

A : PERSONAL PARTICULARS

APPENDIX 1

1. Department : _____

2. Sex : Male () b) Female ()

3. Race : Malay () b) Chinese () c) Indian () d) Others ()

4 Age : _____ years.

5 Marital status

- a) Single ()
- b) Married ()
- c) Widowed ()
- d) Divorced ()

6 Highest Level of Education

- a) Primary ()
- b) Secondary ()
- c) STPM/College ()
- d) University ()

7 Nature of work

- a) Clerical ()
- b) Officer ()
- c) Manager ()
 - i) Senior Manager ()
 - ii) Group Manager ()
 - iii) Unit Manager ()
 - iv) General Manager ()

d) Others : Please specify _____

8 Total monthly income : RM _____

B : ORGANISATION CULTURE

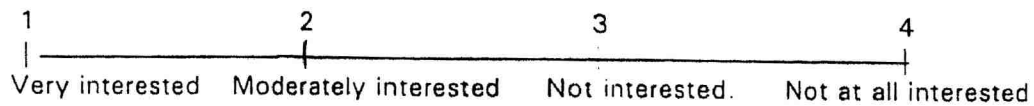
Rank the following on how these factors have an impact on your performance at work.

Key : 1 - Most Important to 6 - Least Important

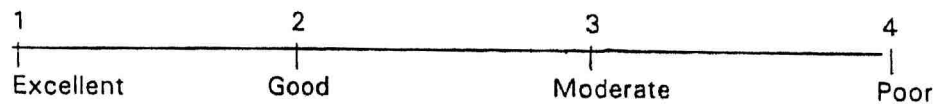
- | | | |
|---|---|-----|
| 1 | Personal aspiration | () |
| | Opportunity for discussion of ideas | () |
| | Competition with colleagues | () |
| | Recognition of individual performance | () |
| | Recognition of your team's work performance | () |
| | Support of colleagues | () |

For questions 2-4 please circle your answers based on the given scale.

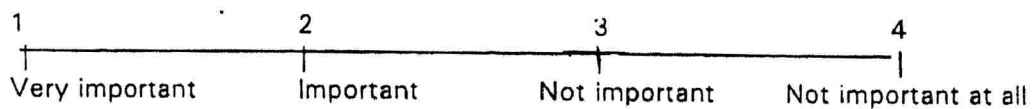
- 2 How interested are you in what happens in other units in your organisation.



- 3 Work relationship in the organisation is



- 4 How important is team work to an organisation.



- 5 Better team work in the organisation will result in (please tick ONLY 3 best answers)

- | | |
|---|-----|
| a) Improved organisational performance | () |
| b) Higher workloads | () |
| c) Greater bureaucracy | () |
| d) Improved job satisfaction | () |
| e) Slower decision making | () |
| f) Better communication | () |
| g) Improved individual work performance | () |
| h) Better service to end customer | () |
| i) Duplication of activities | () |
| j) Clearer roles and responsibility | () |

6 Which of the following do you think will most likely contribute to a culture of innovation in your bank (you may tick more than one answer).

- a) Greater investment and research ()
- b) Greater attention to the work force ()
- c) Greater risk taking ()
- d) Clearer definition of long term organisation goals ()
- e) Others (please specify) _____

7 What is currently the most significant barrier to innovation in your bank.

- a) Lack of resources
- b) Management is unwilling to spend more on Research & Development (R&D)
- ☒ c) Lack of organisation direction
- d) No clear guidelines on new changes
- e) Others (please specify) _____

C : CHANGE LEADERS

Answer this section **ONLY** if you are at the managerial level. For statement 1-14, rank each of the 3 choices using '3' as greatest preference to '1' being least preferred.

Your answers to the first statement looks like this

1	<u>3</u>
2	<u>1</u>
3	<u>2</u>

- 1 You hear one of your management team say ,
' I wish we could go back to the old days,' and you :
 - 1 privately agree _____
 - 2 feel annoyed by the lack of realism _____
 - 3 ignore the comments as impractical. _____

- 2 You believe by cutting expenditure immediately by 20 per cent overall, redundancies can be avoided; you decide to :
 - 4 send key staff a memo announcing which cuts are essential _____
 - 5 decide to cut back temporarily on research and development effort _____
 - 6 review last year's budget figures to decide where to begin the cuts _____

- 3 You win a prize for a luxury winter sports holiday and you have never tried skiing before. You
 - 7 ask for a cash equivalent prize instead of the holiday _____
 - 8 buy a learn-to-ski video and begin an exercise routine _____
 - 9 look forward to the first day of lessons _____

- 4 Financial difficulties make you uncertain about the company's future, and so you;
 - 10 review the last three years' figures to check trends _____
 - 11 remind the staff that they have gone through harder times _____
 - 12 explore ways to generate new income. _____

- 5 Increased competition has led to a significant loss of market share, and so you ;
 - 13 consider re-launching last year's successful product _____
 - 14 study competitors to discover their advantage _____
 - 15 completely review the business to discover problems sources. _____

- 6 When an important appointment is cancelled at the last minute, you feel;
 - 16 thrown off course and annoyed about the wasted time _____
 - 17 relieved because you now have time to attend a different meeting _____
 - 18 grateful for an additional opportunity to prepare for tomorrow's activities. _____

- 7 When a project you are managing produces unexpected and highly negative results, your *initial* response is :
 - 19 to choose an action which will turn the result around _____
 - 20 to implement damage control which which will not waste any more resources _____
 - 21 to discover what went wrong _____

- 8 New technology requires redistribution of tasks and responsibilities in your area, and so you :
- 22 display a flow chart which shows the new system and announce its start date
 - 23 assess individual skill levels toward creating a training system
 - 24 give half the staff new assignments and ask others to continue former procedures
- 9 You have just been given responsibility for an important well-funded project. Your first response is to :
- 25 review all proposal documents and the budget
 - 26 check the deadline feasibility
 - 27 announce your aims and intentions to staff
- 10 You are offered by the management of a 10-year project that has no guarantee of success; you decide to :
- 28 tactfully decline the opportunity
 - 29 accept and create evaluation phases at three-year intervals which involve outside experts in project assessment
 - 30 commit to the project knowing that it is most likely to take 15 years.

ISSUES OF RISK

- 11 You make an investment which drops sharply by 20 per cent, the fall may be temporary. You decide to :
- 34 sell off your shares
 - 35 confirm the company is solid and then hold on to the shares
 - 36 confirm the company is solid and buy additional shares
- 12 You inherit RM60 000 unexpectedly; you :
- 37 buy the car of your dream
 - 38 put the whole amount into building the society
 - 39 take professional advice and invest it.
- 13 You are offered a choice of three contracts and you choose :
- 40 a moderate salary with good benefits
 - 41 a very generous commission on each unit managed, moderate benefits, but no basic salary
 - 42 a moderate commission on each unit managed, good benefits, and a low basic salary
- 14 You have accumulated RM10 000 prize money on a television quiz show and can choose to stop there or double your money with another question:
- 43 you take the RM10 000
 - 44 you choose the question because you are an expert on this topic
 - 45 you choose the question because you have a chance to win RM20 000

For questions 15-21, circle the appropriate number based on the given scale.

1 *Strongly agree*

2 *Agree*

3 *Disagree*

4 *Strongly disagree*

15 Involving people in change management will ensure low resistance level.

1 2 3 4

16 People resist change anyway, the best way to maintain low resistance is to punish them.

1 2 3 4

17 Friendly "influence" on employees will ensure smooth management of change.

1 2 3 4

18 Management provide enough support to continue the change process.

1 2 3 4

19 Management is easily demoralise by minor setbacks in managing change.

1 2 3 4

20 Most of the change management does not produce results because of low commitment by the management team.

1 2 3 4

21 I believe that managers should be given "power" to manage new changes effectively.

1 2 3 4

- 23 Rank the following in order of importance from 1 being "most important" to 5 being "least important". What types of power are important in managing change

1 - Most important 5 - Least important

Charismatic power ()
Expert power ()
Coercive power ()
Reward power ()
Information power ()

- 24 In your opinion, what should management provide to enable smooth change process.

a) _____
b) _____
c) _____
d) _____
e) _____

- 25 What do you think are the SOURCE of resistance of change in your bank.

a) _____
b) _____
c) _____
d) _____
e) _____

D For questions 1-7 below, circle the appropriate answer to the questions below based on the given scale.

1. How would you rate your success compared to your friends/colleagues?
1 Excellent 2 Fairly Well 3 Good 4 Poor 5 failure
2. How would you rank yourself in your school days?
1 Excellent 2 Fairly Well 3 Good 4 Poor 5 failure
3. In your opinion, how would you rank this bank compared to other banks?
1 Excellent 2 Fairly Well 3 Good 4 Poor 5 failure
4. How do you rank your performance in this bank ?
1 Excellent 2 Fairly Well 3 Good 4 Poor 5 failure
5. How would you rate your current work performance compared to what can you really do?
1 Excellent 2 Fairly Well 3 Good 4 Poor 5 failure
6. In your opinion, how much training and development do you require to improve your skills ?
1 a lot of training 2 Enough training to do my current work
3 Periodical training needed to improve my work skills 4 No training needed
7. How high do you wish to reach in your career.
1 Officer level 2 Managerial level
3 Senior Management 4 Remain at current position
8. How many outstanding personal achievement awards have you won in your school days ? _____ awards.
9. Are you prepared to sacrifice in order to achieve your career advancement .
1 Yes () 2 No ()
10. What is the priority you would place on :
Family Life () Leisure / Fun () Work ()
Personal Goals () Others ()

E PERCEPTION TOWARDS CHANGE

For question 2-13, circle the appropriate number based on the given scale.

- 1 Strongly agree
- 2 Agree
- 3 Disagree
- 4 Strongly disagree

- 1 What are the major changes
(e.g. Operational change, work procedure, new products and others)
that took place in your bank for the past three years.

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____

- 2 I am happy with the new changes in my bank.

1 2 3 4

- 3 I feel that with new changes I will loose my job

1 2 3 4

- 4 Sometimes I feel that we should go back to the 'good old days'.

1 2 3 4

- 5 Managers in this Bank communicate new changes effectively to the workforce.

1 2 3 4

- 6 I do not understand all the aspects in the new changes.

1 2 3 4

- 7 Structured training is conducted if new changes are implemented.

1 2 3 4

- 8 Training is conducted BEFORE any changes are implemented.

1 2 3 4

- 9 Organisation rewards employee if new changes are successful
(cash incentive, trips, hamper and other).
- 1 2 3 4
- 10 Management recognises my contribution in the change process.
- 1 2 3 4
- 11 New changes are unnecessary for the bank to remain competitive
- 1 2 3 4
- 12 I receive full support from my superiors in dealing with new changes
- 1 2 3 4
- 13 New changes to the bank will make me a better employee
(e.g. better skill, able to perform task effectively)
- 1 2 3 4

THIS IS THE END OF THIS QUESTIONNAIRE
THANK YOU FOR YOUR CO-OPERATION
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

APPENDIX 2

Tier - 1 Commercial Banks

Bank Bumiputra Malaysia Berhad
Bank of Commerce (M) Berhad
Citibank Berhad
RHB Bank Berhad
Hongkong Bank Malaysia Berhad
Malayan Banking Berhad
OCBC Bank (Malaysia) Berhad
Public Bank Berhad
Standard Chartered Bank Malaysia Berhad
The Pacific Bank Berhad

Tier - 2 Commercial Banks

ABN AMRO Bank Berhad
Phileo Allied Bank (Malaysia) Berhad
Arab-Malaysian Bank Berhad
Ban Hin Lee Bank Berhad
Bangkok Bank Berhad
Bank of Tokyo-Mitsubishi (Malaysia) Berhad
Bank of America Malaysia Berhad
Bank Utama (Malaysia) Berhad
BSN Commercial Bank Malaysia Berhad
Chung Khiaw Bank (Malaysia) Berhad
Deutsche Bank (Malaysia) Berhad
EON Bank Berhad
Hock Hua Bank (Sabah) Berhad
Hock Hua Bank Berhad
Hong Leong Bank Berhad
Multi-Purpose Bank Berhad
Oriental Bank Berhad
Overseas Union Bank (Malaysia) Berhad
Perwira Affin Bank Berhad
Sabah Bank Berhad
Sime Bank Berhad
Southern Bank Berhad
The Bank of Nova-Scotia Berhad
The Chase Manhattan Bank (M) Berhad
United Oversea Bank (Malaysia) Bhd

APPENDIX 3

Name	Country of incorporation	Principal activities	Effective percentage of ownership	
			1997	1996
PhileoAllied Bank (M) Bhd (formerly known as AlliedBank (Malaysia) Berhad)	Malaysia	Banking	100%	100%
*Phileo Allied Securities Sdn Bhd	Malaysia	Stockbroking	100%	100%
PhileoAllied Finance (Malaysia) Berhad (formerly known as AlliedFinance (Malaysia) Berhad)	Malaysia	Finance and Leasing	100%	100%
Phileo Allied Venture Capital Sdn Bhd	Malaysia	Investment holdings	100%	100%
Phileo Allied Credit and and Leasing Sdn Bhd	Malaysia	Provision of lease financing and securing of end finance	100%	100%
Real Riviera Sdn Bhd	Malaysia	Property development	100%	100%
*Phileo BizInfo System Sdn Bhd	Malaysia	Information technology and computer services	51%	51%
Phileo Allied Options and Financial Futures Sdn Bhd	Malaysia	Options and financial futures	100%	100%
Phileo Allied Capital Partners Sdn Bhd	Malaysia	Corporate finance	100%	100%
Allied Unit Trusts Bhd	Malaysia	Dormant	100%	100%
Sri Waria Sdn Bhd (under liquidation)	Malaysia	Dormant	100%	100%
AlliedBank Nominees (Tempatan) Sdn Bhd	Malaysia	Nominee services	100%	100%
AlliedBank Nominees (Asing) Sdn Bhd	Malaysia	Nominee services	100%	100%