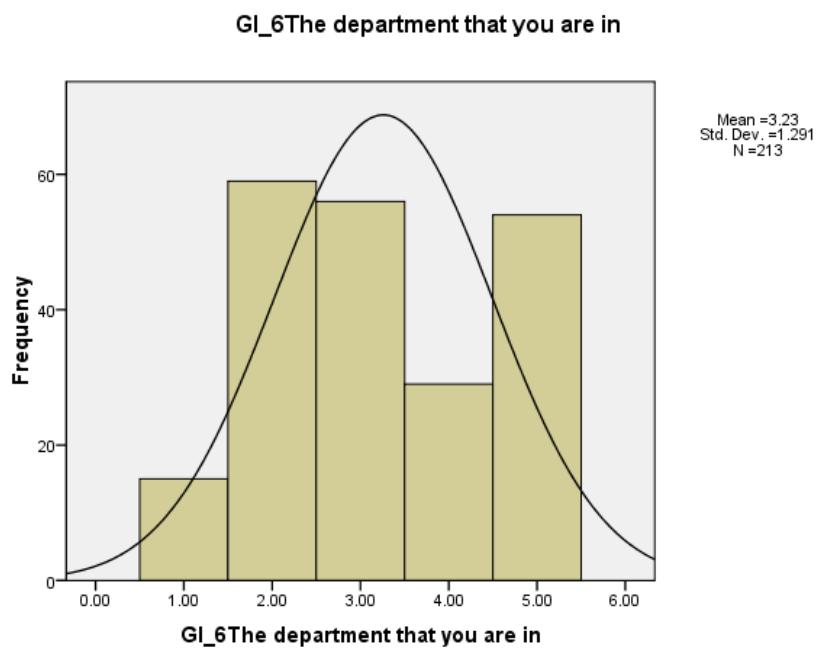
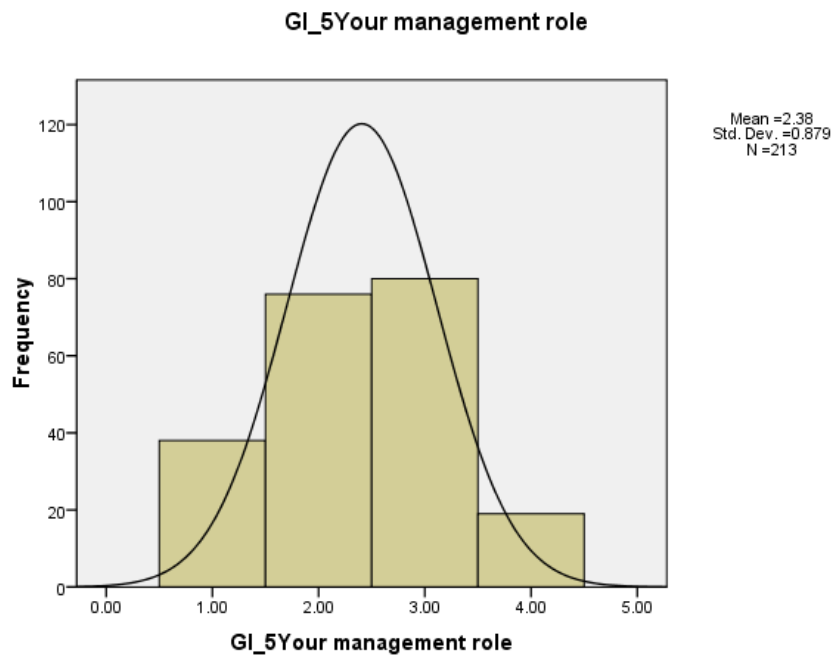
GI_10Please indicate annual sales turnover(in RM)

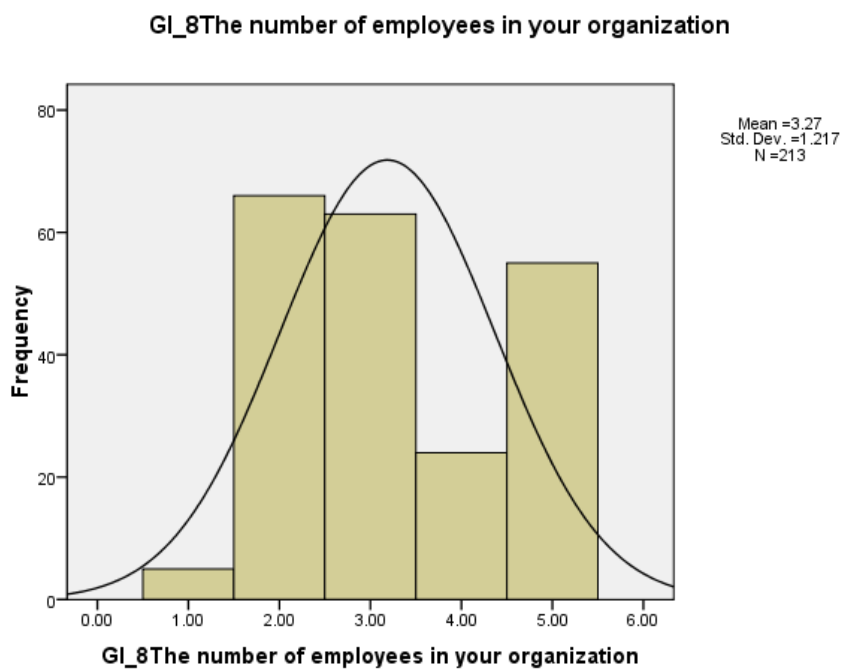
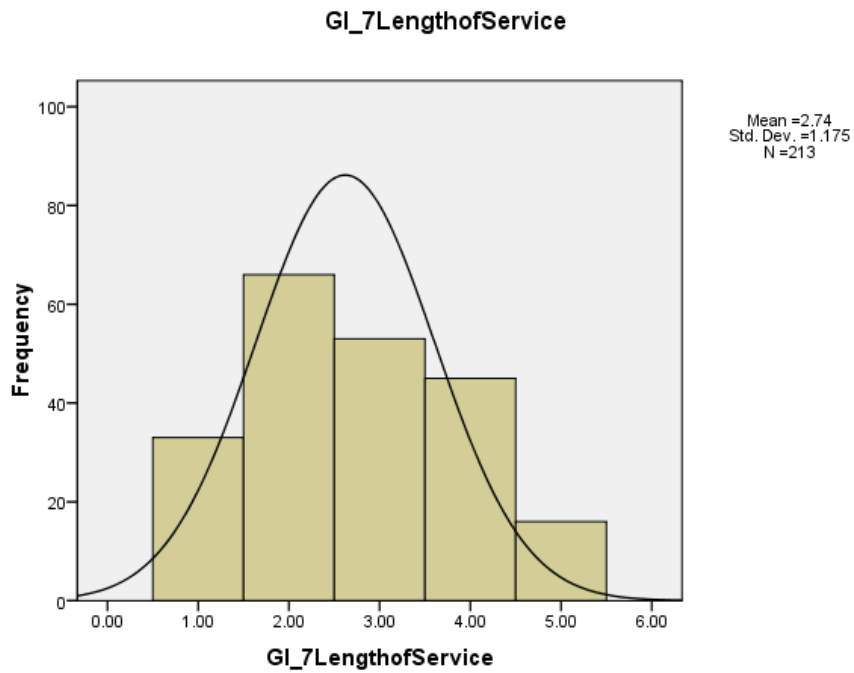
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid From RM250,000 to less than RM1 million	23	10.8	10.8	10.8
From RM 1 million to less than RM 5 million	55	25.8	25.8	36.6
From 5 million to less than RM 10 million	53	24.9	24.9	61.5
From RM 10 million to less than RM 25 million	29	13.6	13.6	75.1
More than RM 25 million	53	24.9	24.9	100.0
Total	213	100.0	100.0	

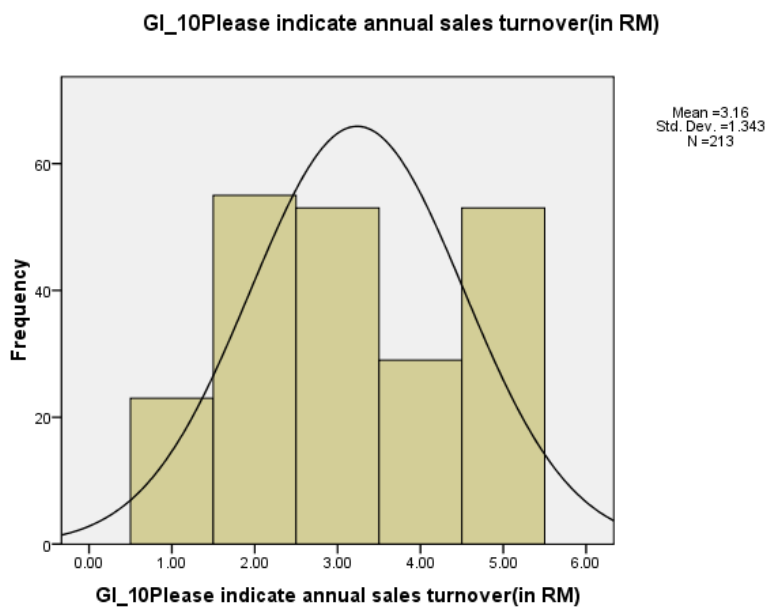
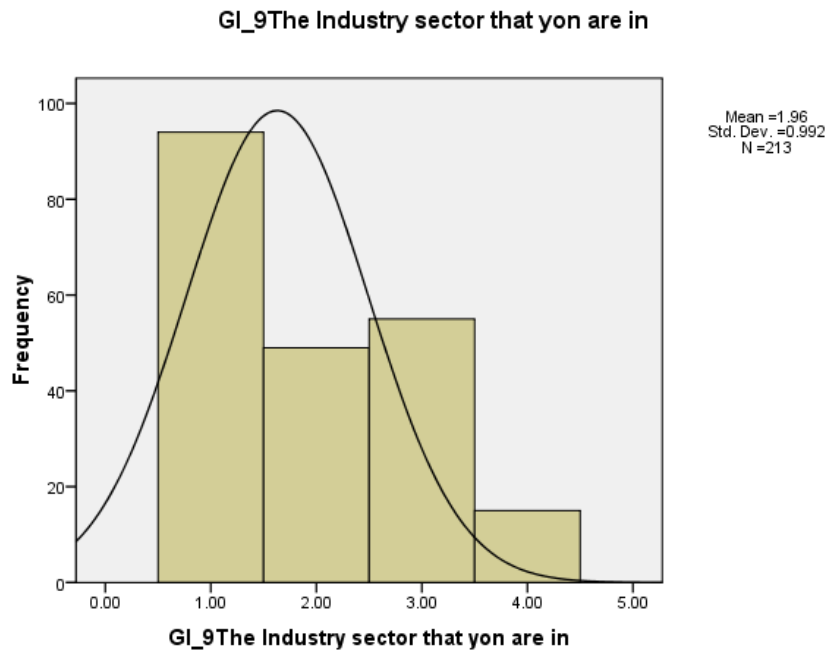
Histogram





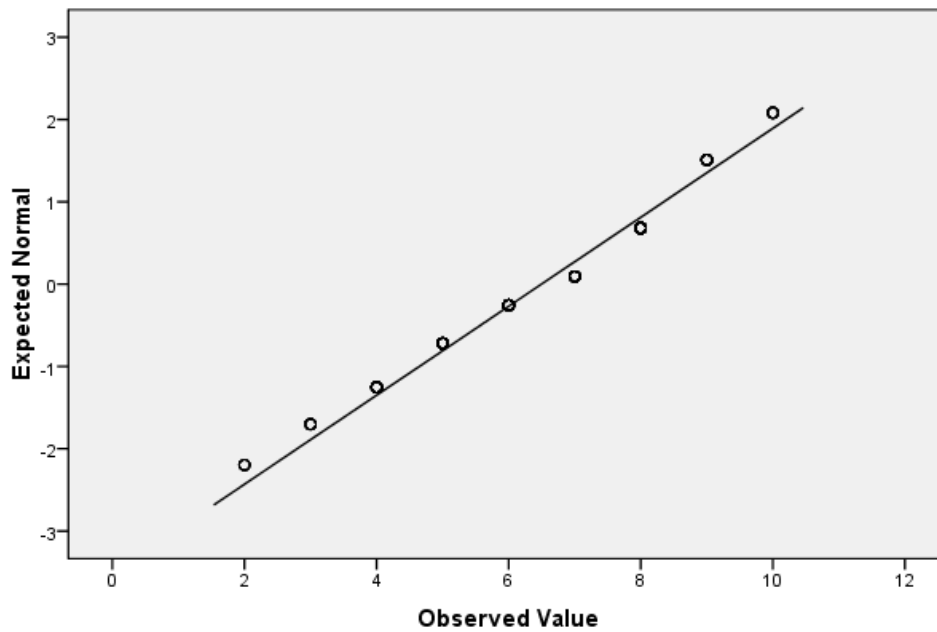




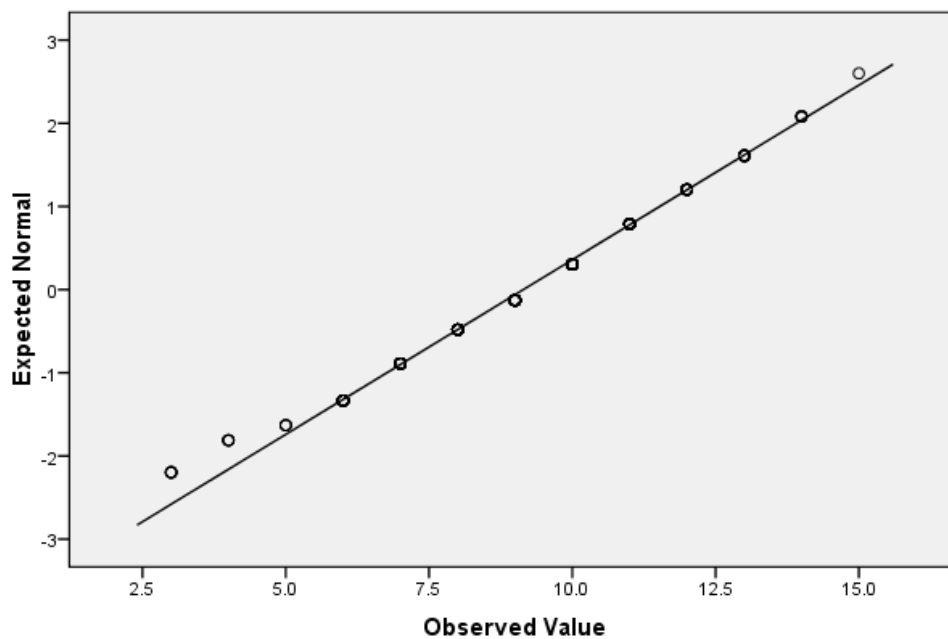


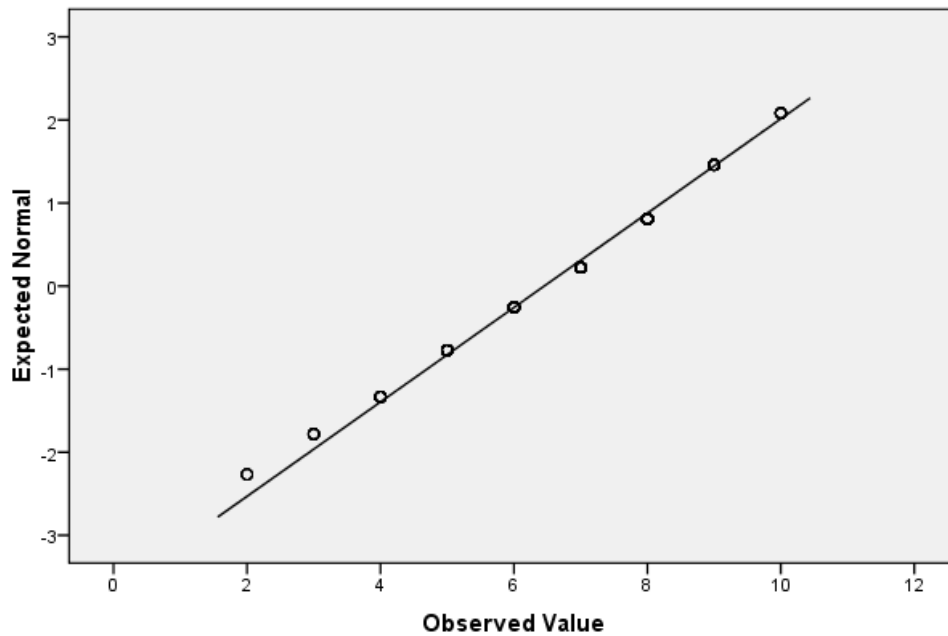
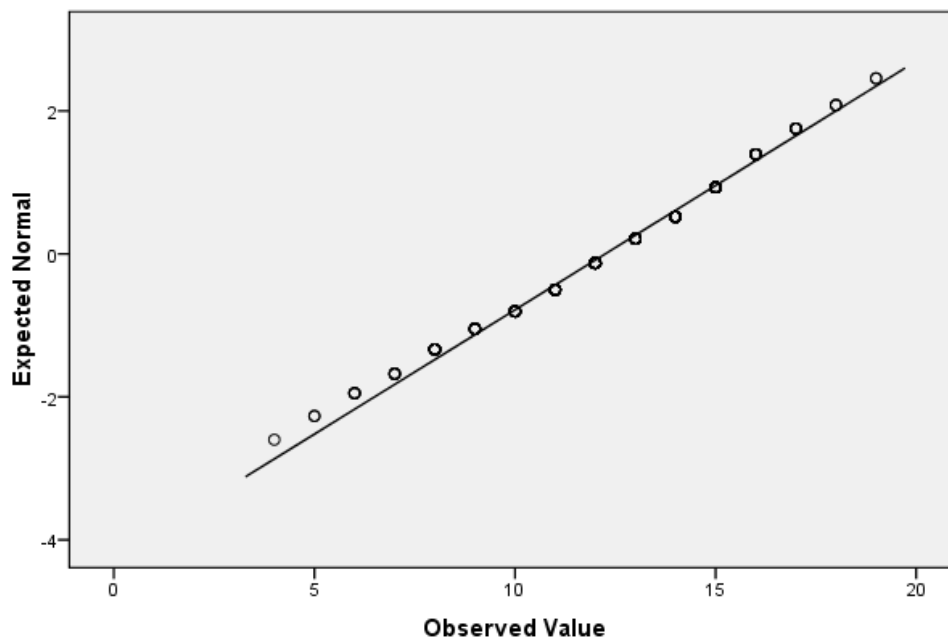
Appendix 2**The Normal Probability Plots**

Normal Q-Q Plot of Total_IVTraining

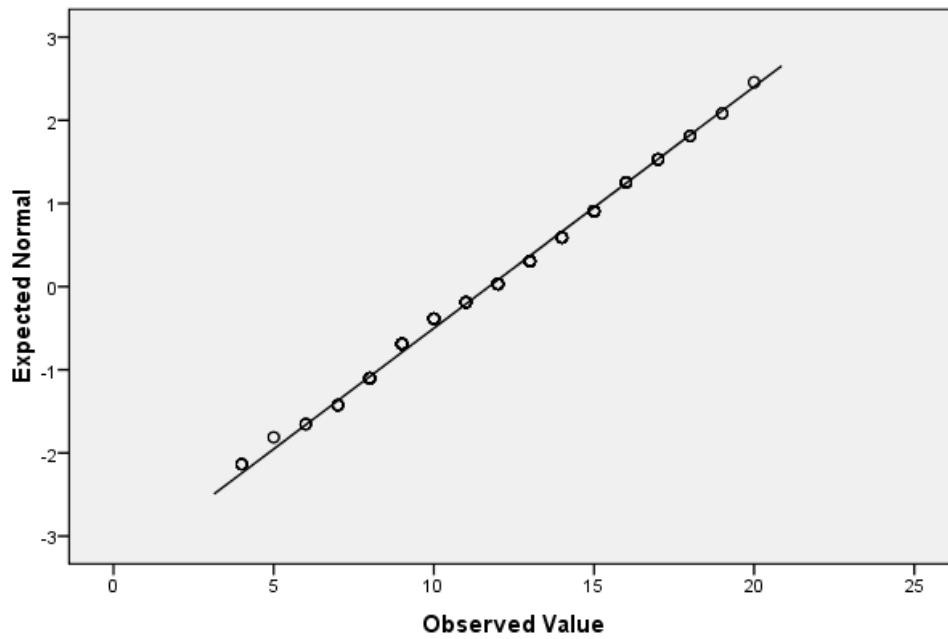


Normal Q-Q Plot of Total_IVSelectiveHiring

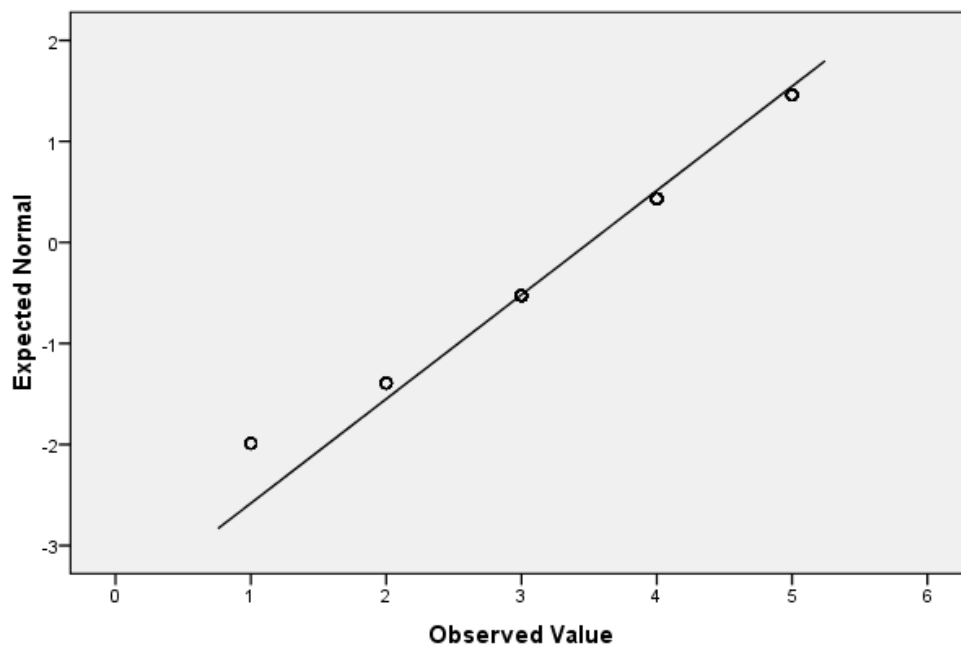


Normal Q-Q Plot of Total_IVPerformanceEvaluation**Normal Q-Q Plot of Total_IVOrganizationWork**

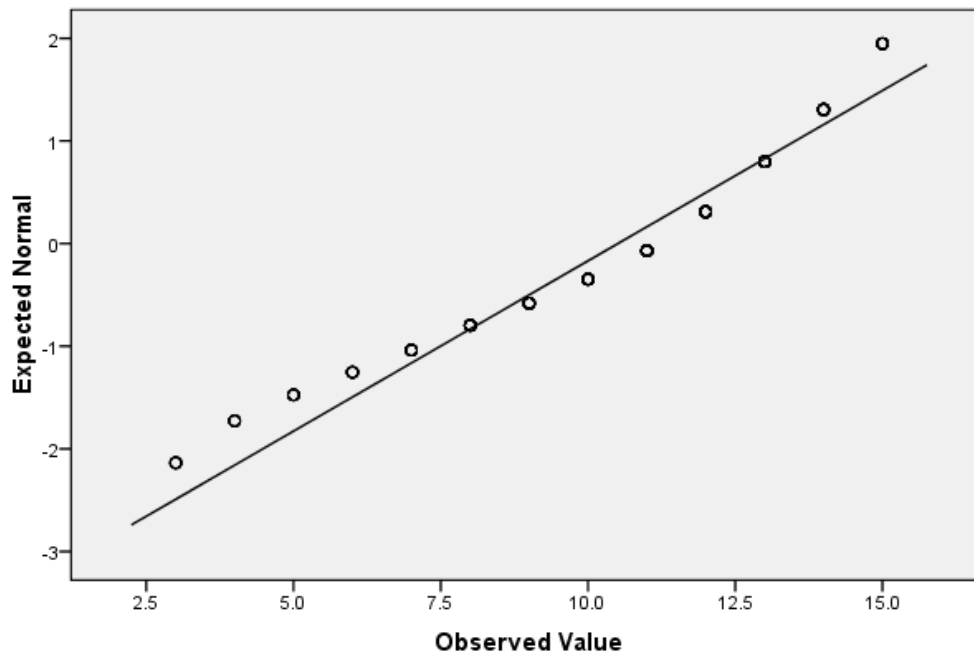
Normal Q-Q Plot of Total_IVInformationSharing



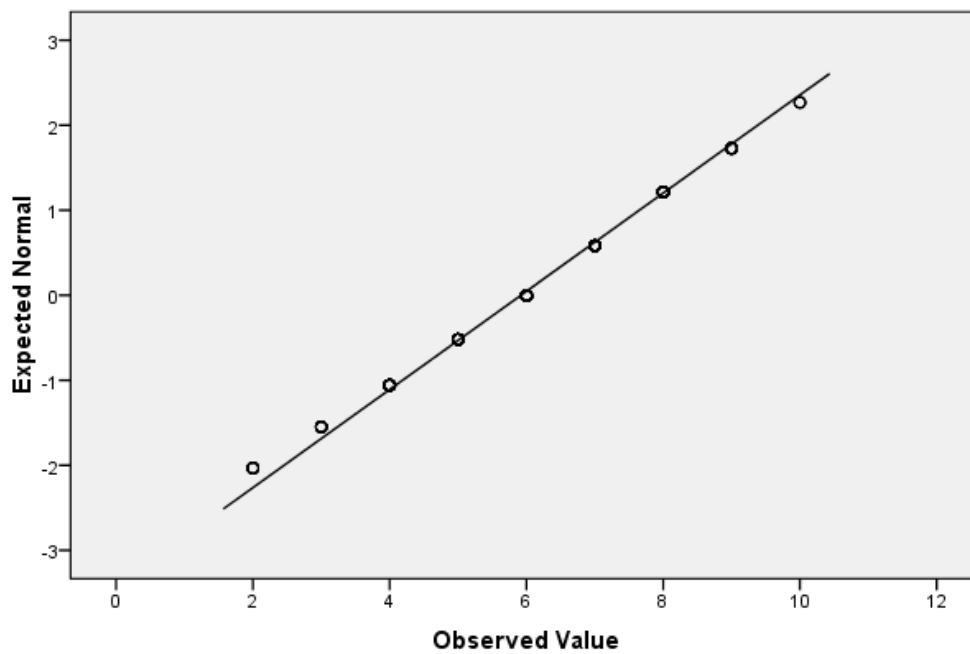
Normal Q-Q Plot of Total_IVJobSecuring

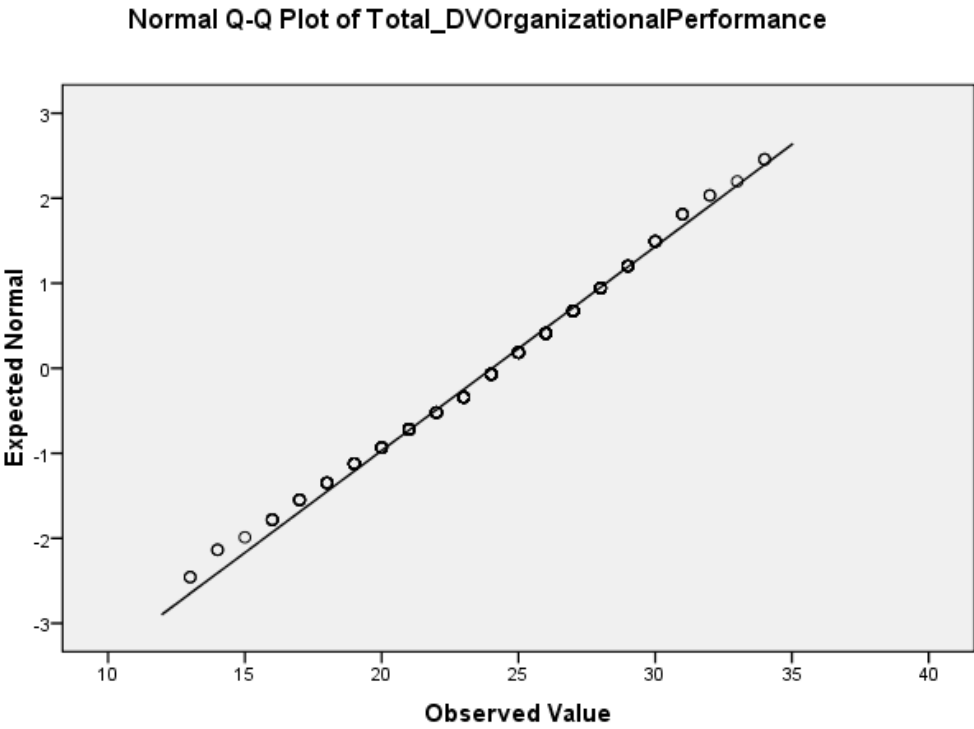


Normal Q-Q Plot of Total_IVSocialActivitiesSport



Normal Q-Q Plot of Total_MVDegreeOfInnovation





Appendix 3**The result of multiple regression – Hypotheses no. 2 a**

Process no.1 i.e. Path a (S_a) human resource practices IVs (inc. Incentive compensation and training) -> Company's policy on innovation (MV)

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Total_IVTraining, Total_IVIncentiveCompensation ^a		. Enter

a. All requested variables entered.

b. Dependent Variable: Total_MVDegreeOfInnovation

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.532 ^a	.283	.276	1.47321

a. Predictors: (Constant), Total_IVTraining,
Total_IVIncentiveCompensation

b. Dependent Variable: Total_MVDegreeOfInnovation

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	179.873	2	89.936	41.439	.000 ^a
	Residual	455.770	210	2.170		
	Total	635.643	212			

a. Predictors: (Constant), Total_IVTraining, Total_IVIncentiveCompensation

b. Dependent Variable: Total_MVDegreeOfInnovation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.158	.471		4.580	.000
	Total_IVIncentiveCompensation	.083	.040	.145	2.098	.037
	Total_IVTraining	.412	.065	.440	6.377	.000

a. Dependent Variable: Total_MVDegreeOfInnovation

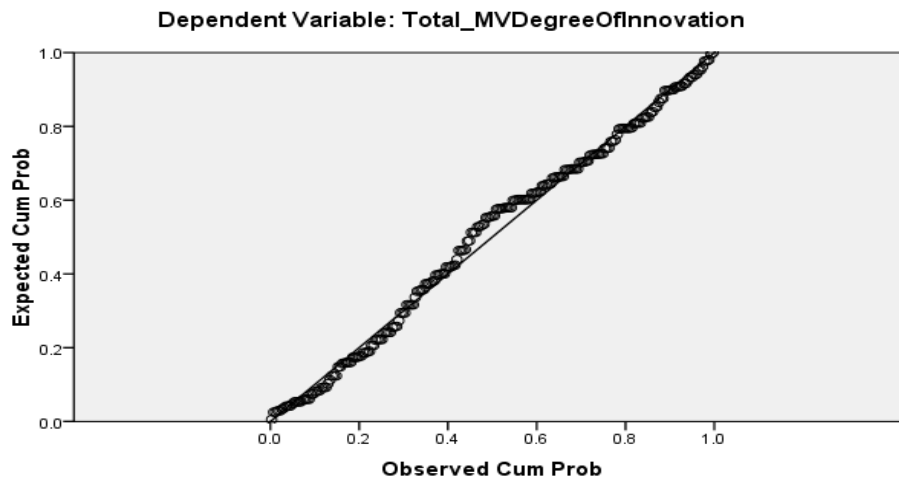
Casewise Diagnostics^a

Case Number	Std. Residual	Total_MVDegreeOfInnovation	Predicted Value	Residual
114	3.583	10.00	4.7221	5.27789

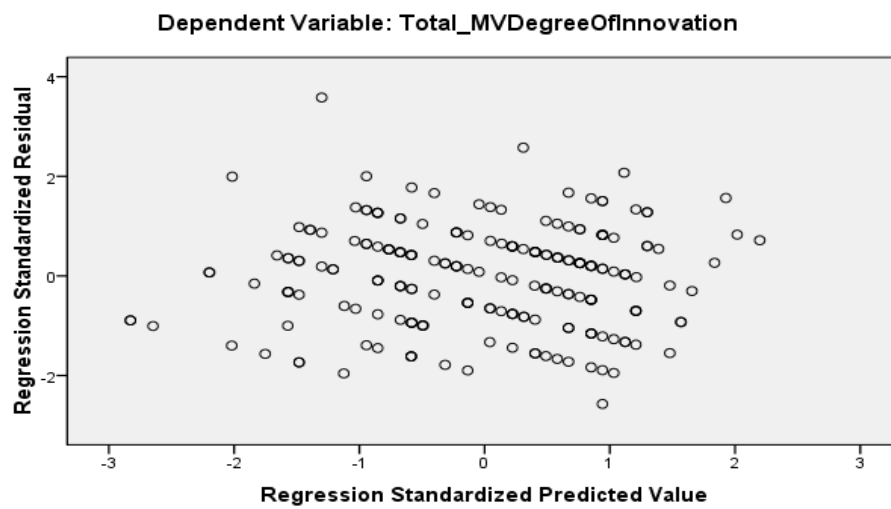
a. Dependent Variable: Total_MVDegreeOfInnovation

Charts

Normal P-P Plot of Regression Standardized Residual



Scatterplot



The result of multiple regression – Hypotheses no. 2 b

Process no.1 i.e. Path b (S_b) Human resource practices IVs + Company's policy on innovation (MV) -> Organizational Performance (DV)

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Total_MVDegreeOfInnovation, Total_IVIncentiveCompensation, Total_IVTraining ^a		Enter

a. All requested variables entered.

b. Dependent Variable:

Total_DVOrganizationalPerformance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.582 ^a	.338	.329	3.41346

a. Predictors: (Constant), Total_MVDegreeOfInnovation,
Total_IVIncentiveCompensation, Total_IVTraining

b. Dependent Variable: Total_DVOrganizationalPerformance

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1244.496	3	414.832	35.603	.000 ^a
Residual	2435.203	209	11.652		
Total	3679.700	212			

a. Predictors: (Constant), Total_MVDegreeOfInnovation, Total_IVIncentiveCompensation, Total_IVTraining

b. Dependent Variable: Total_DVOrganizationalPerformance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.632	1.145		11.033	.000
Total_IVIncentiveCompensation	.436	.093	.316	4.699	.000
Total_IVTraining	.183	.164	.081	1.118	.265
Total_MVDegreeOfInnovation	.766	.160	.318	4.791	.000

a. Dependent Variable: Total_DVOrganizationalPerformance

Casewise Diagnostics^a

Case Number	Std. Residual	Total_DVOrganizationalPerformance	Predicted Value	Residual
120	-3.133	14.00	24.6933	-10.69334

a. Dependent Variable: Total_DVOrganizationalPerformance

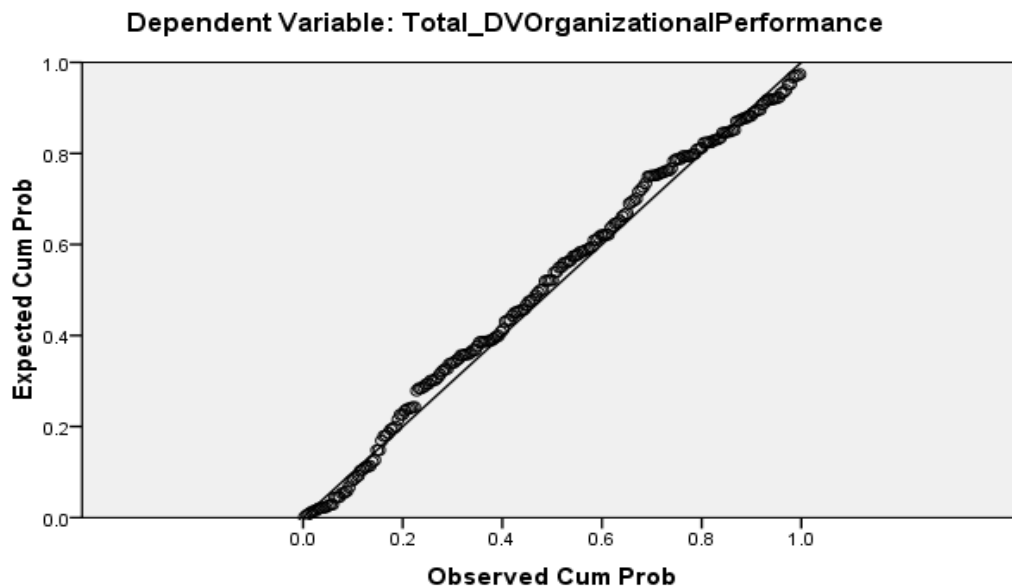
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	16.2753	30.0810	24.0376	2.42286	213
Std. Predicted Value	-3.204	2.494	.000	1.000	213
Standard Error of Predicted Value	.247	1.020	.448	.134	213
Adjusted Predicted Value	16.1743	30.3763	24.0392	2.42879	213
Residual	-10.69334	6.61974	.00000	3.38922	213
Std. Residual	-3.133	1.939	.000	.993	213
Stud. Residual	-3.152	1.968	.000	1.004	213
Deleted Residual	-10.82750	6.81766	-.00165	3.46345	213
Stud. Deleted Residual	-3.222	1.982	-.001	1.008	213
Mahal. Distance	.114	17.918	2.986	2.619	213
Cook's Distance	.000	.063	.006	.010	213
Centered Leverage Value	.001	.085	.014	.012	213

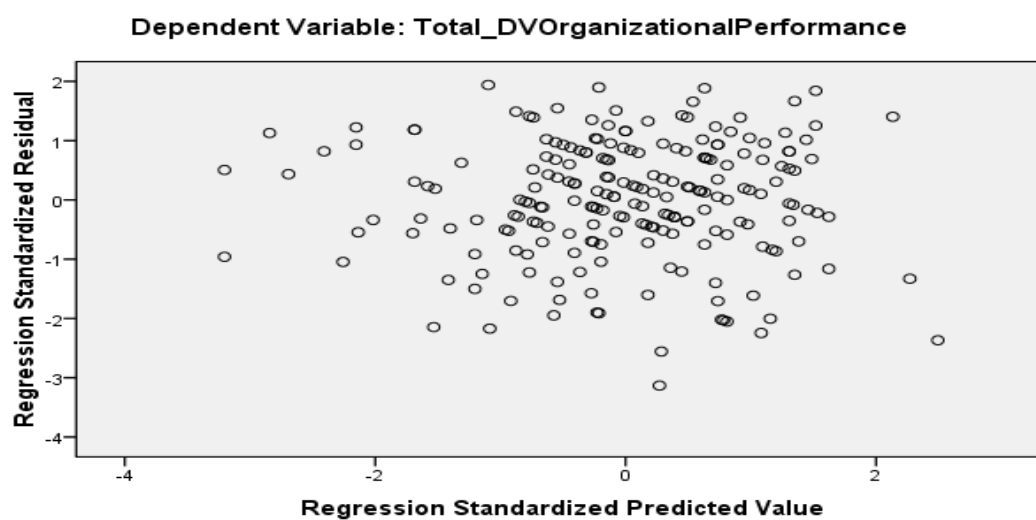
a. Dependent Variable: Total_DVOrganizationalPerformance

Charts

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Appendix 4**The result of Multiple Regression – Hypotheses no. 3****Variables Entered/Removed^b**

Model	Variables Entered	Variables Removed	Method
1	Total_IVPerformanceEvaluation, Total_IVSelectiveHiring ^a		Enter

a. All requested variables entered.

b. Dependent Variable:

Total_DVOrganizationalPerformance

Model Summary^b

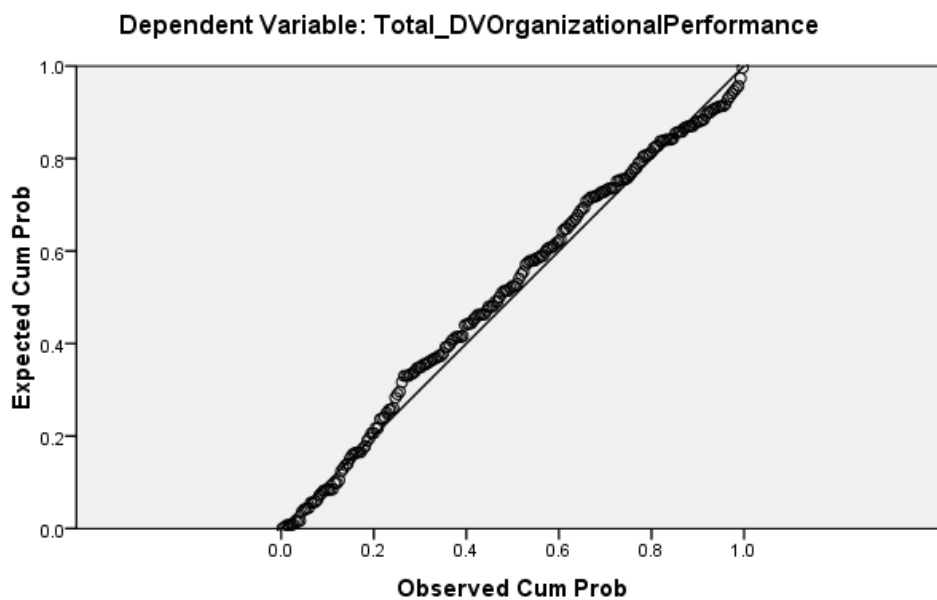
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.404 ^a	.164	.156	3.82842

a. Predictors: (Constant), Total_IVPerformanceEvaluation,
Total_IVSelectiveHiring

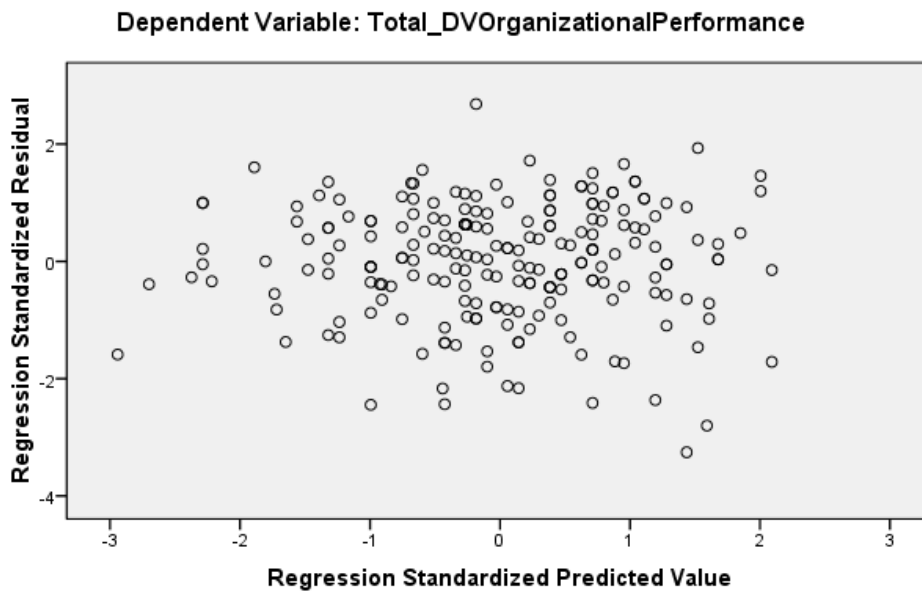
b. Dependent Variable: Total_DVOrganizationalPerformance

Charts

Normal P-P Plot of Regression Standardized Residual



Scatterplot



Appendix 5

The result of multiple regression – Hypotheses no. 4

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Total_IVSocialActivitiesSp ort, Total_IVInformationSharin g, Total_IVJobSecurity ^a		Enter

a. All requested variables entered.

b. Dependent Variable: Total_DVOrganizationalPerformance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1				

1	.516 ^a	.266	.256	3.59446
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a. Predictors: (Constant), Total_IVSocialActivitiesSport, Total_IVInformationSharing, Total_IVJobSecurity

b. Dependent Variable: Total_DVOrganizationalPerformance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	979.392	3	326.464	25.268	.000 ^a
	Residual	2700.308	209	12.920		
	Total	3679.700	212			

a. Predictors: (Constant), Total_IVSocialActivitiesSport, Total_IVInformationSharing, Total_IVJobSecurity

b. Dependent Variable: Total_DVOrganizationalPerformance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.814	1.102		13.448	.000
	Total_IVInformationSharing	.253	.083	.209	3.037	.003
	Total_IVJobSecurity	.493	.329	.115	1.499	.135
	Total_IVSocialActivitiesSport	.432	.099	.312	4.346	.000

a. Dependent Variable: Total_DVOrganizationalPerformance

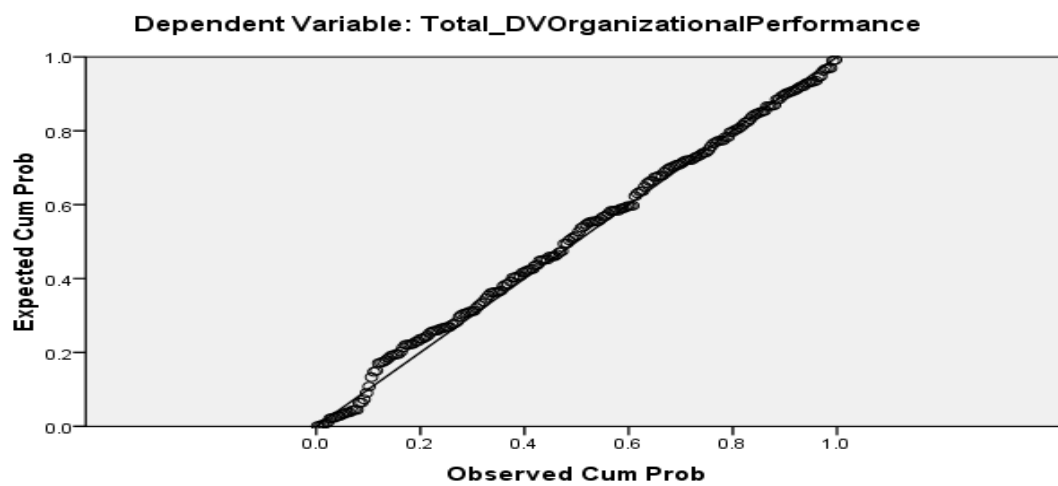
Casewise Diagnostics^a

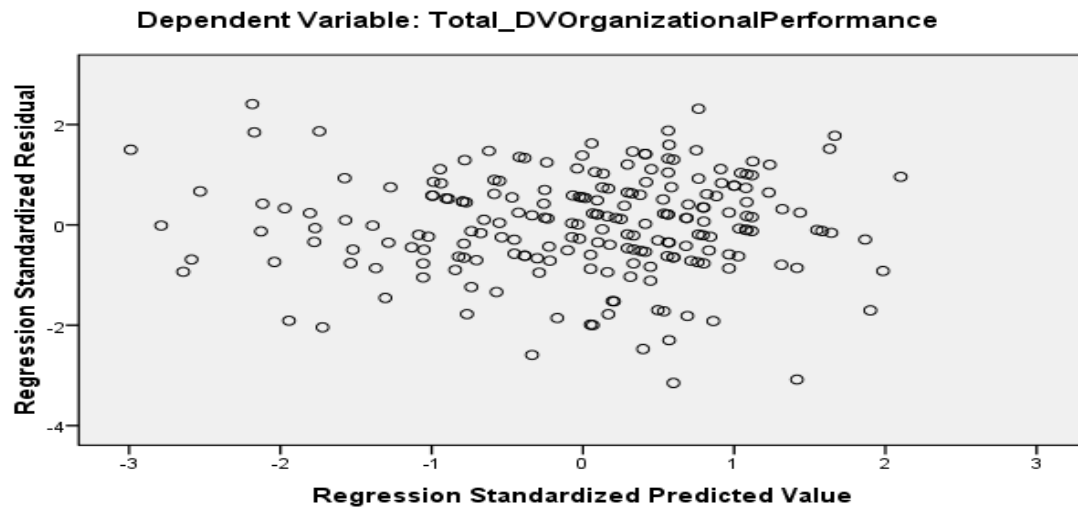
Case Number	Std. Residual	Total_DVOrganizationalPerformance	Predicted Value	Residual
57	-3.082	16.00	27.0790	-11.07901
120	-3.150	14.00	25.3233	-11.32331

a. Dependent Variable: Total_DVOrganizationalPerformance

Charts

Normal P-P Plot of Regression Standardized Residual



Scatterplot

The result of multiple regression – Hypotheses no. 5a

Appendix 6

Process no.1 i.e. Path a (S_a) human resource practices IVs (inc. Organization of work) -> Company's policy on innovation (MV)

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Total_IVOrganizationWork ^a		. Enter

a. All requested variables entered.

b. Dependent Variable: Total_MVDegreeOfInnovation

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.512 ^a	.262	.259	1.49096

a. Predictors: (Constant), Total_IVOrganizationWork

b. Dependent Variable: Total_MVDegreeOfInnovation

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	166.598	1	166.598	74.944	.000 ^a
	Residual	469.045	211	2.223		
	Total	635.643	212			

a. Predictors: (Constant), Total_IVOrganizationWork

b. Dependent Variable: Total_MVDegreeOfInnovation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.143	.448		4.782	.000
	Total_IVOrganizationWork	.308	.036	.512	8.657	.000

a. Dependent Variable: Total_MVDegreeOfInnovation

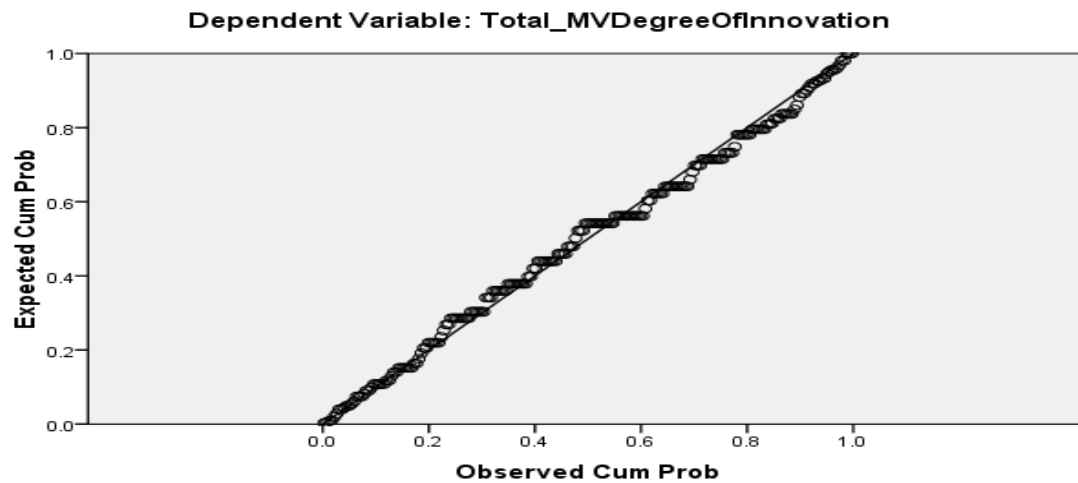
Casewise Diagnostics^a

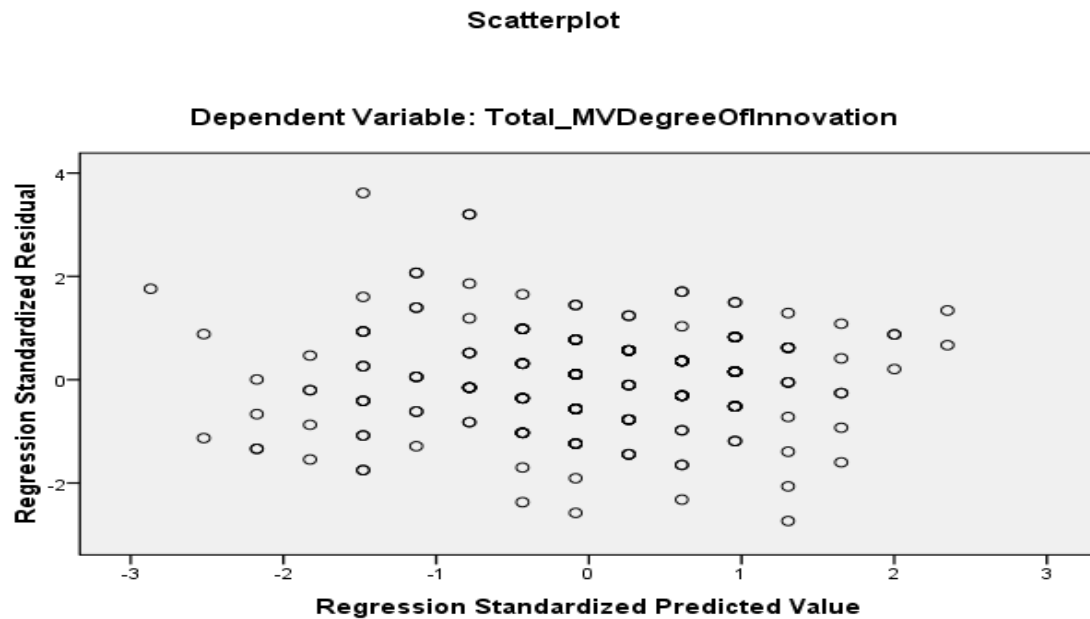
Case Number	Std. Residual	Total_MVDegreeOfInnovation	Predicted Value	Residual
1	3.202	10.00	5.2267	4.77331
2	3.202	10.00	5.2267	4.77331
114	3.615	10.00	4.6099	5.39008

a. Dependent Variable: Total_MVDegreeOfInnovation

Charts

Normal P-P Plot of Regression Standardized Residual





The result of multiple regression – Hypotheses no. 5b

Process no.1 i.e. Path b (S_b) Human resource practices (IV) (i.e. Organization of work) + Company's policy on innovation (MV) \rightarrow Organizational Performance (DV)

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Total_MVDegreeOfInnovation, Total_IVOrganizationWork ^a		. Enter

a. All requested variables entered.

b. Dependent Variable: Total_DVOrganizationalPerformance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.499 ^a	.249	.242	3.62819

a. Predictors: (Constant), Total_MVDegreeOfInnovation, Total_IVOrganizationWork

b. Dependent Variable: Total_DVOrganizationalPerformance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	915.302	2	457.651	34.766	.000 ^a
	Residual	2764.398	210	13.164		
	Total	3679.700	212			

a. Predictors: (Constant), Total_MVDegreeOfInnovation, Total_IVOrganizationWork

b. Dependent Variable: Total_DVOrganizationalPerformance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.561	1.148		13.554	.000
	Total_IVOrganizationWork	.226	.101	.156	2.243	.026
	Total_MVDegreeOfInnovation	.963	.168	.400	5.750	.000

a. Dependent Variable: Total_DVOrganizationalPerformance

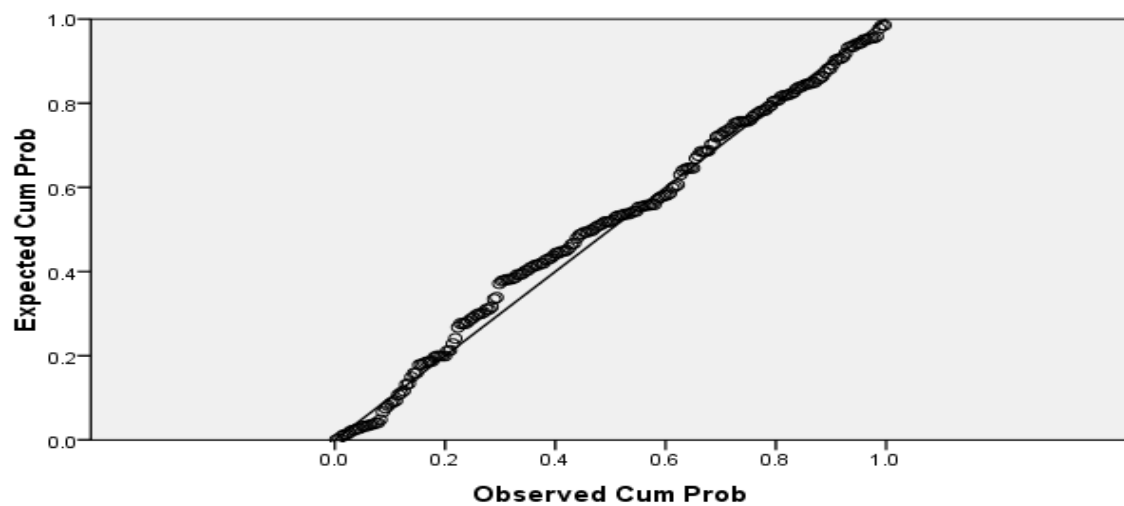
Casewise Diagnostics^a

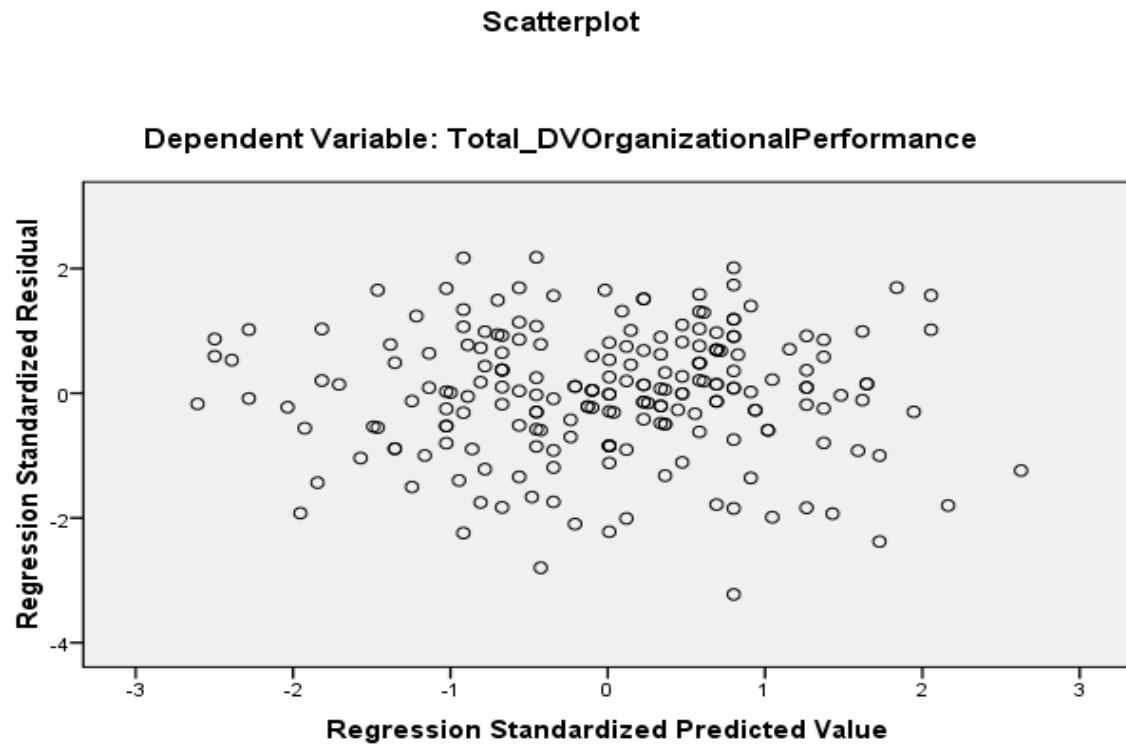
Case Number	Std. Residual	Total_DVOrganizationalPerformance	Predicted Value	Residual
120	-3.225	14.00	25.7006	-11.70061

a. Dependent Variable: Total_DVOrganizationalPerformance

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Total_DVOrganizationalPerformance





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