

Table 1: FDI in ASEAN countries, 1985-2009

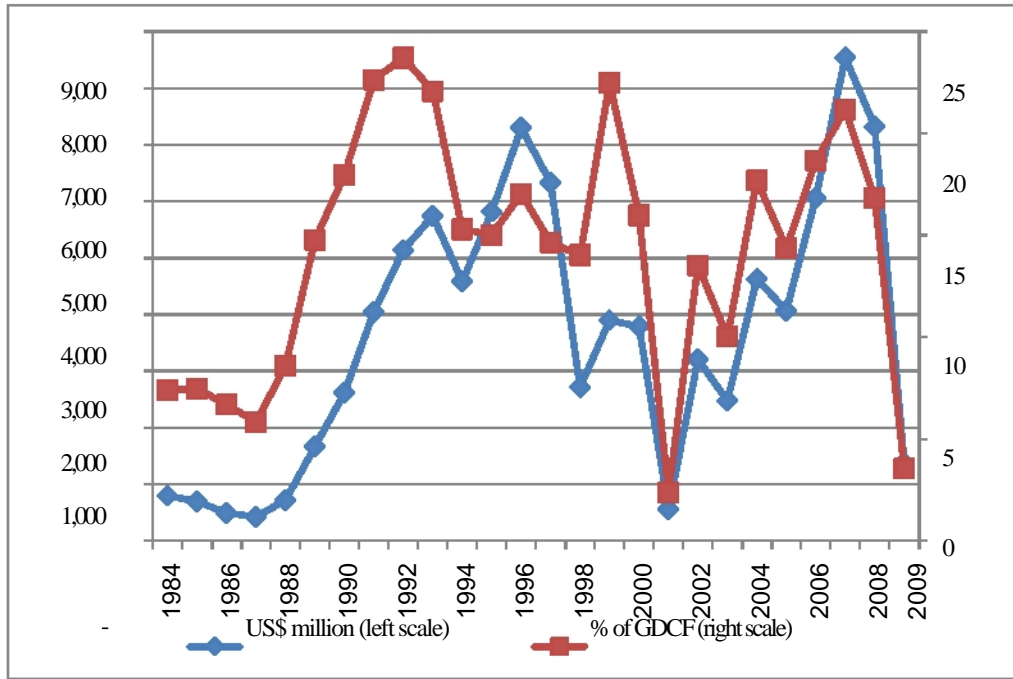
Region / economy	1985-89	1990-96	1997-99	2000-4	2005	2006	2007	2008	2009
(A) Volume, US\$ million									
ASEAN-6 total	4,878	18 406	28 485	24 507	40 734	56 408	73 971	47 289	36 806
Indonesia	442	2 518	895	1 160	8 336	4 914	6 928	9 318	4 877
Malaysia	799	4 897	4 311	2 928	4 064	6 060	8 538	7 318	1 381
Philippines	449	1 064	1 416	1 031	1 854	2 921	2 916	1 544	1 948
Singapore	2,427	6 387	12 548	14 188	15 460	29 056	35 778	10 912	16 809
Thailand	744	2 038	5 822	4 584	8 067	9 517	11 355	8 544	5 949
Viet Nam	4	1 005	1 924	1 370	2 021	2 400	6 739	8 050	4 500
(B) Host-country composition (%)									
ASEAN-6 total	100	100	100	100	100	100	100	100	100
Indonesia	9.1	13.7	3.1	-4.7	20.5	8.7	9.4	19.7	13.3
Malaysia	16.4	26.6	15.1	11.9	10.0	10.7	11.5	15.5	3.8
Philippines	9.2	5.8	5.0	4.2	4.6	5.2	3.9	3.3	5.3
Singapore	49.8	34.7	44.1	57.9	38.0	51.5	48.4	23.1	45.7
Thailand	15.2	11.1	20.4	18.7	19.8	16.9	15.4	18.1	16.2
Viet Nam	0.1	5.5	6.8	5.6	5.0	4.3	9.1	17.0	12.2
(C) Percentage of gross domestic capital formation (GDCF)									
ASEAN-6 total	7.4	11.5	18.9	16.0	19.5	22.4	23.9	12.5	9.4
Indonesia	1.8	5.6	0.2	-4.0	12.3	5.6	6.4	6.6	2.9
Malaysia	8.7	19.1	17.0	11.9	14.4	18.6	21.2	16.8	3.5
Philippines	6.8	7.9	9.2	7.1	13.0	17.7	13.8	6.3	8.2
Singapore	31.7	31.5	39.7	56.4	60.0	94.6	89.3	20.8	32.9
Thailand	3.9	4.2	20.5	14.5	15.8	16.4	17.4	11.4	9.2
Viet Nam	0.6	32.7	26.4	12.2	11.6	11.8	24.8	25.5	12.8
Memo items:									
ASEAN share (%) in FDI inflows to,									
Developing countries	4.6	11.6	5.2	4.2	6.5	5.8	5.1	4.6	6.5
Developing countries excluding China	4.7	13.4	5.6	4.5	7.4	6.3	5.4	5.2	7.8
Developing Asian countries	40.4	42.2	28.1	20.1	23.8	26.1	28.6	16.7	15.8
Developing Asian countries excluding China	55.5	67.8	50.2	36.7	41.2	39.4	42.2	27.2	26.7

Prema-chandra, A., et al (2010)

Inversed Ranking Of Countries In Order Of Having Highest Product Quality (Maznah, G (2008))

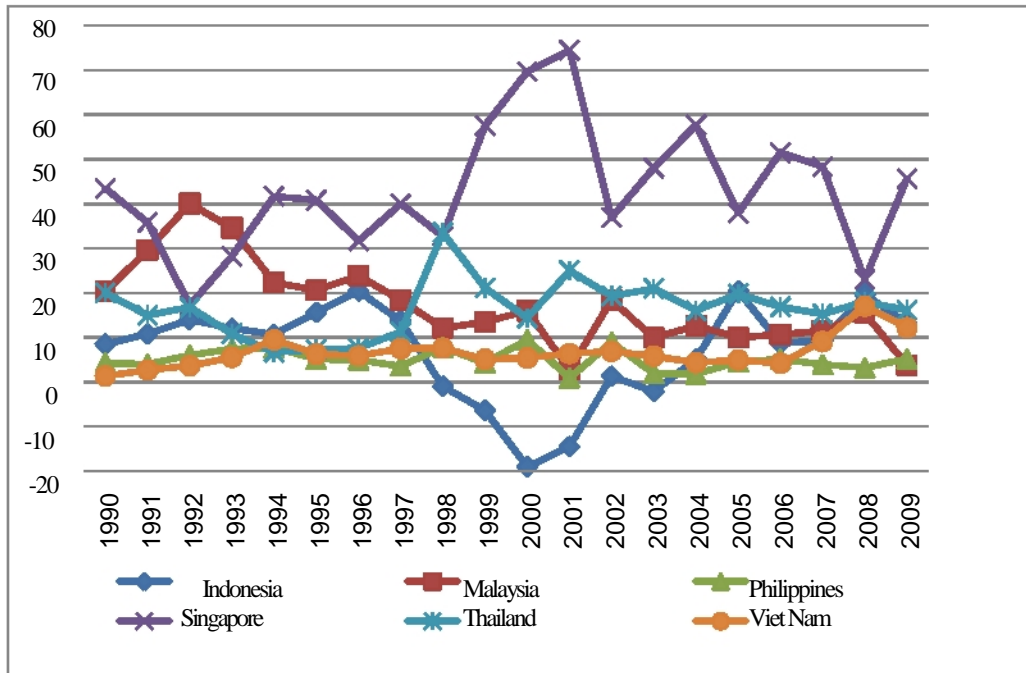
COUNTRY	RANK
JAPAN	1
GERMANY	2
USA	3
UNITED KINGDOM	4
SOUTH KOREA	5
MALAYSIA	6
TAIWAN	7
CHINA	8
MEXICO	9
THAILAND	10

Figure 1: FDI in Malaysia: volume (US\$ million) and as a percentage of gross domestic capital formation (GDCF), 1984-2009



Source: Based on data compiled from UNCTAD, *World Investment Report* database

Figure 2: Country composition of FDI in ASEAN, 1990-2009 (%)



Source: Based on data compiled from UNCTAD, *World Investment Report* database



UNIVERSITY OF MALAYA

FACULTY OF BUSINESS & ACCOUNTANCY

Survey research questionnaire

A survey on:

Organizational Culture as Core of Business Performance – A study of Japanese MNC in Malaysia.

Dear Sir /Madam,

The purpose of the survey is to obtain information about your perception and opinion on the organizational culture (based on Hofstede's (1980)) influencing the Japanese MNC performance in Malaysia. This survey is conducted as partial requirements for completion of the Master degree of business administration in University of Malaysia.

Therefore I would like to seek your participation and assistance by filling in this questionnaire. All responses to each question in this questionnaire will be kept strictly and all information collected will be used for academic purpose .in other words, individuals who respond to this questionnaire will not be identified. There is no right or wrong answers. Your honest response is highly appreciated.

Would you have any inquires about this questionnaire or research, you can contact the cell phone number 012-6295680 or email to amynina81@yahoo.com.sg

Thank you for your co-operation and assistance.

Prepared by CGA 080045 MUSLEENA MUSTAPHA

SECTION A - Please circle your answer

	very disagree	disagree	neutral	agree	very agree
A1. If an individual thinks of a different way to perform a task, that person should be encouraged to do it that way.					
A2. It is important that employee have lots of free time to pursue their own interests.					
A3. When children become 21 years of age, they should be encouraged to move away from home.					
A4. It is important that I receive individual recognition at work.					
A5. When I work on group projects, it is important for me to be the leader.					
A6. It is important to me that I do my job better than others					
A7. Employees should pursue their goals after considering the welfare of the group.					
A8 I can achieve my goals regardless of how well my group performs					
A9. It is important that people conform to company norms in order to reach company goals.					
A10. Group welfare is more important than individual rewards.					
A11. When another person does better than I do, I get tense and nervous					

	very disagree	disagree	neutral	agree	very agree
B1. Employee should not talk to their bosses about personal matters					
B2. Power and wealth are evil					
B3. It is important that bosses closely supervise their employee.					
B4. It is frequently necessary for a manager to use authority and power when dealing with subordinates.					

B5. Employee should participate in company decision-making					
B6. It is all right for employees to disagree openly with their bosses					
B7. It is all right for employees to call their bosses by their first names					
B8. It is important for me to be able to work independently					
B9. I like to trust and to cooperate with other people.					
B10. Employees should not disagree with management decisions.					

	very disagree	disagree	neutral	agree	very agree
C1. I enjoy taking risks					
C2. Organizational conflict is healthy					
C3. I can achieve anything I set out to achieve					
C4. Change in my life is important to me					
C5. It is important to be flexible during negotiation.					
C6. It is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do.					
C7. Rules and regularities are important because they inform workers what the organization expects of them.					
C8. Most organizations would be better off if conflict could be eliminated.					
C9. In order to have efficient work relationships, it is often necessary to bypass the hierarchical lines.					

	very disagree	disagree	neutral	agree	very agree
D1. It is very important for me to receive recognition for my work					
D2. It is more important to me to be paid well than to have a close relationship with my boss					
D3. The most important things to my career are a good salary and a job that I do well and like.					
D4. It is important to shake hands before all business interactions.					
D5. People will achieve organizational goals without being pushed.					
D6. Meetings are usually run more effectively when they are chaired by a man.					
D7. It is more important for men to have a professional career than it is for women to have a professional career.					
D8. Men usually solve problems with logical analysis; women usually solve problems with intuition.					

	very disagree	disagree	neutral	agree	very agree
E1. Directors have a clear detailed vision where the company is heading					
E2. The company is going in the direction you intended from its inception					
E3. The company has a clear mission statement					
E4. We always listen to our customer to know where the company stands in the market.					
E5. We constantly educate clients on the benefits of our products					
E6. Team members are accountable for their performance					
E7. Company profitability is the most important to the organization.					
E8. Customer satisfaction is always our priority.					

E9. Staff are able to openly communicate obstacles to their production					
E10. Key performance indicators are produced and reviewed regularly					

Respondent's background

E1. Gender

female

male

E2. Age

less 25

26-30

30-50

above 51

E3. Marital status

single

married

E4. Current occupation

executives

manager

Asst. manager

others

E5. Education level

diploma

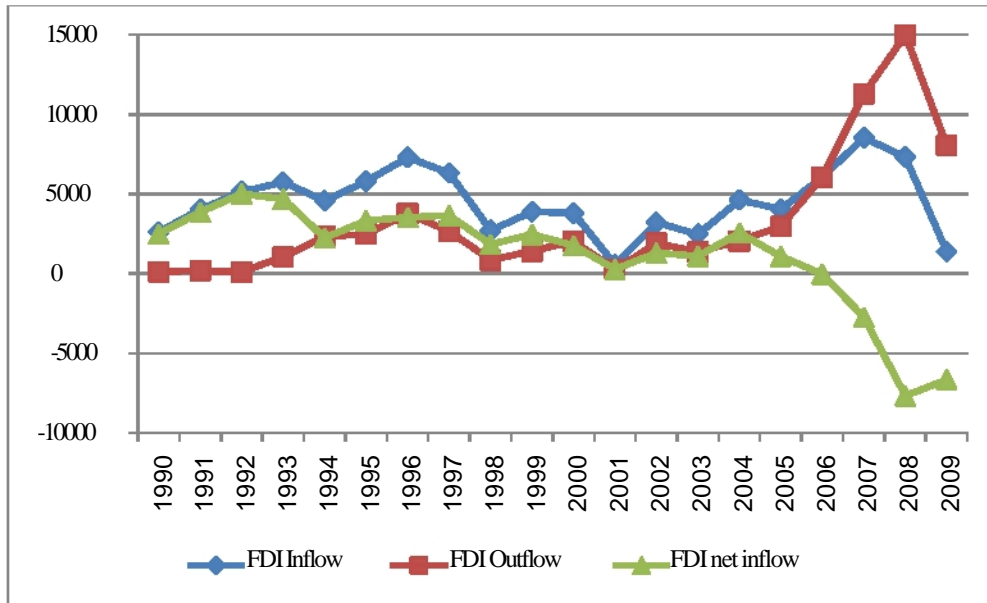
bachelor degree

master degree

PHD

others

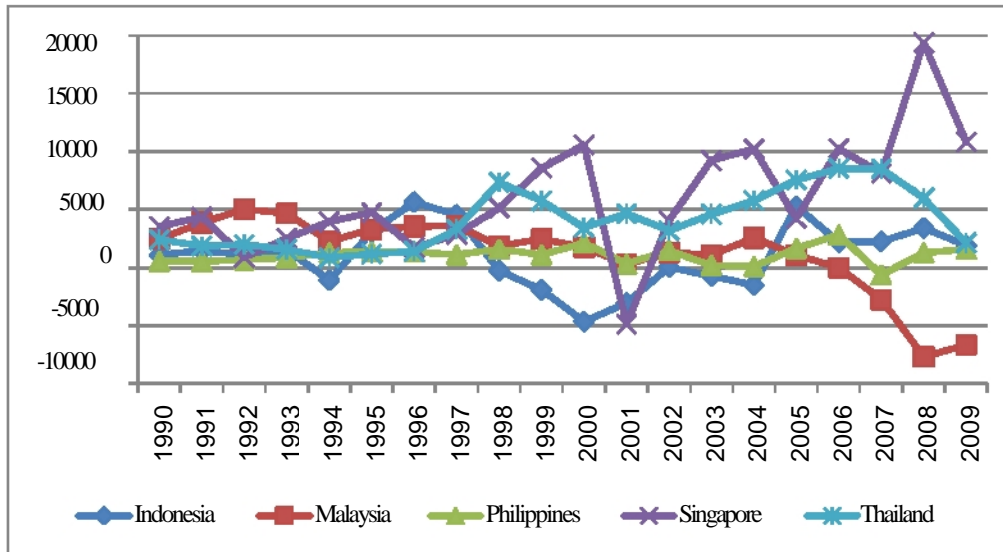
Figure 3: FDI in Malaysia: inflow, outflow and net inflow¹, 1990-2009



1. FDI inflow - outflow

Source: Based on data compiled from UNCTAD, *World Investment Report* database

Figure 4: Net FDI in ASEAN, 1990-2009



1. FDI inflow - outflow

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master degree

PHD

others