

APPENDICES

Appendix A: Questionnaire used in the Pilot Study

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APPENDIX A

Questionnaire used in the Pilot Study



13 April 2010

Dear Sir/Madam,

A SURVEY ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR

I am a PhD student under the supervision of Dr. Ali Boerhannoeddin at the Faculty of Economics and Administration, University of Malaya. I am currently conducting a pilot study to explore the relationship between organisation culture, performance appraisal process, leader-member exchange (supervisor-subordinate interaction) and its effect on organisational citizenship behaviour of academic staff in private higher education institutions.

I appreciate your kind cooperation and assistance to complete the attached questionnaire and to return to the undersigned by 20 April 2010. The questionnaire consists of five parts and will take approximately 15 minutes to answer. Please answer all questions in all parts. If you have any question, you may contact me at telephone number 03-7968 5305 or email address: tehcyj@stamford.edu.my

I would like to assure you that all information given will be treated with strictest confidentiality and will only be used for the academic research purposes.

Thank you very much for your effort to participate in this research.

Yours sincerely,

Teh Choon Jin

PhD Candidate

Faculty of Economics & Administration

University of Malaya

PART I: ORGANISATIONAL CULTURE

Important organisational values may be expressed in the form of norms or shared expectations about what is important, how to behave, or what attitudes are important at work.

Based on your own perspective, please indicate by circling the most appropriate answer in the following scale as to what degree you **feel the characteristics listed describe your organisation:**

1 = strongly disagree	3 = slightly disagree	5 = slightly agree	7 = strongly agree
2 = moderately disagree	4 = neither agree nor disagree	6 = moderately agree	

MY CURRENT ORGANISATION:

		Strongly Disagree				Strongly Agree			
		1	2	3	4	5	6	7	
1.	Shares information freely								
2.	Emphasises a single set of values throughout the organisation								
3.	Respects an individual's rights								
4.	Has low expectations for performance								
5.	Has high pay for good performance								
6.	Has a low level of conflict								
7.	Allows me to develop friends at work								
8.	Provides opportunities for personal growth								
9.	Requires long hours of work								
10.	Emphasises quality								
11.	Confronts conflict directly								
12.	Has a guiding mission								
13.	Stresses career development								
14.	Provides guidance to do a better job								
15.	Provides quality service to members/employees								
16.	Meets community needs								
17.	Rewards excellent performance								
18.	Is unpredictable								
19.	Is innovative								
20.	Is risk-taking								
21.	Is autonomous								
22.	Is rule oriented								
23.	Is people oriented								
24.	Is demanding								
25.	Is quick to respond to changing needs								

		Strongly Disagree				Strongly Agree			
26.	Is easy-going	1	2	3	4	5	6	7	
27.	Is fair	1	2	3	4	5	6	7	
28.	Is tolerant	1	2	3	4	5	6	7	
29.	Is adaptable to change	1	2	3	4	5	6	7	
30.	Is respectful of cultural diversity	1	2	3	4	5	6	7	
31.	Is aggressive	1	2	3	4	5	6	7	
32.	Is action oriented	1	2	3	4	5	6	7	
33.	Is team oriented	1	2	3	4	5	6	7	
34.	Is supportive	1	2	3	4	5	6	7	
35.	Is achievement oriented	1	2	3	4	5	6	7	
36.	Is distinctive/different from others	1	2	3	4	5	6	7	
37.	Is socially responsible	1	2	3	4	5	6	7	
38.	Is results oriented	1	2	3	4	5	6	7	
39.	Is competitive	1	2	3	4	5	6	7	
40.	Is highly organised	1	2	3	4	5	6	7	
41.	Is involved in the community	1	2	3	4	5	6	7	

END OF PART I

PART II : PERFORMANCE APPRAISAL

This section of the survey deals with the **meetings you may have with your supervisor and superior to discuss your job performance.** At your organisation, you may call it performance evaluation, performance appraisal or performance review.

Based on your own views of how your management views you, please indicate by circling the most appropriate answer in the following scale as to whether you feel the characteristics listed describe the process your organisation uses to evaluate you:

1 = strongly disagree	3 = slightly disagree	5 = slightly agree	7 = strongly agree
2 = moderately disagree	4 = neither agree nor disagree	6 = moderately agree	

MY VIEWS ON HOW MY MANAGEMENT VIEWS ME:

		Strongly Disagree				Strongly Agree			
1.	My management views me as a person who shares information freely	1	2	3	4	5	6	7	
2.	My management views me as a person who conforms to a set of organisation values throughout the organization	1	2	3	4	5	6	7	
3.	My management views me as a person who respects individual's rights	1	2	3	4	5	6	7	
4.	My management views me as having low expectations for performance	1	2	3	4	5	6	7	

		Strongly Disagree				Strongly Agree			
5.	My management views me as a person who values high pay for good performance	1	2	3	4	5	6	7	
6.	My management views me as a person with low level of conflict	1	2	3	4	5	6	7	
7.	My management views me as a person who is able to develop friends at work	1	2	3	4	5	6	7	
8.	My management views me as a person who values opportunities for personal growth	1	2	3	4	5	6	7	
9.	My management views me as willing to work long hours	1	2	3	4	5	6	7	
10.	My management views me as a person who emphasizes on quality	1	2	3	4	5	6	7	
11.	My management views me as a person who confronts conflict directly	1	2	3	4	5	6	7	
12.	My management views me as a person who has a guiding mission	1	2	3	4	5	6	7	
13.	My management views me as a person who places importance on career development	1	2	3	4	5	6	7	
14.	My management views me as a person who provides guidance to others to do a better job	1	2	3	4	5	6	7	
15.	My management views me as a person who provides quality services to other members/employees	1	2	3	4	5	6	7	
16.	My management views me as a person who meets community needs	1	2	3	4	5	6	7	
17.	My management views me as a person who rewards excellent performance	1	2	3	4	5	6	7	
18.	My management views me as an unpredictable person	1	2	3	4	5	6	7	
19.	My management views me as an innovative person	1	2	3	4	5	6	7	
20.	My management views me as a risk-taking person	1	2	3	4	5	6	7	
21.	My management views me as an autonomous person	1	2	3	4	5	6	7	
22.	My management views me as a rule-oriented person	1	2	3	4	5	6	7	
23.	My management views me as a people-oriented person	1	2	3	4	5	6	7	
24.	My management views me as demanding	1	2	3	4	5	6	7	
25.	My management views me as quick to respond to changing needs	1	2	3	4	5	6	7	
26.	My management views me as easy-going	1	2	3	4	5	6	7	
27.	My management views me as fair	1	2	3	4	5	6	7	
28.	My management views me as tolerant	1	2	3	4	5	6	7	
29.	My supervisor views me as adaptable to change	1	2	3	4	5	6	7	
30.	My management views me as respectful of cultural diversity	1	2	3	4	5	6	7	
31.	My management views me as aggressive	1	2	3	4	5	6	7	
32.	My management views me as action-oriented	1	2	3	4	5	6	7	
33.	My management views me as team-oriented	1	2	3	4	5	6	7	
34.	My management views me as supportive	1	2	3	4	5	6	7	
35.	My management views me as achievement-oriented	1	2	3	4	5	6	7	

		Strongly Disagree					Strongly Agree		
36.	My management views me as distinctive/different from others	1	2	3	4	5	6	7	
37.	My management views me as socially responsible	1	2	3	4	5	6	7	
38.	My management views me as results-oriented	1	2	3	4	5	6	7	
39.	My management views me as competitive	1	2	3	4	5	6	7	
40.	My management views me as highly organised	1	2	3	4	5	6	7	
41.	My management views me as a person who likes to be involved in community work	1	2	3	4	5	6	7	

END OF PART II

PART III: LEADER-MEMBER-EXCHANGE

The following are several items about the **relationship between you and your supervisor**. Please answer each question by circling a number on the scale that follows it.

1	The way my supervisor sees it, the importance of my job to his/her performance is:-	1 Slight to none	2 Somewhat	3 Moderate	4 Great	5 Very Great
2	My supervisor would probably say that my work goals and his/hers are:-	1 Opposite	2 Different	3 Unrelated	4 Similar	5 The same
3	On my present job, this is how I feel about the way my supervisor and I understand each other:	1 Very Dissatisfied	2 Dissatisfied	3 Undecided or Neutral	4 Satisfied	5 Very Satisfied
4	The way my supervisor sees me, he/she would probably say that my ability to do my job well is:	1 Poor	2 Below Average	3 Average	4 Good	5 Excellent
5	I feel that my work goals and those of my supervisor are:	1 Opposite	2 Different	3 Unrelated	4 Similar	5 The same
6	On my present job, this is how I feel about the way my supervisor provides help on difficult problems:	1 Very Dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Very Satisfied

END OF PART III

PART IV: ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Please read each item carefully. Then rate how often you engage in each behaviour by circling the most appropriate answer.

Organisational Citizenship Behaviour Items (Individual)

		Never	Rarely	Some times	Often	Always
1	I help others who have been absent.	1	2	3	4	5
2	I willingly give my time to help others who have work-related problems.	1	2	3	4	5
3	I adjust my work schedule to accommodate other employees' requests for time off.	1	2	3	4	5
4	I go out of my way to make new employees feel welcome in the work group.	1	2	3	4	5
5	I show genuine concern and courtesy towards co-workers, even under the most trying business or personal situations.	1	2	3	4	5
6	I give up time to help others who have work or non-work problems.	1	2	3	4	5
7	I assist others with their duties.	1	2	3	4	5
8	I share personal property with others to help their work.	1	2	3	4	5

Organisational Citizenship Behaviour Items (Organisation)

		Never	Rarely	Some times	Often	Always
1	I attend functions that are not required but they help the organisational image.	1	2	3	4	5
2	I keep up with development in the organisation.	1	2	3	4	5
3	I defend the organisation when other employees criticise it.	1	2	3	4	5
4	I show pride when representing the organisation in public.	1	2	3	4	5
5	I offer ideas to improve the functioning of the organisation.	1	2	3	4	5
6	I express loyalty towards the organisation.	1	2	3	4	5

- | | | | | | | |
|---|--|---|---|---|---|---|
| 7 | I take action to protect the organisation from potential problems. | 1 | 2 | 3 | 4 | 5 |
| 8 | I demonstrate concern about the image of the organisation. | 1 | 2 | 3 | 4 | 5 |

END OF PART IV

PART V: RESPONDENT'S PROFILE

This information will be kept strictly confidential and is collected for statistical purposes only. Please respond to the following items by checking (✓) the appropriate box or completing the space provided.

1. Name (Optional) : _____

2. Gender : Male ☐ 1 Female ☐ 2

3. Race :
 Malay ☐ 1 Indian ☐ 3
 Chinese ☐ 2 Others ☐ 4 _____ (specify)

4. Age group at last birthday :

20 – 24	<input type="checkbox"/> 1	40 – 44	<input type="checkbox"/> 5
25 – 29	<input type="checkbox"/> 2	45 – 49	<input type="checkbox"/> 6
30 – 34	<input type="checkbox"/> 3	50 – 54	<input type="checkbox"/> 7
35 – 39	<input type="checkbox"/> 4	55 & above	<input type="checkbox"/> 8

5. Highest level of education :

Bachelor degree	<input type="checkbox"/> 1	Professional	<input type="checkbox"/> 4
Master's degree	<input type="checkbox"/> 2	Others	<input type="checkbox"/> 5
Doctoral degree	<input type="checkbox"/> 3	_____ (specify)	

6. Academic position :

Professor	<input type="checkbox"/> 1	Senior Lecturer	<input type="checkbox"/> 4
Assoc. Professor	<input type="checkbox"/> 2	Lecturer	<input type="checkbox"/> 5
Principal Lecturer	<input type="checkbox"/> 3	Tutor	<input type="checkbox"/> 6

7. Administrative position :

Dean	<input type="checkbox"/> 1	Dep. Head of Dept/School/ Centre	<input type="checkbox"/> 4
Deputy Dean	<input type="checkbox"/> 2	Prog./Course Coordinator/LIC	<input type="checkbox"/> 5
Head of Dept./School/Centre	<input type="checkbox"/> 3	Not holding any admin. position	<input type="checkbox"/> 6

8. Years with my organisation :

Less than one year	<input type="checkbox"/> 1	More than 5 but less than 10 years	<input type="checkbox"/> 4
More than 1 but less than 3 years	<input type="checkbox"/> 2	More than 10 years	<input type="checkbox"/> 5
More than 3 but less than 5 years	<input type="checkbox"/> 3		

9. My organisation is a :

Private University

☐ 1

Private University College

☐ 2

Private College

☐ 3

Thank you for completing this questionnaire.

APPENDIX B

Questionnaire used in the Actual Study

17 July 2010

Dear Sir/Madam,

A SURVEY ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR

I am a PhD student under the supervision of Dr. Ali Boerhannoeddin at the Faculty of Economics and Administration, University of Malaya. I am currently conducting a research to explore the relationship between organisational culture, performance appraisal process, leader-member exchange (supervisor-subordinate interaction) and its effect on organisational citizenship behaviour of academic staff in private higher education institutions.

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I would like to assure you that all information given will be treated with strictest confidentiality and will only be used for the academic research purposes.

Thank you very much for your effort to participate in this research.

Yours sincerely,

Teh Choon Jin

PhD Candidate

Faculty of Economics & Administration

University of Malaya

PART I: ORGANISATIONAL CULTURE

Important organisational values may be expressed in the form of norms or shared expectations about what is important, how to behave, or what attitudes are important at work.

Based on your own perspective, please indicate by circling the most appropriate answer in the following scale as to what degree you **feel the characteristics listed describe your organisation:**

1 = strongly disagree	3 = slightly disagree	5 = slightly agree	7 = strongly agree
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MY CURRENT ORGANISATION:

		Strongly Disagree			Agree			Strongly
		1	2	3	4	5	6	7
1.	Shares information freely	1	2	3	4	5	6	7
2.	Emphasises a single set of values throughout the organisation	1	2	3	4	5	6	7
3.	Respects an individual's rights	1	2	3	4	5	6	7
4.	Has high pay for good performance	1	2	3	4	5	6	7
5.	Has a low level of conflict	1	2	3	4	5	6	7
6.	Allows me to develop friends at work	1	2	3	4	5	6	7
7.	Provides opportunities for personal growth	1	2	3	4	5	6	7
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18.	Is risk-taking	1	2	3	4	5	6	7
19.	Is autonomous	1	2	3	4	5	6	7
20.	Is rule oriented	1	2	3	4	5	6	7
21.	Is people oriented	1	2	3	4	5	6	7
22.	Is demanding	1	2	3	4	5	6	7
23.	Is quick to respond to changing needs	1	2	3	4	5	6	7

24.	Is fair	1	2	3	4	5	6	7
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30.	Is supportive	1	2	3	4	5	6	7
31.	Is achievement oriented	1	2	3	4	5	6	7
32.	Is distinctive/different from others	1	2	3	4	5	6	7
33.	Is socially responsible	1	2	3	4	5	6	7
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35.	Is competitive	1	2	3	4	5	6	7
36.	Is highly organised	1	2	3	4	5	6	7
37.	Is involved in the community	1	2	3	4	5	6	7

END OF PART I

PART II : PERFORMANCE APPRAISAL

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MY VIEWS ON HOW MY MANAGEMENT VIEWS ME:

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		1	2	3	4	5	6	7
1.	My management views me as a person who shares information freely							
2.	My management views me as a person who conforms to a set of organisation values throughout the organization	1	2	3	4	5	6	7
3.	My management views me as a person who respects individual's rights	1	2	3	4	5	6	7
4.	My management views me as a person who values high pay for good performance	1	2	3	4	5	6	7
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7.	My management views me as a person who values opportunities for personal growth	1	2	3	4	5	6	7
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11.	My management views me as a person who has a guiding mission	1	2	3	4	5	6	7
12.	My management views me as a person who places importance on career development	1	2	3	4	5	6	7
13.	My management views me as a person who provides guidance to others to do a better job	1	2	3	4	5	6	7
14.	My management views me as a person who provides quality services to other members/employees	1	2	3	4	5	6	7
15.	My management views me as a person who meets community needs	1	2	3	4	5	6	7
16.	My management views me as a person who rewards excellent performance	1	2	3	4	5	6	7
17.	My management views me as an innovative person	1	2	3	4	5	6	7
18.	My management views me as a risk-taking person	1	2	3	4	5	6	7
19.	My management views me as an autonomous person	1	2	3	4	5	6	7
20.	My management views me as a rule-oriented person	1	2	3	4	5	6	7
21.	My management views me as a people-oriented person	1	2	3	4	5	6	7
22.	My management views me as demanding	1	2	3	4	5	6	7
23.	My management views me as quick to respond to changing needs	1	2	3	4	5	6	7
24.	My management views me as fair	1	2	3	4	5	6	7
25.	My management views me as tolerant	1	2	3	4	5	6	7
26.	My supervisor views me as adaptable to change	1	2	3	4	5	6	7
27.	My management views me as respectful of cultural diversity	1	2	3	4	5	6	7
28.	My management views me as action-oriented	1	2	3	4	5	6	7
29.	My management views me as team-oriented	1	2	3	4	5	6	7
30.	My management views me as supportive	1	2	3	4	5	6	7
31.	My management views me as achievement-oriented	1	2	3	4	5	6	7
32.	My management views me as distinctive/different from others	1	2	3	4	5	6	7
33.	My management views me as socially responsible	1	2	3	4	5	6	7
34.	My management views me as results-oriented	1	2	3	4	5	6	7

- | | | | | | | | | |
|-----|---|---|---|---|---|---|---|---|
| 35. | My management views me as competitive | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 36. | My management views me as highly organised | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 37. | My management views me as a person who likes to be involved in community work | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

END OF PART II

PART III: LEADER-MEMBER-EXCHANGE

The following are several items about the **relationship between you and your supervisor**. Please answer each question by circling a number on the scale that follows it.

- | | | | | | | |
|---|--|------------------------|--------------------|---------------------------|----------------|---------------------|
| 1 | The way my supervisor sees it, the importance of my job to his/her performance is:- | 1
Slight to none | 2
Somewhat | 3
Moderate | 4
Great | 5
Very Great |
| 2 | My supervisor would probably say that my work goals and his/hers are:- | 1
Opposite | 2
Different | 3
Unrelated | 4
Similar | 5
The same |
| 3 | On my present job, this is how I feel about the way my supervisor and I understand each other: | 1
Very Dissatisfied | 2
Dissatisfied | 3
Undecided or Neutral | 4
Satisfied | 5
Very Satisfied |
| 4 | The way my supervisor sees me, he/she would probably say that my ability to do my job well is: | 1
Poor | 2
Below Average | 3
Average | 4
Good | 5
Excellent |
| 5 | I feel that my work goals and those of my supervisor are: | 1
Opposite | 2
Different | 3
Unrelated | 4
Similar | 5
The same |
| 6 | On my present job, this is how I feel about the way my supervisor provides help on difficult problems: | 1
Very Dissatisfied | 2
Dissatisfied | 3
Neutral | 4
Satisfied | 5
Very Satisfied |

END OF PART III

PART IV: ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Please read each item carefully. Then rate **how often you engage in each behaviour** by circling the most appropriate answer.

Organisational Citizenship Behaviour Items (Individual)

- | | | Never | Rarely | Some times | Often | Always |
|---|---|-------|--------|------------|-------|--------|
| 1 | I help others who have been absent. | 1 | 2 | 3 | 4 | 5 |
| 2 | I willingly give my time to help others who have work-related problems. | 1 | 2 | 3 | 4 | 5 |
| 3 | I adjust my work schedule to accommodate other employees' | 1 | 2 | 3 | 4 | 5 |

requests for time off.

4	I go out of my way to make new employees feel welcome in the work group.	1	2	3	4	5
5	I show genuine concern and courtesy towards co-workers, even under the most trying business or personal situations.	1	2	3	4	5
6	I give up time to help others who have work or non-work problems.	1	2	3	4	5
7	I assist others with their duties.	1	2	3	4	5
8	I share personal property with others to help their work.	1	2	3	4	5

Organisational Citizenship Behaviour Items (Organisation)

		Never	Rarely	Some times	Often	Always
1	I attend functions that are not required but they help the organisational image.	1	2	3	4	5
2	I keep up with development in the organisation.	1	2	3	4	5
3	I defend the organisation when other employees criticise it.	1	2	3	4	5
4	I show pride when representing the organisation in public.	1	2	3	4	5
5	I offer ideas to improve the functioning of the organisation.	1	2	3	4	5
6	I express loyalty towards the organisation.	1	2	3	4	5
7	I take action to protect the organisation from potential problems.	1	2	3	4	5
8	I demonstrate concern about the image of the organisation.	1	2	3	4	5

END OF PART IV

PART V: RESPONDENT'S PROFILE

This information will be kept strictly confidential and is collected for statistical purposes only. Please respond to the following items by checking (v) the appropriate box or completing the space provided.

1. Gender : Male ☐ 1 Female ☐ 2
2. Age group at last birthday :
- | | | | |
|---------|----------------------------|------------|----------------------------|
| 20 – 24 | <input type="checkbox"/> 1 | 40 – 44 | <input type="checkbox"/> 5 |
| 25 – 29 | <input type="checkbox"/> 2 | 45 – 49 | <input type="checkbox"/> 6 |
| 30 – 34 | <input type="checkbox"/> 3 | 50 – 54 | <input type="checkbox"/> 7 |
| 35 – 39 | <input type="checkbox"/> 4 | 55 & above | <input type="checkbox"/> 8 |
3. Highest level of education :
- | | | | |
|-----------------|----------------------------|--------------|----------------------------|
| Bachelor degree | <input type="checkbox"/> 1 | Professional | <input type="checkbox"/> 4 |
| Master's degree | <input type="checkbox"/> 2 | Others | <input type="checkbox"/> 5 |
| Doctoral degree | <input type="checkbox"/> 3 | | |
- _____ (specify)
4. Academic position :
- | | | | |
|--------------------|----------------------------|-----------------|----------------------------|
| Professor | <input type="checkbox"/> 1 | Senior Lecturer | <input type="checkbox"/> 4 |
| Assoc. Professor | <input type="checkbox"/> 2 | Lecturer | <input type="checkbox"/> 5 |
| Principal Lecturer | <input type="checkbox"/> 3 | Tutor | <input type="checkbox"/> 6 |
5. Administrative position :
- | | | | |
|-----------------------------|----------------------------|----------------------------------|----------------------------|
| Dean | <input type="checkbox"/> 1 | Dep. Head of Dept/School/ Centre | <input type="checkbox"/> 4 |
| Deputy Dean | <input type="checkbox"/> 2 | Prog./Course Coordinator/LIC | <input type="checkbox"/> 5 |
| Head of Dept./School/Centre | <input type="checkbox"/> 3 | Not holding any admin. position | <input type="checkbox"/> 6 |
6. Years with my organisation :
- | | | | |
|-----------------------------------|----------------------------|------------------------------------|----------------------------|
| Less than one year | <input type="checkbox"/> 1 | More than 5 but less than 10 years | <input type="checkbox"/> 4 |
| More than 1 but less than 3 years | <input type="checkbox"/> 2 | More than 10 years | <input type="checkbox"/> 5 |
| More than 3 but less than 5 years | <input type="checkbox"/> 3 | | |
7. My organisation is a :
- | | |
|----------------------------|----------------------------|
| Private University | <input type="checkbox"/> 1 |
| Private University College | <input type="checkbox"/> 2 |
| Private College | <input type="checkbox"/> 3 |

Thank you for completing this questionnaire.

APPENDIX C

List of Private Higher Education Institutions in the Klang Valley

**Private Higher Education Institutions with University Status/ University College Status/
Foreign Branch Campus Status in the Klang Valley Malaysia**

	<u>Private University Status</u>
1.	HELP University
2.	Universiti Kuala Lumpur
3.	International Centre for Education in Islamic Finance
4.	International Medical University
5.	Malaysia University of Science & Technology
6.	Management and Science University
7.	Multimedia University
8.	Sunway University
9.	Taylor's University
10.	Universiti Industri Selangor
11.	Universiti Teknologi Kreatif Limkokwing
12.	Universiti Tenaga Nasional
13.	Universiti Terbuka Malaysia
14.	Universiti Terbuka Wawasan
15.	Universiti Tun Abdul Razak
16.	Universiti Tunku Abdul Rahman
17.	Universiti UCSI
	<u>Branch Campus of Foreign University Status</u>
1.	Monash University Malaysia
2.	University of Nottingham in Malaysia
	<u>Private University College Status</u>
1.	Asia Pacific University College of Tech. & Innovation
2.	International University College of nursing
3.	KDU University College
4.	Kolej Universiti Sains Perubatan Cyberjaya
5.	Kolej Universiti Hospitaliti Berjaya
6.	Kolej Universiti Islam Antarabangsa Selangor
7.	Kolej Universiti Linton
8.	Kolej Universiti SEGi
9.	Kolej Universiti Tek. Antarabangsa Twintech
10.	Kuala Lumpur Metropolitan University College

Source: Malaysia Higher Education Statistics 2011, Ministry of Higher Education
Malaysia p.48

Private Higher Education Institutions with College Status in Kuala Lumpur

1	Akademi Digital Animasi & Media	38	Kolej Islam Antarabangsa
2	Akademi HELP	39	Kolej Jaya Bakti
3	Akademi Kejuruteraan Tung Shin	40	Kolej Kejururawatan & Sains Kesihatan Berjaya
4	Akademi Kewartawanan & Kominikasi Hanxing	41	Kolej Kejururawatan PUSRAWI
5	Akademi Seni Lukis Dasein	42	Kolej Kemahiran Minda Isbauk
6	Clara International Aesthetic College	43	Kolej Mantissa
7	Edu Train College	44	Kolej Methodist Kuala Lumpur
8	Institute Bahasa Teikyo	45	Kolej Multimedia (Kolej Latihan Telekom KL)
9	Institut CECE	46	Kolej Multimedia InHouse
10	Institut FMM	47	Kolej Muzik Antarabangsa
11	Institut Goon	48	Kolej Oasis
12	Institut Kojadi	49	Kolej Olympia Kuala Lumpur
13	Institut Megatech	50	Kolej Pengajian Tinggi Raffles
14	Institut Nirwana	51	Kolej Pengurusan Perniagaan Kotaraya
15	Institut Optopreneur	52	Kolej Pratique Asia
16	Institut Pengurusan & Teknologi Antarabangsa	53	Kolej Presiden
17	Institut Perniagaan PAAC	54	Kolej PTPL SENTRAL Kuala Lumpur
18	Institut Profesional Axismatics	55	Kolej REACH
19	Institut Profesional Baitulmal	56	Kolej Segi Kuala Lumpur
20	Institut Sains Kesihatan DSH	57	Kolej Seni dan Teknologi HELP
21	Institut Seni Lukis Malaysia	58	Kolej Seni Kreatif Snips
22	Institut Teknologi Maklumat Asia	59	Kolej Sri
23	Kolej Antarabangsa Cyberlynx	60	Kolej Suria
24	Kolej Antbgsa. Hospitaliti & Pelancongan LEGEND	61	Kolej Taylor's Sri Hartamas
25	Kolej Antarabangsa Malvern	62	Kolej Teknologi Antarabangsa Cybernatics
26	Kolej Antarabangsa Metro Prima	63	Kolej Teknologi Geomatika
27	Kolej Antarabangsa Pengurusan Hotel YTL	64	Kolej Teknologi Park Malaysia
28	Kolej Antarabangsa Travex	65	Kolej Teknologi SEGI
29	Kolej Antarabangsa Windfield	66	Kolej Teknologi YPC-ITWEB
30	Kolej ATC	67	Kolej Unikop
31	Kolej Bandar	68	Kolej WIM
32	Kolej Binary	69	Ocean Institute of Audio Technology
33	Kolej Bostonweb	70	Reliance College KL
34	Kolej Brickfields Asia	71	Victoria International College
35	Kolej FTMS	72	YES Academy
36	Kolej Gemilang	73	Kolej Integrasi Kejururawatan & Kesihatan Bersekutu
37	Kolej IJN		

Source: Malaysia Higher Education Statistics 2011, Ministry of Higher Education
Malaysia p.50-51

Private Higher Education Institutions with College Status in Selangor

1	Akademi Seni & Amp Muzik Yamaha	34	Kolej INTI Subang Jaya
2	ELS Language Centre PJ	35	Kolej Kejururawatan & Sains Kesihatan Sime Darby
3	German Malaysian Institute	36	Kolej Kejururawatan Tun Tan Cheng Lock
4	Institut Bakeri Malaysia	37	Kolej Life
5	Institut EU	38	Kolej Masa
6	Institut I-Systems	39	Kolej Metropolitan
7	Institut J & Amp L	40	Kolej New Era
8	Institut Kejuruteraan Audio SAE	41	Kolej Olympia
9	Institut Makanan Malaysia	42	Kolej Optima
10	Institut Moden Montessori	43	Kolej Otomotif TOC
11	Institut Nasional Sains Oftalmik	44	Kolej Pendidikan Perdana
12	Institut Perkembangan Awak Kanak-kanak	45	Kolej Pengajian Siswazah Segi
13	Institut Teknologi Imperia	46	Kolej Pengurusan Astin
14	International College of Health Sciences	47	Kolej Pengurusan Penerbangan
15	KBU International College	48	Kolej Poly-Tech MARA Bangi
16	Kolej Kesihatan Sains & Kejururawatan Pantai	49	Kolej Profesional Mara Beranang
17	Kolej MCS	50	Kolej Restu
18	Kolej Mutiara	51	Kolej Saito
19	Kolej Alfa	52	Kolej Segi Seri Kembangan
20	Kolej Antarabangsa Victoria Bdr Tasik Puteri	53	Kolej Stamford Petaling Jaya
21	Kolej Antarabangsa Flamingo	54	Kolej Sunway Kuala Lumpur
22	Kolej Antarabangsa KFCH	55	Kolej Taylor's Subang Jaya
23	Kolej ASA	56	Kolej Teknologi Antarabangsa Cosmopoint Klang
24	Kolej Automotif TEKAT	57	Kolej Teknologi Antarabangsa Cybernetics Pusat Bdr
25	Kolej Bayu	58	Kolej Teknologi & Senireka RENG
26	Kolej Bersepadu Sains Kesihatan Nasional	59	Kolej Teknologi MEA
27	Kolej Consist	60	Kolej Teknologi Timur
28	Kolej Cyber Putra	61	Kolej Vision
29	Kolej Dar Al-Hikmah	62	Kolej WIT
30	Kolej DiKA	63	Kolej Yayasan UEM
31	Kolej Hafiz	64	Limkokwing Executive Leadership College
32	Kolej IACT	65	Pusat Tek. Pengurusan Lanjutan Shah Alam
33	Kolej Internexia	66	The One Academy of Comm. Design

Source: Malaysia Higher Education Statistics 2011, Ministry of Higher Education Malaysia p.50-51

APPENDIX D

Results of the Pilot Study Published in the ISI Cited-Publication