

# APPENDIX A

## Demographical Profile of Respondents

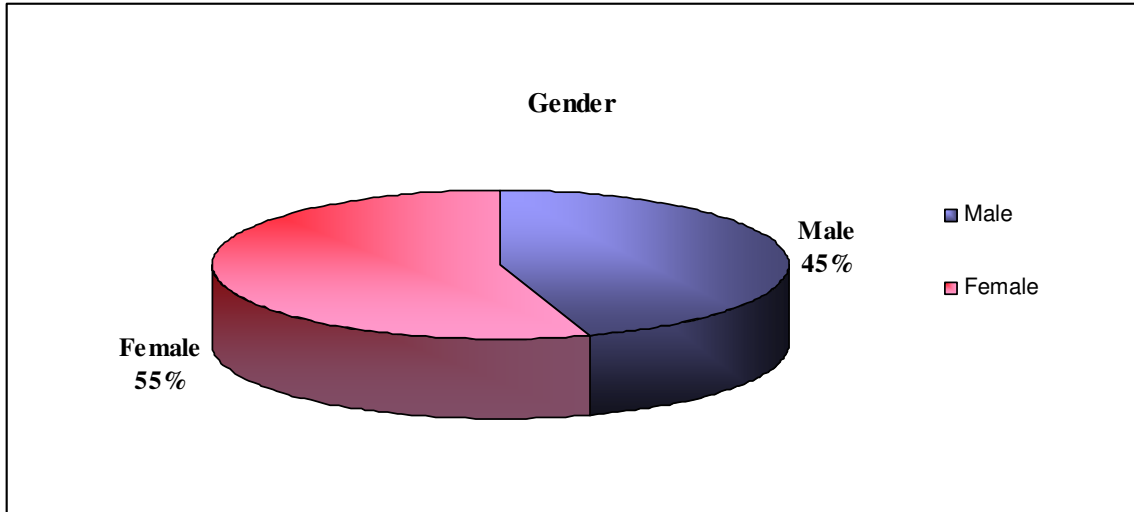


Figure 2: Demographical Profile of Respondents (Gender)

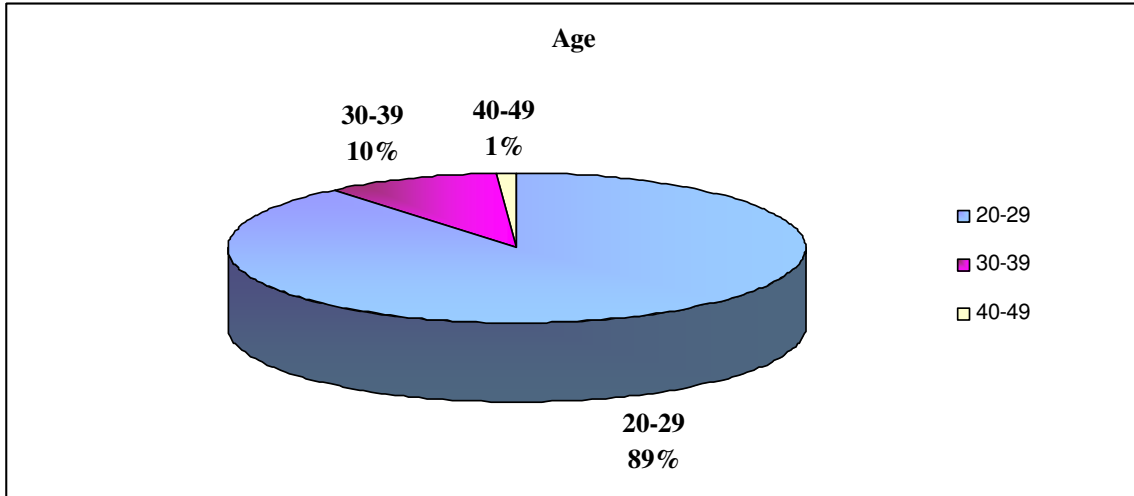
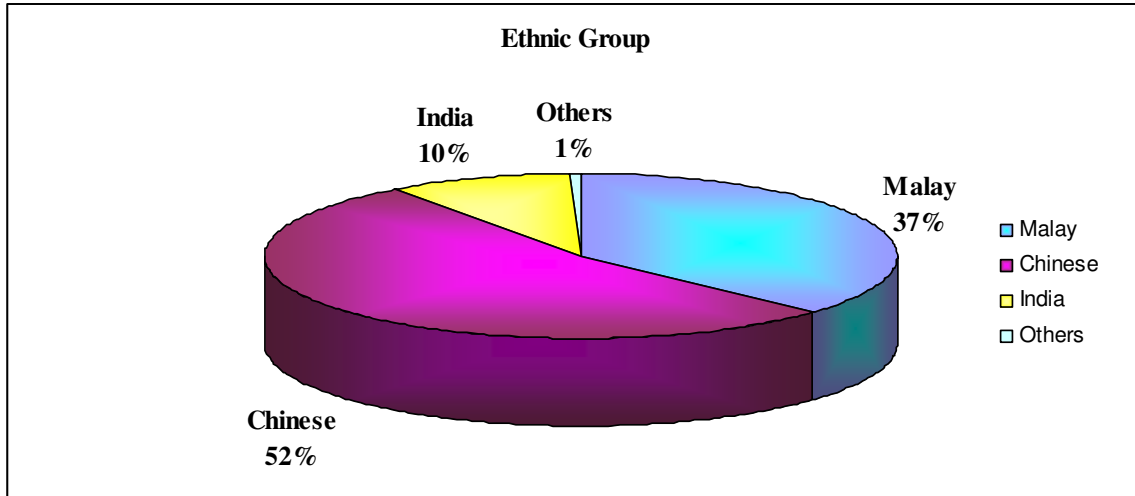
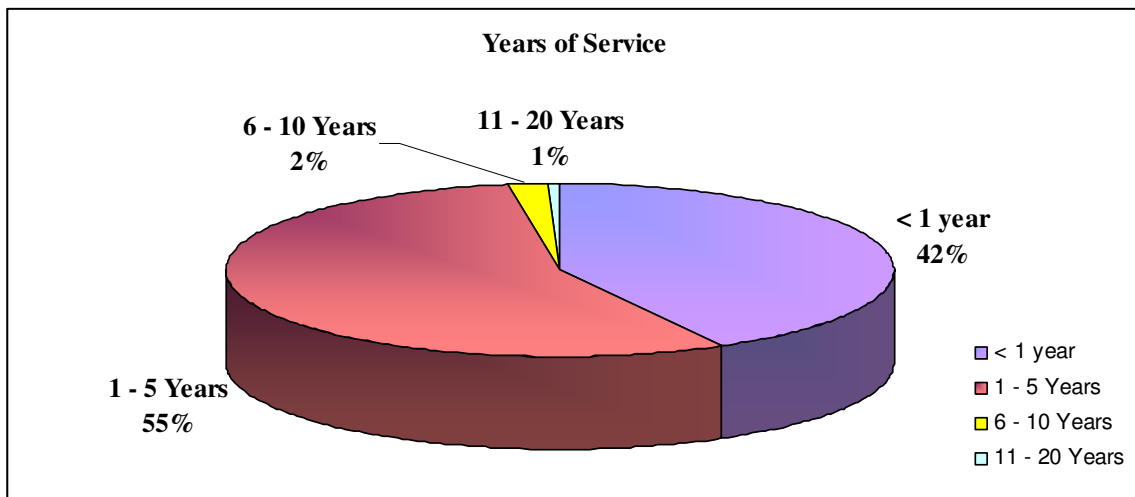


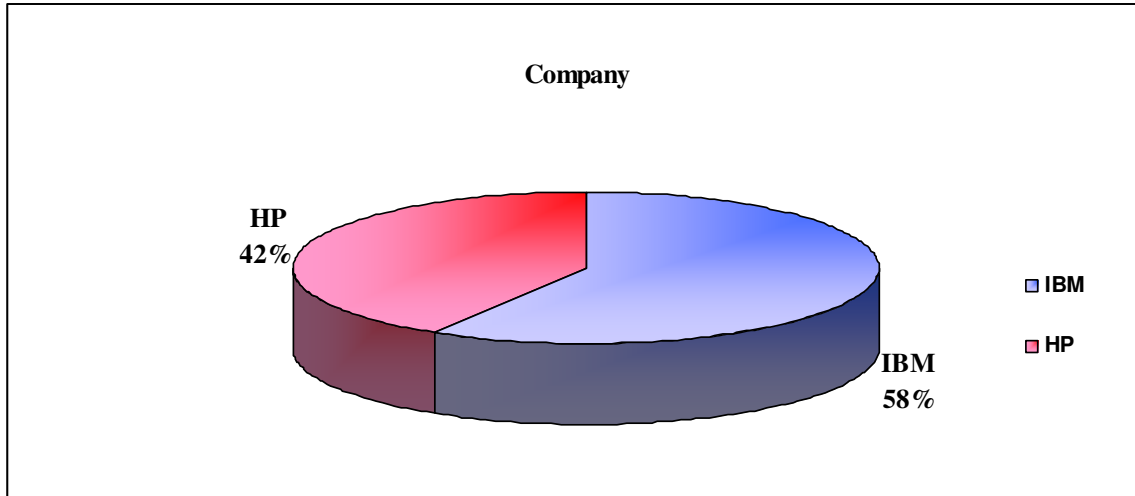
Figure 3: Demographical Profile of Respondents (Age)



**Figure 4: Demographical Profile of Respondents (Ethnic Group)**



**Figure 5: Demographical Profile of Respondents (Years of Service)**



**Figure 6: Demographical Profile of Respondents (Company)**

## APPENDIX B : QUESTIONNAIRE (Answered by employee)



University of Malaya  
Faculty of Business and Accountancy  
Graduate School of Business  
Master of Business Administration

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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 High Performance Work Culture, Leadership, Innovative Work Behaviour and Innovative Output. Kindly answer ALL questions. All information will be treated with strict confidentiality 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 anonymous. The survey will take approximately 5-15 minutes. Your kind participation in this survey is highly valued and appreciated and should you have any enquiries regarding this questionnaire please do not hesitate to contact me as per below details. Thanking you in advance for your cooperation.

Yours sincerely,

Lee Hywe Theng

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Faculty of Business and Accountancy,

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Supervised by: Dr. Sharan Kaur A/P Garib Singh, Faculty of Business and Accountancy,

University of Malaya (UM), 50603 Kuala Lumpur

### **Section A**

Please state your name below and all the information will be treated with strict confidentiality as it shall only be used for the purpose of academic research.

Employee Name: \_\_\_\_\_

Please indicate on the scale below to what extent you agree to each statement. Please mark one answer with a tick “x” or “√”.

### **Rating Scale**

1 = Strongly Disagree    2 = Disagree    3= Neutral    4 = Agree    5= Strongly Agree

No	Statement	1	2	3	4	5
1	My goals have been agreed with my manager.					
2	My manager gives me honest positive and negative feedback related to my performance.					
3	My organization conducts fair performance reviews.					
4	It is often, in the last six months, my career path in the organization been discussed.					
5	I was empowered to take control of my own development within my organization.					
6	I have the relevant competences to meet the challenges of my job.					
7	I am satisfied with the amount of responsibility that I have been given in my job.					
8	I was encouraged to come up with innovative solutions to work-related issues.					
9	My management focuses simultaneously on long term sustainability as well as short term goals.					
10	I am optimistic about management plans for the future.					
11	The communication on the organization’s strategy is sufficient in the organization.					
12	The people development strategies are aligned with the organization’s business strategy.					
13	My supervisor asks me to suggest how to carry out assignments.					
14	My supervisor consults me regarding important changes.					

15	My supervisor lets me influence decisions about long term plans and directions.					
16	My supervisor allows me to set my own goals.					
17	My supervisor gives me considerable opportunities for independence and freedom.					
18	I often make suggestions to improve current products or services in my job.					
19	I often produce ideas to improve work practices in my job					
20	I often acquire new knowledge in my job					
21	I often actively contribute to the development of new products or services in my job					
22	I often optimize the organization of work					

## **Section B – Demographic Questions**

Please tick in the box corresponding to the category which most closely describes yourself.

### (1) Age

20 - 29 years

30- 39 years

40 - 49 years

50 and above

### (2) Gender

Male

Female

### (3) Ethnic group

Malay

Chinese

India

Others, please specify

### (4) Gross monthly Income (RM)

Less than 2,000

6,001 - 8,000

2,001 - 4,000

8,001 - 10,000

4,001 - 6,000

More than 10,000

### (5) Current job position

Top management (e.g. CEO, GM, Director)

Senior Manager

Department Manager or Assistant Manager

Executive

Others, please specify: \_\_\_\_\_

(6) How many years have you worked for your current organization?

Less than a year

Between 11 and 20 years

Between 1 and 5 years

More than 20 years

Between 6 and 10 years

Thank you very much for completing this questionnaire.



## APPENDIX C : QUESTIONNAIRE (Answered by supervisor)



University of Malaya  
Faculty of Business and Accountancy  
Graduate School of Business  
Master of Business Administration

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Dear Sir / Madam,

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Yours sincerely,

Lee Hywe Theng

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Faculty of Business and Accountancy,

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Supervised by: Dr. Sharan Kaur A/P Garib Singh, Faculty of Business and Accountancy,

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### **Section A**

Please state the name of your subordinate that you are rating. All the information will be treated with strict confidentiality as it shall only be used for the purpose of academic research.

**Subordinate's Name:** \_\_\_\_\_

Please indicate on the scale below to what extent you agree to each statement. Please mark one answer with a tick "x" or "√".

### **Rating Scale**

1 = Strongly Disagree    2 = Disagree    3 = Neutral    4 = Agree    5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	The employee often pays attention to issues that are no part of his daily work.					
2	The employee often looks for opportunities to improve things					
3	The employee often wonder how things can be improved					
4	The employee often searches out new working methods, techniques or instruments.					
5	The employee often generates original solutions for problems					
6	The employee often finds new approaches to execute tasks					
7	The employee often acquires approval for innovative ideas					
8	The employee often makes important organizational members enthusiastic for innovative ideas.					
9	The employee often attempts to convince people to support an innovative idea.					
10	The employee often systematically introduces innovative ideas into work practices					
11	The employee often contributes to the implementation of new ideas					
12	The employee often puts effort in the development of new things					