APPENDIX
July 4, 2004

Dear Sir / Madam,

Re: Survey on the impact of ISO 9000 System Implementation: Employees’ Perception

The University Malaya is currently conducting a research on the ‘Impact of ISO 9000 System Implementation – Employees’ Perceptions’.

This purpose of this survey is to explore the impact of ISO 9000 Quality System from the viewpoint of the employees in your organization. Although a lot of studies have proven the positive effects of ISO 9000 on organizational performance, nevertheless some experts continue to question the positive effects of ISO 9000 from the behavioral point of view. It is hoped that the result of this research will help shed more light on the issue and assist organizations to improve implementation aspects of ISO 9000.

Please be assured that all your responses will be treated in strictest confidentiality. Only aggregated results will be reported for academic purposes. There are no hidden meanings behind the questions and there is no right or wrong answer.

Your cooperation is highly appreciated. Please do not hesitate to call me or my research assistant (Puan Aisah Ali) at 03-79555203.

Thank You.

Regards,

[Signature]

Associate Prof. Dr. Mohd Nazari Ismail.
Head
Department of Business Policy and Strategy.

Enc.: Questionnaire
Section 1: Job Related Variables

Listed below are statements which could be used to describe a job. You are to indicate whether you are strongly agreed or disagreed with the statements. Please be as objective as you can in indicating your feeling towards your job. There is no right or wrong answer and your response will be treated with highly confidential.

Write a number in the blank beside each statement based on the following scale:

<table>
<thead>
<tr>
<th>1 Strongly Disagree</th>
<th>2 Disagree</th>
<th>3 Somewhat Agree</th>
<th>4 Agree</th>
<th>5 Strongly Agree</th>
</tr>
</thead>
</table>

BEFORE ISO AFTER ISO

1. My work has always been recognized by my boss.
2. I always feel great achievement in my work.
3. I always know how my superior view my performance.
4. I received respect and fair treatment from my boss.
5. I received good support and guidance from my superior.
6. I am satisfied with the pay and fringe benefits from the organization.
7. I get rewarded for high level of performance.
8. My supervisor generally gives me clear instructions
9. During the past 2 years I have not applied for another job.
10. I always know the result of my work.
11. I always know my responsibility.
12. I am personally accountable for my work outcomes.
13. I can predict what others will expect of me on the job.
14. The works I do is always meaningful.
15. I always give suggestions to make the organization a better working place.
16. I always volunteer for organization campaigns and other activities

17. I always help others to solve problems.

18. I have clear planned goals and objectives for my job.

19. I am always encouraged to come up with new and better ways of doing things.

20. There is a better way to perform my work if I have the choice.

21. My job is very stressful.

22. My job involved too much paper work.

23. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.

24. I am proud to tell others than I am part of this organization.

25. I feel very little loyalty to this organization.

26. I really care about the fate of this organization.

27. I found that my values and the organization’s values are very similar.

28. I could just as well be working for a different organization as long as the type of work were similar.
Section II: Background Information

The questions in this section gather background information of respondents. All of the information you provided will be used for this research purpose only and will be strictly kept CONFIDENTIAL.

* Please circle one of the available choices

1. Sex: Male / Female

2. Education: SPM / STPM / DIPLOMA / DEGREE / MASTER DEGREE / PHD

3. You have been working in this organization for:
   Less than 2 years / 2-4 years / More than 4 years

4. Type of employment: Full Time / Part Time

5. Your annual income:
   Less than RM24,000 / RM24,000 – RM48,000 / More than RM48,000

6. Your industry type:

7. Your organization’s name:

**** THANK YOU********