



UNIVERSITY OF MALAYA
Master of Business Administration
Graduate School of Business
Faculty of Business and Accountancy

Determining the behaviours required to develop the capacity to change for Malaysia's workforce

Dear Respondents,

With various transformation activities happening at the organisation or country level, it relates to one common terminology – CHANGE. Do we (organisation) have the required behaviours to allow our organisation to respond to the changing environment effectively and quickly? Change is a process and not an event.

Given the situation, I am conducting a research to assess the behaviours needed to allow the organisation to adapt to change effectively and quickly. This research is conducted as part of requirement for Master of Business Administration (MBA) course from University of Malaya.

As this is for academic purpose, please be assured that the information you provide will be treated as confidential. The findings from this survey will be reported in aggregate forms and the anonymity of the respondents will be guaranteed.

Please spare some time in completing this survey, as I strongly believe with the years of experience your input will be very meaningful to my research.

Thank You.

Yours faithfully,

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MBA Candidate
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Supervised by,
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PART A: Respondent demographics

This section is about some basic information about you. Please tick (✓) only one box for each question as below:

1. Gender

Male

Female

2. Age

20 – 24 years

25 - 30 years

31 - 40 years

41 - 50 years

51 - 60 years

Above 60 years

3. Ethnic Group

Malay

Bumiputera

Others (please specify)

Indian

Chinese

4. Highest level of education

Primary School

Secondary/High School

Certificate or Diploma

Bachelor Degree

Postgraduate

Professional Certificate

Other (please specify)

5. Type of Organisation

Private Sector

Public Sector

GLC

6. Industry

Accounting / Audit

Education / Training

Legal

Advertising / PR

Electrical & Electronics

Logistics / Warehousing

Agriculture / Plantation

Engineering

Manufacturing / Production

Architecture / Construction

Entertainment

Oil & Gas

Automotive

Food and Beverage

Property / Real Estate

Banking / Investment

Freight / Shipping

Research and Development

Beauty Care

Garment and Apparel

Retail

Biotechnology

Health / Medical care

Stockbroking

Call Centres / Shared Service

Hospitality

Telecommunications

Consulting Services

Information Technology

Transportation

Consumer Products

Insurance

Utilities

Other (please specify)

7. Function / Job Specialisation

<input type="checkbox"/>	Accounting / Tax / Audit / Company Secretary	<input type="checkbox"/>	IT - Network/dB	<input type="checkbox"/>	Purchasing
<input type="checkbox"/>	Administration	<input type="checkbox"/>	IT - Software / Hardware	<input type="checkbox"/>	Quality Assurance / Control
<input type="checkbox"/>	Banking / Finance / Insurance	<input type="checkbox"/>	Legal / Law	<input type="checkbox"/>	Real Estate
<input type="checkbox"/>	Corporate Strategy	<input type="checkbox"/>	Logistics / Supply Chain	<input type="checkbox"/>	Retail / Trading / Distribution
<input type="checkbox"/>	Customer Services	<input type="checkbox"/>	Manufacturing	<input type="checkbox"/>	Sales
<input type="checkbox"/>	Education / Training	<input type="checkbox"/>	Marketing	<input type="checkbox"/>	Secretarial / PA
<input type="checkbox"/>	Engineering	<input type="checkbox"/>	Process Control	<input type="checkbox"/>	Software Programming
<input type="checkbox"/>	Human Resources	<input type="checkbox"/>	Production Planning	<input type="checkbox"/>	Technical / Helpdesk Support
<input type="checkbox"/>	Internship / Management Trainee	<input type="checkbox"/>	Public Relations	<input type="checkbox"/>	Transformation / Project Office
<input type="checkbox"/>	Other (please specify)				

8. Position Level in Current Organisation

<input type="checkbox"/>	Senior Manager	<input type="checkbox"/>	Manager	<input type="checkbox"/>	Senior Executive
<input type="checkbox"/>	Junior Executive	<input type="checkbox"/>	Fresh / Entry Level	<input type="checkbox"/>	Non-Executive

9. Number of employees in current organisation : _____

Please circle your answer which reflects your opinions (1 = Strongly Disagree; 7 = Strongly Agree) as accurate as possible.

Statements		Rating						
1	My organisation constantly communicates the need for change	1	2	3	4	5	6	7
2	My organisation informs employees regarding change through bulletins / teleconferences	1	2	3	4	5	6	7
3	My organisation keeps in contact with its customers to ensure that they are aware of what the company is doing	1	2	3	4	5	6	7
4	My organisation pursues emerging business opportunities aggressively	1	2	3	4	5	6	7
5	My organisation develops an understanding that due to change the competitors can be a customer	1	2	3	4	5	6	7
6	My organisation allies itself with other companies	1	2	3	4	5	6	7
7	My organisation pays more attention to the bottom line	1	2	3	4	5	6	7
8	My organisation provides managers with separation packages (i.e. Voluntary Separation Scheme - VSS)	1	2	3	4	5	6	7
9	My organisation lobbies to ensure that the company is able to compete on an equal basis with competitors	1	2	3	4	5	6	7
10	My organisation does not ask employees if there is a better way to do things	1	2	3	4	5	6	7
11	My organisation does not recognise where its greatest assets are	1	2	3	4	5	6	7
12	My organisation does not share a common goal throughout the company	1	2	3	4	5	6	7
13	My organisation disallows employees to be flexible in use of skill sets	1	2	3	4	5	6	7
14	My organisation limits employee empowerment	1	2	3	4	5	6	7
15	My organisation only provides verbal support for change	1	2	3	4	5	6	7
16	My organisation held back information on where the company is going	1	2	3	4	5	6	7
17	My organisation allows conflicting departmental missions	1	2	3	4	5	6	7
18	My organisation does not eliminate bureaucracy	1	2	3	4	5	6	7
19	My organisation allows certain departments to protect themselves from change	1	2	3	4	5	6	7
20	My organisation does not make managers accountable for change	1	2	3	4	5	6	7
21	My organisation reacts in some competitive environments slowly	1	2	3	4	5	6	7

Statements		Rating						
22	The Business Unit Leader / Department Head protects the core values while encouraging change	1	2	3	4	5	6	7
23	The Business Unit Leader / Department Head consistently articulates an inspiring vision of the future	1	2	3	4	5	6	7
24	The Business Unit Leader / Department Head shows courage in their support of change initiatives	1	2	3	4	5	6	7
25	The Business Unit Leader / Department Head demonstrates humility while fiercely pursuing the vision	1	2	3	4	5	6	7
26	The middle management (Managerial level) is able to link top executives with frontline employees effectively	1	2	3	4	5	6	7
27	The middle management shows commitment to the organization's well-being	1	2	3	4	5	6	7
28	The middle management balances change initiatives while getting work done	1	2	3	4	5	6	7
29	The middle management voices their disagreement constructively	1	2	3	4	5	6	7
30	Our Change Champion/s (personnel whom promotes and supports change) commands the respect of the rest of the business unit	1	2	3	4	5	6	7
31	Our Change Champion/s possess good interpersonal skills	1	2	3	4	5	6	7
32	Our Change Champion/s is willing and able to challenge the status quo	1	2	3	4	5	6	7
33	Our Change Champion/s has the will and creativity to bring about change	1	2	3	4	5	6	7
34	Our organisation culture values innovation and change	1	2	3	4	5	6	7
35	Our organisation culture attracts and retains creative people	1	2	3	4	5	6	7
36	Our organisation culture provides resources to experiment with new ideas	1	2	3	4	5	6	7
37	Our organisation culture allows people to take risks and fail occasionally	1	2	3	4	5	6	7
38	Our frontline employees open themselves to consider change proposals	1	2	3	4	5	6	7
39	Our frontline employees have opportunities to voice their concerns about change	1	2	3	4	5	6	7
40	Generally, our frontline employees know how change will help the business unit	1	2	3	4	5	6	7
41	Generally, our frontline employees view top management as trustworthy	1	2	3	4	5	6	7
42	Our Change Champion/s recognises the implications of change in the business processes /systems	1	2	3	4	5	6	7
43	Our Change Champion/s recognises the importance of institutionalizing change	1	2	3	4	5	6	7
44	Our Change Champion/s recognises the need to realign incentives with desired changes	1	2	3	4	5	6	7

Statements		Rating						
45	Our Change Champion/s recognises the value of addressing causes rather than symptoms	1	2	3	4	5	6	7
46	All employees experience consequences for outcomes of their actions	1	2	3	4	5	6	7
47	All employees meet deadlines and honour resource commitments	1	2	3	4	5	6	7
48	All employees accept responsibility for getting work done	1	2	3	4	5	6	7
49	All employees have clear roles and responsibilities	1	2	3	4	5	6	7
50	Information flows effectively from executives to workers	1	2	3	4	5	6	7
51	Information flows in a timely manner	1	2	3	4	5	6	7
52	Information flows across organisational units	1	2	3	4	5	6	7
53	Information flows from customers to the organisational unit	1	2	3	4	5	6	7

Thank you!