

APPENDIX 1: QUESTIONNAIRE

Date: 07-October-2004

Dear Sir/Madam,

Re: Managing Styles of the Malaysian Managers.

The above study is undertaken to fulfill part of the requirement for the completion of my MBA degree. The primary purpose of the study is to investigate into the preferred managing styles of the Malaysian managers. Alongside, evaluate how some of the most important behaviours combine and interact when managing thus produce different management action styles among the Malaysian managers. I am conducting a survey and would be most grateful for your kind participation by answering the questionnaire attached.

The questionnaire comprises of three sections.

Section 1 - Screening Questions
Section 2 – Profile Questionnaire
Section 3 – Demographic Information

This study is entirely an academic exercise and your response to the questions will only be used for the purpose of this research project. Please be assured that all information provided is only used for classification purposes and will be treated with full confidentiality.

I sincerely appreciate your kind cooperation and assistance in taking a few minutes of your precious time to participate in this survey.

Thank you.

Yours faithfully,

Han Yin Kwang
(MBA Programme
University of Malaya)

Section 1: Screening Questions.

Kindly circle your chosen answers, either "Yes" or "No".

1. Are you currently employed in a management position?
(from supervisory to managerial position) (Yes or No)
2. Do you have any staff reporting under you? (Yes or No)

Section 02: Profile Questionnaire.

PART 1: Which answer comes closest to describing how you usually feel and act? Please CIRCLE the number that corresponds to your answer. (You are only to choose scale number 3 if you are not sure, only as your last choice.)

<u>Scale</u>	<u>Response</u>
1	Strongly Disagree
2	Disagree
3	Neither Agree Nor Disagree
4	Agree
5	Strongly Agree

1. When you go somewhere for the day, you would plan what you will do and when, rather than just go. 1 2 3 4 5
2. You consider yourself to be more of a spontaneous person than of an organized person. 1 2 3 4 5
3. If you were a teacher, you would rather teach fact courses than courses involving theory. 1 2 3 4 5
4. You usually a "good mixer rather than quiet and reserved. 1 2 3 4 5
5. You usually get along better with imaginative people than realistic people. 1 2 3 4 5
6. You are more often let your heart rule your head than your head rule your heart. 1 2 3 4 5
7. You prefer to do many things on the spur of a moment than according to your plans. 1 2 3 4 5

PART 1: Which answer comes closest to describing how you usually feel and act? Please CIRCLE the number that corresponds to your answer. (You are only to choose scale number 3 if you are not sure, only as your last choice.)

<u>Scale</u>	<u>Response</u>	
1	Strongly Disagree	
2	Disagree	
3	Neither Agree Nor Disagree	
4	Agree	
5	Strongly Agree	
8.	You are easy to get to know rather than hard to get to know.	1 2 3 4 5
9.	Following a schedule appeal to you rather than cramp you.	1 2 3 4 5
10.	When you have a special job to do, you like to organize it carefully before you start rather than find out what is necessary as you go along.	1 2 3 4 5
11.	In most instances, you prefer to go with the flow than follow a schedule.	1 2 3 4 5
12.	Most people would say you are a private person than a very open person.	1 2 3 4 5
13.	You would rather be considered a practical person than an ingenious person.	1 2 3 4 5
14.	In a large group, you more often introduce others than get introduced.	1 2 3 4 5
15.	You would rather have a friend as someone who is always coming up with new ideas than has both feet on the ground?	1 2 3 4 5
16.	You are inclined to value sentiment more than logic.	1 2 3 4 5
17.	You prefer to wait and see what happens and then make plans rather than plan things far in advance.	1 2 3 4 5
18.	You tend to spend a lot of time by yourself than with others.	1 2 3 4 5
19.	You find being around a lot of people gives you more energy than is often "draining".	1 2 3 4 5

PART 1: Which answer comes closest to describing how you usually feel and act? Please CIRCLE the number that corresponds to your answer. (You are only to choose scale number 3 if you are not sure, only as your last choice.)

Scale Response

- 1 Strongly Disagree
- 2 Disagree
- 3 Neither Agree Nor Disagree
- 4 Agree
- 5 Strongly Agree

20. You prefer to arrange dates, parties, etc., well in advance than be free to do whatever looks fun when the time comes. 1 2 3 4 5

21. In planning a trip you would prefer to most of the time do whatever you feel like that day than know ahead of time what you'll be doing most days. 1 2 3 4 5

22. At parties, you sometimes get bored than always have fun. 1 2 3 4 5

23. You usually mingle well with others than tend to keep to yourself. 1 2 3 4 5

24. You are more attracted to a person with quick and brilliant mind than a practical person with lot of common sense. 1 2 3 4 5

25. In your daily work, you rather enjoy an emergency that makes you work against time than usually plan your work so you won't need to work under pressure. 1 2 3 4 5

26. You would say it generally takes others a lot of time to get to know you than a little time to get to know you. 1 2 3 4 5

PART 2: Which word in each pair appeals to you more? Think about what the words mean, not about how they look or how they sound. Please CIRCLE the number that corresponds to your answer using 5-point numerical scale from most appeal to least appeal.

For example:

1. Private 5 4 3 2 1 Open

If the word Private is Most Appealing to you, you circle 5 (or 4).
(This will also mean that the word Open is Least Appealing to you.)

If the word Private is Least Appealing to you, you circle 1 (or 2).
(This will also mean that the word Open is Most Appealing to you.)

Note: Always use the first word as a guide to choose your preference since each word pair is psychologically (bi-polar) opposite. (You are only to choose scale number 3 if your are not sure, only as your last choice.)

SCALE:

Most appealing 5 4 3 2 1 Least appealing

1. Private 5 4 3 2 1 Open

2. Scheduled 5 4 3 2 1 Unplanned

3. Abstract 5 4 3 2 1 Solid

4. Gentle 5 4 3 2 1 Firm

5. Thinking 5 4 3 2 1 Feeling

6. Facts 5 4 3 2 1 Ideas

7. Impulse 5 4 3 2 1 Decision

8. Hearty 5 4 3 2 1 Quite

9. Quiet 5 4 3 2 1 Outgoing

10. Systematic 5 4 3 2 1 Casual

11. Theory 5 4 3 2 1 Certainty

12. Sensitive 5 4 3 2 1 Just

PART 2: Which word in each pair appeals to you more? Think about what the words mean, not about how they look or how they sound. Please CIRCLE the number that corresponds to your answer using 5-point numerical scale from most appeal to least appeal.

For example:

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If the word Private is Least Appealing to you, you circle 1 (or 2).
(This will also mean that the word Open is Most Appealing to you.)

Note: Always use the first word as a guide to choose your preference since each word pair is psychologically (bi-polar) opposite. (You are only to choose scale number 3 if you are not sure, only as your last choice.)

SCALE:

Most appealing	5	4	3	2	1	Least appealing
13. Convincing	5	4	3	2	1	Touching
14. Statement	5	4	3	2	1	Concept
15. Unconstrained	5	4	3	2	1	Scheduled
16. Reserved	5	4	3	2	1	Talkative
17. Orderly	5	4	3	2	1	Easygoing
18. Idea	5	4	3	2	1	Actuality
19. Compassion		5	4	3	2	1 Foresight
20. Benefits		5	4	3	2	1 Blessings
21. No-nonsense		5	4	3	2	1 Theoretical
22. Few friends		5	4	3	2	1 Lots of friends
23. Systematic		5	4	3	2	1 Spontaneous
24. Imaginative		5	4	3	2	1 Matter-of-fact

PART 2: Which word in each pair appeals to you more? Think about what the words mean, not about how they look or how they sound. Please CIRCLE the number that corresponds to your answer using 5-point numerical scale from most appeal to least appeal.

For example:

1. Private 5 4 3 2 1 Open

If the word Private is Most Appealing to you, you circle 5 (or 4).
(This will also mean that the word Open is Least Appealing to you.)

If the word Private is Least Appealing to you, you circle 1 (or 2).
(This will also mean that the word Open is Most Appealing to you.)

Note: Always use the first word as a guide to choose your preference since each word pair is psychologically (bi-polar) opposite. (You are only to choose scale number 3 if your are not sure, only as your last choice.)

SCALE:

Most appealing	5	4	3	2	1	Least appealing
25. Warm		5	4	3	2	1 Objective
26. Objective		5	4	3	2	1 Passionate
27. Build		5	4	3	2	1 Invent
28. Quiet		5	4	3	2	1 Gregarious
29. Theory		5	4	3	2	1 Fact
30. Compassionate		5	4	3	2	1 Logical
31. Analytical		5	4	3	2	1 Sentimental
32. Sensible		5	4	3	2	1 Fascinating

**PART 3: Which answer comes to describing how you usually feel or act?
Please CIRCLE the number that corresponds to your answer. (You are only
to choose scale number 3 if your are not sure, only as your last choice.)**

Scale Response

- 1 Strongly Disagree
- 2 Disagree
- 3 Neither Agree Nor Disagree
- 4 Agree
- 5 Strongly Agree

- | | |
|--|-----------|
| 1. When you start a big project that is in a week, you take time to list the separate things to be done and the order of doing them rather than plunge right in. | 1 2 3 4 5 |
| 2. In social situations you generally find it difficult to start and maintain a conversation with some people than easy to talk to most people for long periods of time. | 1 2 3 4 5 |
| 3. In doing something that many other people do, it appeal to you to do it in the accepted way rather than invent a way of your own. | 1 2 3 4 5 |
| 4. The new people you meet can tell what you are interested in right away rather than only after they really get to know you. | 1 2 3 4 5 |
| 5. You generally prefer courses that teach concepts and principles than facts and figures. | 1 2 3 4 5 |
| 6. It is a higher compliment to be called a person of real feeling than a consistently reasonable person. | 1 2 3 4 5 |
| 7. You do find going by the schedule necessary at times but generally unfavourable rather than helpful and favourable most of the time. | 1 2 3 4 5 |
| 8. When you are with a group of people, you would usually rather talk individually with people you know well than join in the talk of the group. | 1 2 3 4 5 |
| 9. At parties you do much talking than let others do most of the talking. | 1 2 3 4 5 |

**PART 3: Which answer comes to describing how you usually feel or act?
Please CIRCLE the number that corresponds to your answer. (You are only
to choose scale number 3 if you are not sure, only as your last choice.)**

Scale Response

- 1 Strongly Disagree
- 2 Disagree
- 3 Neither Agree Nor Disagree
- 4 Agree
- 5 Strongly Agree

- | | |
|---|-----------|
| 10. The idea of making a list of what you should get done over a weekend do appeal to you than leave you cold. | 1 2 3 4 5 |
| 11. To be called competent is a higher compliment than compassionate. | 1 2 3 4 5 |
| 12. You generally do prefer to make your social engagement some distance ahead than be free to do things on the spur of the moment. | 1 2 3 4 5 |
| 13. Overall, when working on a big assignment, you do tend to figure out what needs to be done as you go along than begin by breaking it down into steps. | 1 2 3 4 5 |
| 14. You can keep a conversation going indefinitely only with people who share some interest of yours than with almost anyone. | 1 2 3 4 5 |
| 15. You would rather support the established methods of doing good than analyze what is still wrong and attack unsolved problems. | 1 2 3 4 5 |
| 16. In reading for pleasure, you do enjoy odd or original ways of saying things than like writers to say exactly what they mean. | 1 2 3 4 5 |
| 17. You rather work under a boss (or teacher) who is good-natured but often inconsistent than sharp-tongued but always logical. | 1 2 3 4 5 |
| 18. You would prefer to do most things according to however you feel that particular day than a set schedule. | 1 2 3 4 5 |

PART 3: Which answer comes to describing how you usually feel or act? Please CIRCLE the number that corresponds to your answer. (You are only to choose scale number 3 if your are not sure, only as your last choice.)

- | <u>Scale</u> | <u>Response</u> |
|--------------|----------------------------|
| 1 | Strongly Disagree |
| 2 | Disagree |
| 3 | Neither Agree Nor Disagree |
| 4 | Agree |
| 5 | Strongly Agree |

19. You can talk easily to almost anyone for as long as you have to than find a lot to say only to certain people or under certain conditions. 1 2 3 4 5

20. When making a decision, it is more important to you to weigh the facts than consider people's feelings and opinions? 1 2 3 4 5

PART 4: Which word in each pair appeals to you more? Think about what the words mean, not about how they look or how they sound. Please CIRCLE the number that corresponds to your answer using 5-point numerical scale from most appeal to least appeal.

For example:

1. Private 5 4 3 2 1 Open

If the word Private is Most Appealing to you, you circle 5 (or 4).
(This will also mean that the word Open is Least Appealing to you.)

If the word Private is Least Appealing to you, you circle 1 (or 2).
(This will also mean that the word Open is Most Appealing to you.)

Note: Always use the first word as a guide to choose your preference since each word pair is psychologically (bi-polar) opposite. (You are only to choose scale number 3 if your are not sure, only as your last choice.)

SCALE:

Most appealing	5	4	3	2	1	Least appealing
1. Imaginative	5	4	3	2	1	Realistic
2. Bighearted	5	4	3	2	1	Firm-minded

PART 4: Which word in each pair appeals to you more? Think about what the words mean, not about how they look or how they sound. Please CIRCLE the number that corresponds to your answer using 5-point numerical scale from most appeal to least appeal.

For example:

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If the word Private is Least Appealing to you, you circle 1 (or 2).
(This will also mean that the word Open is Most Appealing to you.)

Note: Always use the first word as a guide to choose your preference since each word pair is psychologically (bi-polar) opposite. (You are only to choose scale number 3 if your are not sure, only as your last choice.)

SCALE:

Most appealing	5	4	3	2	1	Least appealing
3. Fair-minded		5	4	3	2	1 Caring
4. Production		5	4	3	2	1 Design
5. Possibilities		5	4	3	2	1 Certainties
6. Tenderness		5	4	3	2	1 Strength
7. Practical		5	4	3	2	1 Sentimental
8. Make		5	4	3	2	1 Create
9. Novel		5	4	3	2	1 Already known
10. Sympathize		5	4	3	2	1 Analyze
11. Strong-willed		5	4	3	2	1 Tender-hearted
12. Concrete		5	4	3	2	1 Abstract
13. Devoted		5	4	3	2	1 Determined
14. Competent		5	4	3	2	1 Kind-hearted
15. Practical		5	4	3	2	1 Innovative

Section 3: Demographic Profile

Your Name: _____

Date: _____

Job Title: _____

Company: _____

Contact Number: Office (_____) Handphone: (_____)

Kindly mark (X) in the relevant box and fill in the blanks where necessary.

1. Gender:

Male

Female

2. Ethnic Group:

Malay
 Chinese

Indian
 Others (please specify) _____

3. Age:

Below 20 years old
 20 to 29 years old
 30 to 39 years old

40 to 49 years old
 50 years old and above

4. Marital Status:

Single
 Married

Divorced
 Widowed

5. Highest Level of Education Achieved:

SPM or lower
 STPM/Certificate/
Diploma

Degree
 Postgraduate Degree
 Other (please specify) _____

6. Type of Academic Qualification:

Management/
Business Studies
 MBA

Non-Management/Non-Business
Studies
 Others (please specify) _____

Kindly mark (X) in the relevant box and fill in the blanks where necessary.

7. Occupation:

<input type="checkbox"/>	Supervisor
<input type="checkbox"/>	Officer
<input type="checkbox"/>	Executive
<input type="checkbox"/>	Own Business

<input type="checkbox"/>	Manager
<input type="checkbox"/>	Director
<input type="checkbox"/>	Professional
<input type="checkbox"/>	Other (please specify): _____

8. Work Experience:

<input type="checkbox"/>	Below 2 years
<input type="checkbox"/>	2 to 6 years
<input type="checkbox"/>	7 to 11 years

<input type="checkbox"/>	12 to 16 years
<input type="checkbox"/>	17 to 21 years
<input type="checkbox"/>	22 years and above

9. Work Experience in Management Position:

<input type="checkbox"/>	Below 2 years
<input type="checkbox"/>	2 to 6 years
<input type="checkbox"/>	7 to 11 years

<input type="checkbox"/>	12 to 16 years
<input type="checkbox"/>	17 to 21 years
<input type="checkbox"/>	22 years and above

10. Type of Occupational Skills:

<input type="checkbox"/>	Technical skills (i.e. engineer, M.I.S, etc.)
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<input type="checkbox"/>	Non-technical Skills (i.e. general manager, marketing, etc.)
	Other (please specify) _____

11. By Sector:

<input type="checkbox"/>	Profit Organization
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<input type="checkbox"/>	Non-Profit Organization
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12. You had been promoted to a senior position at least once, while working in the same the company.

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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13 (a). You had been offered a senior position at least once, through job hoping to another company.

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	No Application	<input type="checkbox"/>
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Kindly mark (X) in the relevant box and fill in the blanks where necessary.

13 (b). You have above average salary increment that is above 9 per cent almost every annual performance appraisal evaluation in your company.

Yes No

14. You achieve performance incentive target like sales target most of the time.

Yes No

15. You receive your annual performance bonus or incentive for the last five years.

Yes No Not Applicable

16. You achieve almost all the set targets and goals in your annual performance appraisal evaluation.

Yes No

17 (a). In term of advancement, you are a prospective candidate for promotion to a senior position in your company within 5 years from now (as express in your annual performance appraisal evaluation or "hinted" (or mentioned) to you by your boss).

Yes No

17 (b). You had been selected to attend incentive seminars, workshops trainings, courses or overseas trips sponsored by your company as recognition and reward to your successful performance in the company.

Yes No Not Applicable

=== Thank you for your time, effort and participation in making this survey a successfully one. =====