

## **APPENDIX A**

(List of Constructs & Sources)

No.	Construct of measures	No. of items	Sources
1.	Organisational Innovativeness ( $\alpha=.89$ )	5	Hurley and Hult (1998)
2.	Self Leadership ( $\alpha=$ between .74 and 0.93)	35	Houghton & Neck (2002)
3.	Innovative Behavior ( $\alpha=.89$ )	6	Scott & Bruce (1994)
4.	Environmental Dynamism ( $\alpha=.91$ )	5	Jansen, Vera, & Crossan (2009)

**APPENDIX B**  
(Questionnaire)



Graduate School of Business  
Faculty of Business and Accountancy  
University of Malaya  
Kuala Lumpur

Dear Sir / Madam,

This survey is conducted as a partial requirement for the completion of the Master of Business Administration (MBA) course, in University of Malaya. The general purpose of this research is to study The Relationship between Self-Leadership, Innovative Behavior, Environmental Dynamism and Organisational Innovativeness.

Kindly answer ALL questions. All information will be treated with strict confidential as it shall only be used for the purpose of academic research and your response of the questionnaire will only be analyzed in aggregate forms. As such, individuals who response to this questionnaire will be treated as anonymous. The survey will take approximately 5-15 minutes.

Your kind participation in this survey are highly valued and appreciated and should you have any enquiries regarding this questionnaires please do not hesitate to contact me as per below details.

Thanking you in advance for your cooperation.

Yours sincerely,

**Norsyima Ismail**

Graduate Student,

Faculty of Business and Accountancy,

University of Malaya (UM), 50603 Kuala Lumpur.

Email: ezee\_bz@yahoo.com or norsyima@siswa.um.edu.my

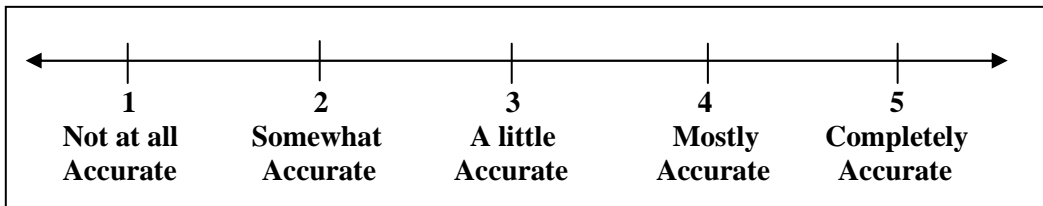
Supervised by:

Associate Professor Dr. Angeline Tay,

Faculty of Business and Accountancy,

University of Malaya (UM), 50603 Kuala Lumpur

**Instruction: Please read the following statements carefully and try to decide how true the statement is in describing you. For each statement below, please use the following scale.**

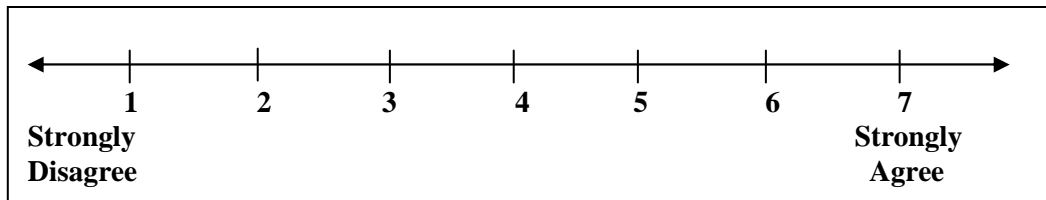


<b>Self-Leadership</b>						
<b>No</b>	<b>Behavior-Focused Strategies</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1.</b>	I establish specific goals for my own performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>2.</b>	I consciously have goals in mind for my work efforts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>3.</b>	I work toward specific goals I have set for myself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>4.</b>	I think about the goals I that intend to achieve in the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>5.</b>	I write specific goals for my own performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>6.</b>	When I do an assignment especially well, I like to treat myself to something or activity I especially enjoy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>7.</b>	When I do something well, I reward myself with a special event such as a good dinner, movie, shopping trip, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>8.</b>	When I have successfully completed a task, I often reward myself with something I like.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>9.</b>	I tend to get down on myself in my mind when I have performed poorly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>10.</b>	I tend to be tough on myself in my thinking when I have not done well on a task.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>11.</b>	I feel guilt when I perform a task poorly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>12.</b>	I sometimes openly express displeasure with myself when I have not done well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>13.</b>	I make a point to keep track of how well I'm doing at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>14.</b>	I usually am aware of how well I'm doing as I perform an activity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>15.</b>	I pay attention to how well I'm doing in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>16.</b>	I keep track of my progress on projects I'm working on.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>17.</b>	I use written notes to remind myself of what I need to accomplish.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>18.</b>	I use concrete reminders (e.g., notes and lists) to help me focus on things I need to accomplish.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

No	Natural Reward Strategies	1	2	3	4	5
19.	I focus my thinking on the pleasant rather than the unpleasant aspects of my job activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20.	I try to surround myself with objects and people that bring out my desirable behaviors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21.	When I have a choice, I try to do my work in ways that I enjoy rather than just trying to get it over with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22.	I seek out activities in my work that I enjoy doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23.	I find my own favorite ways to get things done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No	Constructive Thought Pattern Strategies	1	2	3	4	5
24.	I use my imagination to picture myself performing well on important tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25.	I visualize myself successfully performing a task before I do it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26.	Sometimes I picture in my mind a successful performance before I actually do a task.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27.	I purposefully visualize myself overcoming the challenges I face.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28.	I often mentally rehearse the way I plan to deal with a challenge before I actually face the challenge.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29.	Sometimes I find I'm talking to myself (out loud or in my head) to help me deal with difficult problems I face.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30.	Sometimes I talk to myself (out loud or in my head) to work through difficult situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31.	When I'm in difficult situations I will sometimes talk to myself (out loud or in my head) to help me get through it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32.	I think about my own beliefs and assumptions whenever I encounter a difficult situation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33.	I try to mentally evaluate the accuracy of my own beliefs about situations I am having problems with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34.	I openly articulate and evaluate my own assumptions when I have a disagreement with someone else.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35.	I think about and evaluate the beliefs and assumptions I hold.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

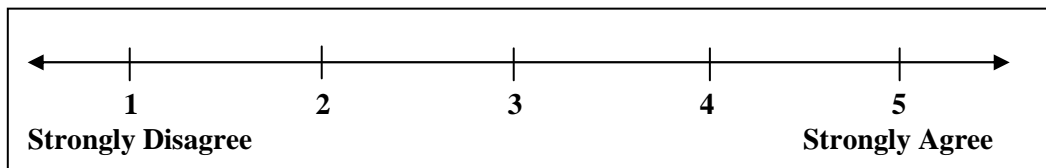


**Instruction: Please read the following statements carefully and please indicate your degree of agreement or disagreement with each statement in describing your organisational environment. For each statement below, please use the following scale.**



		<b>Environmental Dynamism</b>						
<b>No</b>	<b>Organisation environment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
1.	Environmental changes in our local market are intense.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	Our clients regularly ask for new products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	In our local market, changes are taking place continuously.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	In a year, nothing has changed in our market.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	In our market, the volumes of products and services to be delivered change fast and often.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Instruction: Please read the following statements carefully and please indicate your degree of agreement or disagreement with each statement in describing your organisational innovativeness. For each statement below, please use the following scale.**



<b>No</b>	<b>Descriptions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Our company frequently tries out new ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	Our company seeks out new ways to do things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	Our company is creative in its methods of operation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	Our company is often the first to do marketing for new products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	Innovation in our company is perceived as too risky and is resisted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Demographic Profile

Please choose one statement that best describes you by marking (√) on the appropriate box.

<b>1. Gender:</b>		
<input type="checkbox"/> Male	<input type="checkbox"/> Female	
<b>2. Age:</b>		
<input type="checkbox"/> 20 years or below	<input type="checkbox"/> 31 – 40 years	<input type="checkbox"/> More than 50 years
<input type="checkbox"/> 21 – 30 years	<input type="checkbox"/> 41 – 50 years	
<b>3. Ethnicity:</b>		
<input type="checkbox"/> Malay	<input type="checkbox"/> Indian	
<input type="checkbox"/> Chinese	<input type="checkbox"/> Others (Please specify): _____	
<b>4. Highest Education Level:</b>		
<input type="checkbox"/> SPM/STPM or less	<input type="checkbox"/> Postgraduate Degree (e.g. Master or Doctorate)	
<input type="checkbox"/> Certificate/Diploma	<input type="checkbox"/> Professional Certification	
<input type="checkbox"/> First Degree	<input type="checkbox"/> Others (Please specify): _____	
<b>5. Job designation:</b>		
<input type="checkbox"/> Top / Middle Management (e.g. CEO, CFO, COO, VP, GM etc.)		
<input type="checkbox"/> First Line Management (e.g. Department Manager, Supervisor etc.)		
<input type="checkbox"/> Executive / Engineer		
<input type="checkbox"/> Support Staff (e.g. Administration Assistant, Clerk etc)		
<b>6. Unit / Division:</b>		
<input type="checkbox"/> Information Technology	<input type="checkbox"/> Production	
<input type="checkbox"/> Engineering	<input type="checkbox"/> Human Resources	
<input type="checkbox"/> Account/Finance	<input type="checkbox"/> Sales/Marketing	
<input type="checkbox"/> Logistic/Distribution	<input type="checkbox"/> Others (Please specify): _____	

\*\*\*Thank you for your participation\*\*\*

**APPENDIX C**  
(Factor Analysis)

Rotated Component Matrix<sup>a</sup>

Communalities		
	Initial	Extraction
SL1	1.000	.715
SL2	1.000	.765
SL3	1.000	.688
SL4	1.000	.724
SL5	1.000	.558
SL6	1.000	.752
SL7	1.000	.873
SL8	1.000	.819
SL9	1.000	.589
SL10	1.000	.644
SL11	1.000	.831
SL12	1.000	.650
SL13	1.000	.654
SL14	1.000	.628
SL15	1.000	.719
SL16	1.000	.602
SL17	1.000	.802
SL18	1.000	.749
SL19	1.000	.488
SL20	1.000	.583
SL21	1.000	.611
SL22	1.000	.563
SL23	1.000	.667
SL24	1.000	.683
SL25	1.000	.696
SL26	1.000	.719
SL27	1.000	.744
SL28	1.000	.688
SL29	1.000	.870
SL30	1.000	.866
SL31	1.000	.790
SL32	1.000	.650
SL33	1.000	.784
SL34	1.000	.796
SL35	1.000	.779

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx. Chi-Square	4610.185
	df	595
	Sig.	.000

Extraction Method: Principal Component Analysis.

	Component								
	SO (BFS)	ST (CTP)	SGS (BFS)	SP (BFS)	EB (CTP)	SR (BFS)	FT (NRS)	VIS (CTP)	SC (BFS)
SL13	.695								
SL14	.586								
SL15	.737								
SL16	.559								
SL29		.899							
SL30		.885							
SL31		.801							
SL1			.655						
SL2			.679						
SL3			.699						
SL4			.686						
SL5			.424						
SL9				.474					
SL10				.696					
SL11				.817					
SL12				.735					
SL32					.420				
SL33					.784				
SL34					.785				
SL35					.791				
SL6						.774			
SL7						.916			
SL8						.850			
SL19							.640		
SL20							.657		
SL21							.624		
SL22							.443		
SL23							.701		
SL24								.565	
SL25								.489	
SL26								.538	
SL27								.531	
SL28								.439	
SL17									.816
SL18									.772

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 11 iterations.

BFS = Behavioral focus strategies  
CTP = Constructive thought pattern strategies  
NRS = Natural reward strategies  
SO = Self-observation  
ST = Self-talk  
SGS = Self-goal setting  
SP = Self-punishment  
EB = Evaluating beliefs and assumption  
SR = Self-reward  
FT = Focusing thought on natural rewards  
VIS = Visualizing successful performance  
SC = Self-cueing