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**THE RELATIONSHIP BETWEEN ENTREPRENEURIAL ORIENTATION,
HUMAN RESOURCE MANAGEMENT PRACTICES, ORGANIZATIONAL
INNOVATION AND MANAGERIAL TIES TO SME PERFORMANCE**



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**Thesis submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

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ABSTRACT

Malaysian small and medium enterprises (SMEs) still have not performed to their fullest potential. SMEs have to focus on factors required to improve their performance. Therefore, this study is undertaken to investigate the possible variables that could better explain the performance of SMEs by investigating the relationship between entrepreneurial orientation (EO), human resource management (HRM) practices (i.e. communication and information sharing, compensation, job design, performance appraisal, selection, training and development) and organizational innovation on organizational performance. Specifically, it aims to investigate both the mediating roles of organizational innovation on the relationship between EO and HRM practices towards organizational performance and the moderating role of managerial ties on the relationship between organizational innovation and organizational performance. Resource-based view theory and social capital theory are integrated to explain the possible relationship between the variables in the research model. A total of 321 owners/managers of manufacturing SMEs, representing a response rate of 60.5%, participated in this study. Data was collected via self-administered questionnaires. PLS-SEM was used to analyze the data and test the hypotheses. Statistical results show that EO and certain HRM practices (i.e. communication and information sharing, compensation, performance appraisal, selection, training and development) are positively related to organizational innovation. Organizational innovation is also found to be positively related to organizational performance. Moreover, results reveal that organizational innovation mediates the relationship between EO and certain HRM practices (i.e. communication and information sharing, compensation, performance appraisal, selection, training and development) and organizational performance. However, no empirical support is found for the moderating effect of managerial ties on the relationship between organizational innovation and organizational performance. Finally, theoretical and methodological contributions, managerial implications and recommendations for future research are discussed.

Keywords: Entrepreneurial orientation, human resource management practices, organizational innovation, managerial ties and SMEs' performance.

ABSTRAK

Perusahaan kecil dan sederhana (PKS) di Malaysia masih belum mencapai tahap potensi sepenuhnya. PKS perlu memfokus kepada faktor-faktor yang diperlukan untuk meningkatkan prestasi mereka. Justeru, kajian ini bertujuan untuk mengkaji pemboleh ubah-pemboleh ubah yang lebih baik dalam menerangkan prestasi PKS iaitu menyiasat hubungan antara orientasi keusahawanan (OK) dan amalan pengurusan sumber manusia (PSM) (iaitu komunikasi dan perkongsian maklumat, pampasan, reka bentuk kerja, penilaian prestasi, pemilihan, serta latihan dan pembangunan) dan inovasi organisasi terhadap prestasi organisasi. Secara khususnya, ia bertujuan untuk mengkaji peranan pengantara inovasi organisasi terhadap hubungan antara orientasi keusahawanan (OK) dan amalan pengurusan sumber manusia (PSM). Kajian ini juga mengkaji peranan penyederhana jaringan pengurusan terhadap hubungan antara inovasi organisasi dan prestasi organisasi. Teori berasaskan sumber dan teori modal sosial telah diintegrasikan untuk menerangkan kemungkinan hubungan antara pemboleh ubah dalam model kajian. Seramai 321 pemilik/pengurus PKS dalam sektor pembuatan, yang mewakili kadar respons sebanyak 60.5%, telah menyertai kajian ini. Data telah dikumpulkan melalui kaedah soal selidik yang ditadbir sendiri. PLS-SEM digunakan untuk menganalisis data dan menguji hipotesis. Keputusan statistik menunjukkan bahawa OK dan beberapa amalan PSM (iaitu komunikasi dan perkongsian maklumat, pampasan, penilaian prestasi, pemilihan, latihan dan pembangunan) berkait secara positif dengan inovasi organisasi. Inovasi organisasi juga didapati berkait secara positif dengan prestasi organisasi. Selain itu, keputusan juga menunjukkan bahawa inovasi organisasi menjadi pengantara kepada OK dan beberapa amalan PSM (iaitu komunikasi dan perkongsian maklumat, pampasan, penilaian prestasi, pemilihan, latihan dan pembangunan) dengan prestasi organisasi. Walau bagaimanapun, kesan penyederhana jaringan pengurusan terhadap hubungan antara inovasi organisasi dan prestasi organisasi tidak mendapat sokongan yang empirikal. Akhir sekali, sumbangan kepada teori dan metodologi, implikasi kepada pengurusan serta cadangan untuk kajian akan datang juga telah dibincangkan.

Kata kunci: Orientasi keusahawanan, amalan pengurusan sumber manusia, inovasi organisasi, jaringan pengurusan dan prestasi PKS.

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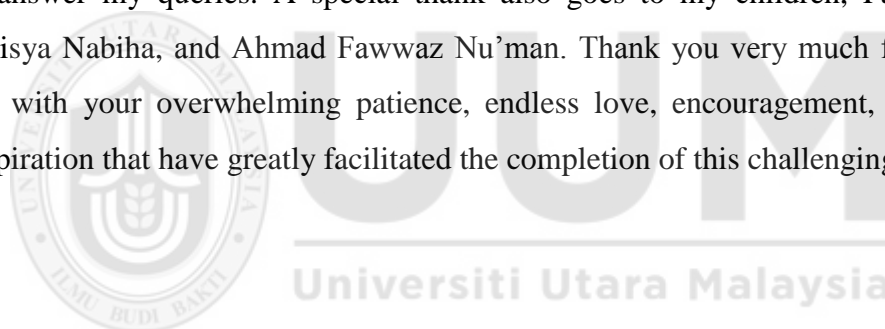


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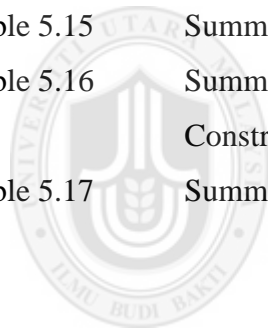
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LIST OF ABBREVIATIONS

APEC	Asia-Pacific Economic Cooperation
AVE	Average Variance Extracted
BNM	Bank Negara Malaysia
Boot CI	Bootstrapped Confidence Interval
CB-SEM	Covariance based
CFA	Confirmatory Factor Analysis
CMV	Common Method Variance
CR	Composite Reliability
DOSM	Department of Statistics Malaysia
EM	Estimation Maximization
EO	Entrepreneurial Orientation
ETP	Economic Transformation Program
FAMA	Federal Agricultural Marketing Authority
FMM	Federal of Malaysian Manufacturers
GDP	Gross Domestic Product
GNI	Gross National Income
HRM	Human Resource Management
ICT	Information Communication Technology
MARA	Majlis Amanah Rakyat
MATRADE	Malaysia External trade development Corporation
MIDA	Malaysian Investment Development Authority
MITI	Ministry of International Trade and Industry
NSDC	National SME Development Council
PLS-SEM	Partial Least Squares Structural Equation Modelling
RBV	Resource-based View
SEM	Structural Equation Modelling
SME Corp. Malaysia	SME Corporation Malaysia
SMEs	Small and Medium Enterprises
SMIDEC	Small and Medium Industries Development Corporation
SPSS	Statistical Package for Social Sciences
VB-SEM	Variance based
VIF	Variance Inflated Factor

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Zakaria, N., Abdullah, N.A.C., & Yusoff, R.Z. (2015). The Relationship Between Entrepreneurial Orientation And Organizational Innovation: Empirical Evidence From Malaysian SMEs. *Asian Journal of Business and Management Sciences*, 4 (5), 18-30.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Small-and medium-sized enterprises (SMEs) have been identified as one of the growth engines of various countries in the world since they make up over 90 percent of all enterprises. For instance, in the United States 99.7% of all business enterprises are made up of SMEs (Heneman, Tansky, & Camp, 2000), in China 99% (Cunningham & Rowley, 2008), Europe 99% (Rauch & Frese, 2000), Holland 95%, the Philippines 95%, Taiwan 97.8% (Lin & Chen, 2007), and Malaysia 97.3% (National SME Development Council (NSDC), 2012a). The figures above show that many countries all over the world recognize SMEs as a key business sector. Besides, the Asia-Pacific Economic Cooperation (APEC) (2002) pointed out that SMEs are deemed as a supporter to larger enterprises, as well as an important foundation for expanding business activities and sustaining economic growth. SMEs even provide more jobs than large companies (Department of Statistics Malaysia (DOSM), 2007). In sum, SMEs play a vital role to the economy and are likely to be increasingly important as the economy becomes more global.

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APPENDIX A

Questionnaires



Dear respected Owner / Manager,

A SURVEY ON THE PERFORMANCE OF SMALL AND MEDIUM-SIZED ENTERPRISES IN MALAYSIA

Recognizing that the future of SMEs in Malaysia relies heavily on the efforts of the SME owners such as yourself, I am eager to learn about your own experiences in managing your business. Particularly, I am looking for information about factors that could enhance the organizational performance of SMEs. I am convinced that your contribution serves as a guideline for realizing the positive efforts in producing more successful SMEs in Malaysia.

Therefore, you can display your commitment to develop SMEs in Malaysia by completing this survey and then return it in the envelope provided. I am interested in your opinions, there are no right or wrong answers. All the information provided by you will be treated as confidential and will only be used for academic purposes. Your participation in completing the questionnaire is very important and critical to ensure the success of this research. If you are interested with the findings of the research, please attach your business card and email address in the envelope provided to enable me to send you the summary of the results obtained. It will be an honor if you could return the completed questionnaire before or by

I would appreciate it if you could return the questionnaire as soon as possible. Thank you in advance for your cooperation. If you have any questions, please contact me at **012-4945554 / 04-9285058**.

Yours sincerely,

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SECTION A

The following statements best describe possible **perception that owners/managers might have about the HRM practices that are exercised by the organization.** Please circle the relevant number based on the rating scale provided.

Strongly Disagree					
Strongly Agree					
1	2	3	4	5	

1	Employees are involved in job rotation.	1	2	3	4	5
2	Employees are empowered to make decisions.	1	2	3	4	5
3	Jobs are designed around individual skills and capabilities of employees.	1	2	3	4	5
4	Selection process is comprehensive (uses interviews, tests, etc.).	1	2	3	4	5
5	Selection emphasizes candidates' ability to collaborate and work in teams.	1	2	3	4	5
6	Selection involves screening many job candidates.	1	2	3	4	5
7	Selection focuses on selecting the best all-around candidate, regardless of the specific job.	1	2	3	4	5
8	Selection emphasizes promotion from within.	1	2	3	4	5
9	Selection places priority on potential of candidates to learn.	1	2	3	4	5
10	Training is continuous.	1	2	3	4	5
11	Training programs are comprehensive.	1	2	3	4	5
12	Training programs strive to develop firm-specific skills and knowledge.	1	2	3	4	5
13	The training programs emphasize on-the-job experiences.	1	2	3	4	5
14	Performance is based on objective, quantifiable results.	1	2	3	4	5
15	Performance appraisals include management by objective with mutual goal setting.	1	2	3	4	5
16	Performance appraisals include feedback on employee self-development.	1	2	3	4	5
17	Incentives are based on team performance.	1	2	3	4	5
18	Compensation packages include an extensive benefits package.	1	2	3	4	5
19	Compensations include high wages.	1	2	3	4	5
20	The incentive system is tied to skill-based pay.	1	2	3	4	5
21	Compensation is contingent on performance.	1	2	3	4	5
22	Organizational information is shared with employees.	1	2	3	4	5
23	Open and transparent communication is encouraged among employees.	1	2	3	4	5
24	Family day is organized from time to time.	1	2	3	4	5
25	Supportive work environment is provided.	1	2	3	4	5
26	Employees' contribution is appreciated.	1	2	3	4	5
27	Fairness is prioritized in management practices.	1	2	3	4	5

SECTION B

The following statements best describe possible **perception that the owners/managers might have about the approach to decision-making and entrepreneurial strategy that is used by the organization**. Please circle the relevant number based on the rating scale provided.

Strongly Disagree								
Strongly Agree								
1	2	3	4	5	6	7		
In general, my firm favors...								
1	... a strong emphasis on R&D, technological leadership, and innovations.	1	2	3	4	5	6	7
How many new lines of products had your firm marketed in the past 3 years'?								
2	... very many new lines of products.	1	2	3	4	5	6	7
3	... changes in product lines have usually been quite dramatic.	1	2	3	4	5	6	7
In dealing with its competitors, my firm...								
4	... typically initiates actions which competitors then respond to.	1	2	3	4	5	6	7
5	... is very often the first business to introduce new products, operating technologies, administrative techniques.	1	2	3	4	5	6	7
6	... typically adopts a very competitive, "undo-the-competitors" posture.	1	2	3	4	5	6	7
In general, my firm has . . .								
7	... a strong proclivity for high risk projects (with chances of very high return).	1	2	3	4	5	6	7
In general, my firm believes that...								
8	... owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objective.	1	2	3	4	5	6	7
When confronted with decision-making situations involving uncertainty, my firm...								
9	... typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities.	1	2	3	4	5	6	7

SECTION C

The following statements best describe possible **perception that the owners/managers might have about the capability of the firm to innovate**. Please circle the relevant number based on the rating scale provided.

Strongly Disagree								Strongly Agree	
		1	2	3	4	5	6		
1	Change employee attitudes (eg. through training, awareness campaigns on company's vision/goals, quality management, teamwork etc).	1	2	3	4	5	6		
2	Change work practices (e.g employing foreign labour, more capital intensity, more skilled labour, more decentralisation/delegation of tasks etc.).	1	2	3	4	5	6		
3	Change human relation practices (eg. through collective agreement, open-door concept, employee suggestion programme).	1	2	3	4	5	6		
4	Reward individuals for innovative ideas.	1	2	3	4	5	6		
5	Apply good quality practices (eg. ISO, Good Manufacturing Practice (GMP), Total Quality Management, Quality Circles, Job Rotation/Multi – Skilling, Performance Related Pay).	1	2	3	4	5	6		
6	Introduce new ranges of products.	1	2	3	4	5	6		
7	Introduce modified products.	1	2	3	4	5	6		
8	Upgrade the quality of products.	1	2	3	4	5	6		
9	Manage to sell product to a new segment of domestic market.	1	2	3	4	5	6		
10	Manage to sell product to a new segment of export markets.	1	2	3	4	5	6		
11	Use new strategies (eg. ICT) to promote or advertise products.	1	2	3	4	5	6		
12	Use new ways to finance our business (eg. export credit financing/refinancing, joint ventures, venture capital, etc)	1	2	3	4	5	6		
13	Change the organizational structure (eg. creating new departments, adding top posts/managers, creating special team/group etc).	1	2	3	4	5	6		
14	Use latest equipment/devices to process products or deliver our services.	1	2	3	4	5	6		
15	Use latest software/hardware in our administration or management (eg. accounting, personnel, sourcing, purchasing and supplying).	1	2	3	4	5	6		

SECTION D

The following statements best describe possible **perception that owners/managers might have about the extent to which they have utilized social ties, networks, and connections during the past three years with managers at other firms and government officials.** Please circle the relevant number based on the rating scale provided.

Very Little						Very
Extensive						
1	2	3	4	5	6	7

1	My firm has utilized social ties with buyers/customers.	1	2	3	4	5	6	7
2	My firm has utilized social ties with suppliers.	1	2	3	4	5	6	7
3	My firm has utilized social ties with distributors.	1	2	3	4	5	6	7
4	My firm has utilized social ties with relevant government officials (e.g. FAMA, MARA, MIDA, or others).	1	2	3	4	5	6	7
5	My firm has utilized social ties with SME support institutions (e.g. SME Corp, MITI, MATRADE, or others)	1	2	3	4	5	6	7
6	My firm has utilized social ties with financial institutions (e.g. SME Bank, Bank Pembangunan, Agro Bank or other financial institutions).	1	2	3	4	5	6	7

SECTION E

With reference to the performance of your organization over the **past 12 months**,

- a) Please indicate **the degree to which you are satisfied with your organizational performance over the past 12 months** by circling the number of your choice:

Performance criteria		Degree of satisfaction with business performance				
		Not at all satisfied	Moderately satisfied			Very satisfied
1	Profitability	1	2	3	4	5
2	Sales turnover	1	2	3	4	5
3	Sales growth	1	2	3	4	5
4	Return on investment	1	2	3	4	5
5	Market share	1	2	3	4	5
6	Customer satisfaction	1	2	3	4	5
7	Customer retention	1	2	3	4	5
8	Relationship with suppliers	1	2	3	4	5
9	Business image	1	2	3	4	5
10	Workplace industrial relation	1	2	3	4	5
11	Work and life balance	1	2	3	4	5

- b) Please indicate your organization's performance relative to that of your major competitors **over the past 12 months** according to each of the following criteria by circling the number of your choice:

		Significantly lower	Moderately lower	About the same	Moderately higher	Significantly higher
12	Return on sales	1	2	3	4	5
13	Cash flow	1	2	3	4	5
14	Net profit	1	2	3	4	5
15	Market share	1	2	3	4	5
16	Return on investment	1	2	3	4	5

- c) Please circle one of the following responses to indicate your business's growth **over the past 12 months**:

		Decreasing	Holding its own	Increasing slightly	Increasing moderately	Increasing significantly
17	Changes in sales	1	2	3	4	5
18	Changes in market share	1	2	3	4	5
19	Changes in cash flow	1	2	3	4	5

SECTION F

The following questions ask for information concerning yourself and your organizational background. Please answer each question by ticking the appropriate box and fill-up the required information.

Please tick (/) in the appropriate box.

1. Gender Male Female
2. Age below 30 31- 40 41-50
 51-60 61 and above
3. Race Malay Chinese Indian
 Others, please specify: _____
4. Highest education level
 PhD Master Degree
 Diploma Secondary school Primary School
 Other, please specify: _____
5. Your position at this firm?
 Business owner Senior manager
 Business partner Human resource manager
 General manager Other, please specify: _____
6. If you are business owner or business partner, how long has your firm been established?
 Less than 5 years 16 – 20 years
 5 - 10 years More than 20 years
 11 – 15 years
7. If you are senior manager, general manager, human resource manager or other, how many years have you been working with the firm?
 Less than 5 years 16 – 20 years
 5 - 10 years More than 20 years
 11 – 15 years

8. Your firm is located in the state of _____

9. How many employees does your firm hire?

- Less than 5 employees 50 – 150 employees
 5 - 49 employees More than 150 employees

10. Type of ownership:

- Local company, please tick: Bumiputera
 Non-Bumiputera
 Foreign company
 Joint local-foreign company

11. Please select the type of industry which most closely represents your organization's industry group. **(You may tick more than one answer)**

- Automotive & Component Parts
 Building Materials & Related Products
 Cement, Concrete Products, Ceramics & Tiles
 Chemicals, Chemical & Plastic Products
 Electrical & Electronics Products
 Food, Beverages and Tobacco
 Furniture & Wood Related Products
 Household Appliances
 Industrial & Engineering Products
 Iron & Steel Products
 Laboratory Equipment
 Packaging, Labeling & Printing
 Pharmaceutical, Medical Equipment, Cosmetics, Toiletries & Household
 Rubber Products
 Stationary
 Textiles & Wearing Apparel
 Other, please specify: _____

End of Questions

THANK YOU VERY MUCH FOR YOUR KIND COOPERATION



UUM
Universiti Utara Malaysia

Kepada Tuan/Puan Pemilik / Pengurus yang dihormati,

SATU TINJAUAN MENGENAI PRESTASI PERUSAHAAN KECIL DAN SEDERHANA (PKS) DI MALAYSIA

Menyedari bahawa masa depan Perusahaan Kecil dan Sederhana di Malaysia sangat bergantung kepada usaha pemilik syarikat, saya amat berminat untuk mengetahui pengalaman tuan/puan dalam menguruskan perniagaan, sebagai satu langkah positif untuk meningkatkan kecemerlangan perniagaan dalam sektor PKS di Malaysia. Secara khususnya, saya amat berminat untuk mengkaji faktor-faktor penting yang boleh meningkatkan prestasi sesebuah syarikat. Saya yakin bahawa sumbangan pihak tuan/puan dapat dijadikan panduan bagi merealisasikan usaha-usaha positif dalam melahirkan PKS yang lebih berjaya di Malaysia.

Oleh itu, bagi mempamerkan keprihatinan tuan/puan terhadap usaha ini, saya berharap agar tuan/puan dapat melengkapkan borang soal-selidik ini dan kemudian memasukkan semula ke dalam sampul surat yang disediakan. Tiada jawapan yang dianggap betul atau salah, saya hanya berminat untuk mendapatkan pandangan tuan/puan. Semua maklumat yang pihak tuan/puan berikan adalah dianggap sulit dan hanya untuk tujuan akademik semata-mata. Penyertaan pihak tuan dalam melengkapkan soal selidik ini adalah sangat penting dan sangat kritikal untuk memastikan kejayaan kajian ini. Sekiranya pihak tuan/puan berminat dengan dapatan kajian ini, sila sertakan kad perniagaan dan alamat e-mel ke dalam sampul surat yang disediakan bagi membolehkan saya menghantar ringkasan keputusan yang diperolehi. Adalah satu penghormatan jika pihak tuan/puan sudi mengembalikan soal selidik yang lengkap sebelum atau pada _____.

Saya amat menghargai sekiranya pihak tuan/puan dapat mengembalikan soal selidik ini seawal yang mungkin. Terima kasih diucapkan terlebih dahulu atas kerjasama pihak tuan/puan. Sekiranya pihak tuan/puan mempunyai sebarang pertanyaan, sila hubungi saya di **012-4945554 / 04-9285058**.

Yang benar,

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SEKSYEN A

Penyataan berikut terbaik menerangkan **persepsi pemilik/pengurus mengenai amalan pengurusan sumber manusia yang dilaksanakan oleh organisasi**. Sila bulatkan nombor pilihan anda mengikut skala yang diberikan.

Sangat Tidak Bersetuju							Sangat Setuju			
1	2	3	4				5			
1	Pekerja terlibat dalam pusingan kerja.					1	2	3	4	5
2	Pekerja diberi tanggungjawab untuk membuat keputusan.					1	2	3	4	5
3	Pekerjaan direkabentuk dalam lingkungan kemahiran dan keupayaan individu pekerja.					1	2	3	4	5
4	Proses pemilihan adalah menyeluruh (contohnya menggunakan temu bual, ujian, dan lain-lain)					1	2	3	4	5
5	Pemilihan menekankan keupayaan calon untuk bekerjasama dan bekerja dalam pasukan.					1	2	3	4	5
6	Pemilihan melibatkan saringan calon pekerja yang ramai.					1	2	3	4	5
7	Pemilihan memfokus kepada memilih calon terbaik, tanpa mengira jenis pekerjaan.					1	2	3	4	5
8	Pemilihan menekankan kenaikan pangkat dalaman.					1	2	3	4	5
9	Pemilihan mengutamakan calon yang berpotensi untuk belajar.					1	2	3	4	5
10	Latihan diberikan secara berterusan.					1	2	3	4	5
11	Program-program latihan adalah menyeluruh.					1	2	3	4	5
12	Program-program latihan berusaha ke arah membangunkan kemahiran dan pengetahuan khusus firma.					1	2	3	4	5
13	Program-program latihan menekankan pengalaman semasa bekerja.					1	2	3	4	5
14	Prestasi adalah berdasarkan objektif iaitu hasil kerja yang boleh diukur.					1	2	3	4	5
15	Penilaian prestasi merangkumi pengurusan berdasarkan objektif dengan penetapan matlamat bersama.					1	2	3	4	5
16	Penilaian prestasi merangkumi maklum balas untuk pembangunan sendiri pekerja.					1	2	3	4	5
17	Insentif adalah berdasarkan prestasi pasukan.					1	2	3	4	5
18	Pakej ganjaran termasuk pakej faedah yang pelbagai.					1	2	3	4	5
19	Ganjaran termasuk gaji yang tinggi.					1	2	3	4	5
20	Sistem insentif terikat kepada bayaran berdasarkan kemahiran.					1	2	3	4	5
21	Ganjaran adalah bergantung kepada prestasi.					1	2	3	4	5
22	Maklumat organisasi dikongsi dengan pekerja.					1	2	3	4	5
23	Komunikasi terbuka dan telus digalakkan dalam kalangan pekerja.					1	2	3	4	5
24	Hari keluarga dianjurkan dari semasa ke semasa.					1	2	3	4	5
25	Persekitaran kerja yang menyokong aktiviti organisasi disediakan.					1	2	3	4	5
26	Sumbangan pekerja dihargai.					1	2	3	4	5
27	Keadilan diutamakan dalam amalan pengurusan.					1	2	3	4	5

SEKSYEN B

Penyataan berikut terbaik menerangkan **persepsi pemilik/pengurus terhadap pendekatan dalam membuat keputusan dan strategik keusahawanan yang digunakan oleh organisasi**. Sila bulatkan nombor pilihan anda mengikut skala yang diberikan.

Sangat Tidak Bersetuju								Sangat Setuju
1	2	3	4	5	6	7		
Secara umumnya, firma saya menyokong...								
1	...penekanan yang kuat ke atas penyelidikan dan pembangunan, kepimpinan teknologi dan inovasi.	1	2	3	4	5	6	7
Berapa banyak barisan produk baru yang telah dipasarkan oleh firma anda dalam 3 tahun yang lalu?								
2	... barisan produk baru yang amat banyak.	1	2	3	4	5	6	7
3	... perubahan dalam barisan produk yang biasanya agak pantas.	1	2	3	4	5	6	7
Ketika berurusan dengan para pesaing, firma saya...								
4	... biasanya memulakan tindakan dahulu dan kemudian diikuti tindakbalas daripada pesaing	1	2	3	4	5	6	7
5	... sering menjadi firma pertama yang memperkenalkan produk, teknologi operasi, teknik pentadbiran yang baru, dll.	1	2	3	4	5	6	7
6	... biasanya menyesuaikan diri dengan sebarang persaingan dan lebih bersikap 'menggagalkan para pesaing'.	1	2	3	4	5	6	7
Secara umumnya, firma saya mempunyai...								
7	... kecenderungan yang kuat untuk melibatkan diri dalam projek-projek berisiko tinggi (dengan peluang pulangan yang sangat tinggi).	1	2	3	4	5	6	7
Secara umumnya, firma saya percaya bahawa...								
8	... disebabkan oleh keadaan persekitaran, tindakan yang berani, pelbagai dan menyeluruh adalah perlu untuk mencapai objektif firma.	1	2	3	4	5	6	7
Apabila berhadapan dengan situasi pembuatan keputusan yang melibatkan ketidakpastian, firma saya...								
9	... biasanya bertindak dengan berani, agresif bagi memaksimumkan kebarangkalian menggunakan sebaik mungkin peluang-peluang yang berpotensi.	1	2	3	4	5	6	7

SEKSYEN C

Penyataan berikut terbaik menerangkan **persepsi pemilik/pengurus terhadap keupayaan firma untuk berinovasi**. Sila bulatkan nombor pilihan anda mengikut skala yang diberikan.

Sangat Tidak Bersetuju								Sangat Setuju
1	2	3	4	5	6	6	6	
1	Mengubah sikap pekerja (contohnya melalui latihan, kempen kesedaran mengenai visi/matlamat syarikat, pengurusan kualiti, kerja berpasukan dan lain-lain).	1	2	3	4	5	6	
2	Mengubah amalan kerja (contohnya mengupah buruh asing, lebih memfokus kepada modal, lebih pekerja mahir, lebih pengagihan tugas dan lain-lain).	1	2	3	4	5	6	
3	Mengubah amalan hubungan manusia (contohnya melalui perjanjian kerjasama, konsep pintu terbuka, program cadangan pekerja).	1	2	3	4	5	6	
4	Memberi ganjaran kepada individu yang menyumbang idea-idea baru.	1	2	3	4	5	6	
5	Mengamalkan amalan kualiti yang baik (contohnya <i>ISO, Good Manufacturing Practice (GMP), Total Quality Management, Kumpulan Kualiti, Pusingan Kerja/ Kemahiran yang pelbagai, Prestasi berasaskan bayaran</i>).	1	2	3	4	5	6	
6	Memperkenalkan kepelbagaian produk baru.	1	2	3	4	5	6	
7	Memperkenalkan produk yang diubahsuai.	1	2	3	4	5	6	
8	Meningkatkan kualiti produk.	1	2	3	4	5	6	
9	Berupaya menjual produk kepada segmen pasaran domestik yang baru.	1	2	3	4	5	6	
10	Berupaya menjual produk kepada segmen pasaran eksport yang baru.	1	2	3	4	5	6	
11	Menggunakan strategi-strategi baru (contohnya <i>ICT</i>) untuk mempromosi atau mengiklankan produk.	1	2	3	4	5	6	
12	Menggunakan cara-cara baru untuk membiayai perniagaan (contohnya pembiayaan kredit eksport/pembiayaan semula, usahasama, modal teroka, dan lain-lain).	1	2	3	4	5	6	
13	Mengubah struktur organisasi (contohnya mewujudkan jabatan baru, menambah jawatan tertinggi/pengurus, mewujudkan pasukan/kumpulan khas dan lain-lain).	1	2	3	4	5	6	
14	Menggunakan peralatan/peranti terkini untuk memproses produk-produk.	1	2	3	4	5	6	
15	Menggunakan perisian/perkakasan terkini dalam pentadbiran atau pengurusan (contohnya perakaunan, personel, sumber, pembelian dan pembekalan).	1	2	3	4	5	6	

SEKSYEN D

Penyataan berikut terbaik menerangkan **persepsi pemilik/pengurus mengenai setakat mana mereka telah menggunakan jaringan sosial dalam tempoh tiga tahun yang lepas dengan pengurus di firma-firma lain dan pegawai-pegawai kerajaan**. Sila bulatkan nombor pilihan anda mengikut skala yang diberikan.

Sangat Sedikit		Sangat Meluas						
		1	2	3	4	5	6	7
1	Firma saya telah menggunakan jaringan sosial dengan pembeli/pelanggan.	1	2	3	4	5	6	7
2	Firma saya telah menggunakan jaringan sosial dengan pembekal-pembekal.	1	2	3	4	5	6	7
3	Firma saya telah menggunakan jaringan sosial dengan pengedar-pengedar.	1	2	3	4	5	6	7
4	Firma saya telah menggunakan jaringan sosial dengan pegawai-pegawai kerajaan yang berkaitan (contohnya FAMA, MARA, MIDA, atau lain-lain).	1	2	3	4	5	6	7
5	Firma saya telah menggunakan jaringan sosial dengan institusi sokongan PKS (contohnya SME Corp, MITI, MATRADE, atau lain-lain)	1	2	3	4	5	6	7
6	Firma saya telah menggunakan jaringan sosial dengan institusi kewangan (contohnya SME Bank, Bank Pembangunan, Agro Bank atau lain-lain institusi kewangan).	1	2	3	4	5	6	7

SEKSYEN E

Merujuk kepada pencapaian organisasi anda sepanjang tempoh **12 bulan yang lepas**,

- d) Sila nyatakan **sejauh mana anda berpuas hati dengan pencapaian organisasi anda** dalam tempoh **12 bulan yang lepas** dengan membulatkan nombor pilihan anda.

Kriteria Prestasi		Tahap kepuasan anda terhadap pencapaian perniagaan				
		Sangat tidak berpuashati	Agak berpuashati			Sangat berpuas hati
1	Keuntungan	1	2	3	4	5
2	Kadar pulangan jualan	1	2	3	4	5
3	Pertumbuhan jualan	1	2	3	4	5
4	Pulangan ke atas pelaburan	1	2	3	4	5
5	Penguasaan pasaran	1	2	3	4	5
6	Kepuasan pelanggan	1	2	3	4	5
7	Mengekalkan pelanggan	1	2	3	4	5
8	Hubungan dengan pembekal	1	2	3	4	5
9	Imej perniagaan	1	2	3	4	5
10	Perhubungan industri di tempat kerja	1	2	3	4	5
11	Keseimbangan antara kerja dan kehidupan	1	2	3	4	5

- e) Sila nyatakan pencapaian organisasi anda jika dibandingkan dengan pesaing utama anda untuk tempoh **12 bulan yang lepas** berpandukan kepada kriteria-kriteria berikut dengan membulatkan nombor pilihan anda.

		Sangat rendah	Agak rendah	Hampir sama	Agak tinggi	Sangat tinggi
12	Pulangan terhadap jualan	1	2	3	4	5
13	Aliran tunai	1	2	3	4	5
14	Keuntungan bersih	1	2	3	4	5
15	Penguasaan pasaran	1	2	3	4	5
16	Pulangan terhadap pelaburan	1	2	3	4	5

- f) Sila bulatkan salah satu daripada nombor pilihan anda yang boleh menjadi petunjuk terhadap perkembangan perniagaan anda dalam tempoh **12 bulan yang lepas**.

		Berkurangan	Tiada perbezaan	Peningkatan tipis	Peningkatan sederhana	Peningkatan yang tinggi
17	Perubahan dalam jualan	1	2	3	4	5
18	Perubahan dalam penguasaan pasaran	1	2	3	4	5
19	Perubahan dalam aliran tunai	1	2	3	4	5

SEKSYEN F

Soalan-soalan berikut adalah mengenai maklumat diri anda dan latar belakang organisasi anda. Sila jawab setiap soalan dengan menanda pada kotak yang sesuai dan mengisi maklumat yang diperlukan.

Sila tandakan “/” dalam kotak yang berkaitan.

1. Jantina Lelaki Wanita
2. Umur bawah 30 31- 40 41-50
 51-60 61 dan ke atas
3. Bangsa Melayu Cina
 India
 Lain-lain, sila nyatakan _____
4. Tahap pendidikan tertinggi
 PhD Sarjana Ijazah
 Diploma Sekolah Menengah
 Sekolah Rendah Lain-lain, sila nyatakan _____
5. Jawatan anda di firma ini?
 Pemilik perniagaan Pengurus kanan
 Rakan kongsi perniagaan Pengurus sumber manusia
 Pengurus am Lain-lain, sila nyatakan _____
6. Jika anda pemilik atau rakan kongsi perniagaan, berapa lama firma ini telah ditubuhkan?
 Kurang dari 5 tahun 16 - 20 tahun
 5 – 10 tahun lebih dari 20 tahun
 11 – 15 tahun
8. Jika anda pengurus kanan, pengurus am, pengurus sumber manusia atau lain-lain, berapa lama anda bekerja di firma ini?
 Kurang dari 5 tahun 16 - 20 tahun
 5 – 10 tahun lebih dari 20 tahun
 11 – 15 tahun

7. Firma anda terletak di negeri : _____
9. Berapa ramai pekerja dalam firma ini?
- Kurang dari 5 orang pekerja
- 5 - 49 orang pekerja
- 50 – 150 orang pekerja
- Lebih dari 150 orang pekerja
10. Jenis pemilikan
- Syarikat tempatan, sila tandakan: Bumiputera
 Bukan Bumiputera
- Syarikat asing
- Syarikat usahasama tempatan-asing
11. Sila pilih jenis industri yang paling hampir mewakili kumpulan industri organisasi anda.
(Anda boleh tandakan lebih daripada satu jawapan)
- Automotif & Bahagian Komponen
- Bahagian Binaan & Produk-Produk Berkaitan
- Simen, Produk Konkrit, Siramik & Jubin
- Bahan kimia, Produk plastik & bahan kimia
- Elektrik & Produk Elektronik
- Makanan, Minuman & Tembakau
- Perabot & Produk berkaitan Kayu
- Perkakasan Isirumah
- Produk perindustrian & kejuruteraan
- Besi & Produk Keluli
- Peralatan Makmal
- Pembungkusan, Pelabelan & Pencetakan
- Farmasi, Peralatan Hospital, Kosmetik, Peralatan Mandian dan Isirumah
- Produk getah
- Alat tulis
- Tekstil dan pakaian
- Lain-lain, sila nyatakan _____

Soalan Tamat
TERIMA KASIH ATAS KERJASAMA ANDA

APPENDIX B

Descriptive Statistics for Demographic Variables

Gender1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 male	214	66.7	66.7	66.7
	2 female	107	33.3	33.3	100.0
	Total	321	100.0	100.0	

Age2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 below 30	38	11.8	11.9	11.9
	2 31-40	145	45.2	45.5	57.4
	3 41-50	100	31.2	31.3	88.7
	4 51-60	34	10.6	10.7	99.4
	5 61 and above	2	.6	.6	100.0
	Total	319	99.4	100.0	
Missing	System	2	.6		
Total		321	100.0		

Race3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 malay	126	39.3	40.1	40.1
	2 chinese	150	46.7	47.8	87.9
	3 indian	37	11.5	11.8	99.7
	4 others	1	.3	.3	100.0
	Total	314	97.8	100.0	
Missing	System	7	2.2		
Total		321	100.0		

Race_other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Sikh	1	.3	100.0	100.0
Missing	System	320	99.7		
Total		321	100.0		

Education4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 master	12	3.7	3.7	3.7
	3 degree	123	38.3	38.3	42.1
	4 diploma	133	41.4	41.4	83.5
	5 secondary school	49	15.3	15.3	98.8
	6 primary school	2	.6	.6	99.4
	7 others	2	.6	.6	100.0
	Total	321	100.0	100.0	

Edu_other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Sijil kemahiran	2	.6	100.0	100.0
Missing	System	319	99.4		
Total		321	100.0		

Position5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 business owner	66	20.6	20.6	20.6
	2 business partner	37	11.5	11.6	32.2
	3 general manager	32	10.0	10.0	42.2
	4 senior manager	65	20.2	20.3	62.5
	5 human resource manager	101	31.5	31.6	94.1
	6 others	19	5.9	5.9	100.0
	Total	320	99.7	100.0	
Missing	System	1	.3		
Total		321	100.0		

Position_other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 blank	1	.3	5.6	5.6
	2 business develeopment manager	1	.3	5.6	11.1
	3 pengurus QC	1	.3	5.6	16.7
	4 food technologist	1	.3	5.6	22.2
	5 marketing manager	4	1.2	22.2	44.4
	6 sale manager	5	1.6	27.8	72.2
	7 finance manager	2	.6	11.1	83.3
	8 logistic manager	1	.3	5.6	88.9
	9 procurement manager	1	.3	5.6	94.4
	10 trainee manager	1	.3	5.6	100.0
	Total	18	5.6	100.0	
Missing	System	303	94.4		
Total		321	100.0		

Tenure6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 less than 5 years	81	25.2	26.5	26.5
	2 5-10 years	112	34.9	36.6	63.1
	3 11-15 years	53	16.5	17.3	80.4
	4 16-20 years	49	15.3	16.0	96.4
	5 more than 20 years	11	3.4	3.6	100.0
	Total	306	95.3	100.0	
Missing	System	15	4.7		
Total		321	100.0		

Firmage7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 less than 5 years	19	5.9	5.9	5.9
	2 5-10 years	60	18.7	18.7	24.6
	3 11-15 years	77	24.0	24.0	48.6
	4 16-20 years	140	43.6	43.6	92.2
	5 more than 20 years	25	7.8	7.8	100.0
	Total	321	100.0	100.0	

firm location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Johor	44	13.7	13.7	13.7
	Kedah	51	15.9	15.9	29.6
	Melaka	6	1.9	1.9	31.5
	Negeri Sembilan	7	2.2	2.2	33.6
	Pulau Pinang	59	18.4	18.4	52.0
	Perak	9	2.8	2.8	54.8
	Selangor	78	24.3	24.3	79.1
	WP KL	67	20.9	20.9	100.0
	Total	321	100.0	100.0	

Employee9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 5-49 employees	100	31.2	31.2	31.2
	2 50-150 employees	221	68.8	68.8	100.0
	Total	321	100.0	100.0	

Ownership10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 local company	295	91.9	92.5	92.5
	3 joint local-foreign company	24	7.5	7.5	100.0
	Total	319	99.4	100.0	
Missing	System	2	.6		
Total		321	100.0		

If_local_co

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Bumiputera	239	74.5	82.7	82.7
	2 Non-Bumiputera	50	15.6	17.3	100.0
	Total	289	90.0	100.0	
Missing	System	32	10.0		
Total		321	100.0		

Industry11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Automotive & Component Parts	26	8.1	8.1	8.1
	2 Building Materials & Related Products	18	5.6	5.6	13.8
	3 Cement, Concrete Products, Ceramics & Tiles	10	3.1	3.1	16.9
	4 Chemicals, Chemical & Plastic Products	35	10.9	10.9	27.8
	5 Electrical & Electronics Products	35	10.9	10.9	38.8
	6 Food, Beverages and Tobacco	64	19.9	20.0	58.8
	7 Furniture & Wood Related Products	15	4.7	4.7	63.4

	8 Household Appliances	8	2.5	2.5	65.9
	9 Industrial & Engineering Products	21	6.5	6.6	72.5
	10 Iron & Steel Products	15	4.7	4.7	77.2
	11 Laboratory Equipment	1	.3	.3	77.5
	12 Packaging, Labeling & Printing	29	9.0	9.1	86.6
	13 Pharmaceutical, Medical Equipment, Cosmetics, Toiletries & Household	12	3.7	3.8	90.3
	14 Rubber Products	6	1.9	1.9	92.2
	15 Stationary	6	1.9	1.9	94.1
	16 Textiles & Wearing Apparel	15	4.7	4.7	98.8
	17 others	4	1.2	1.3	100.0
	Total	320	99.7	100.0	
Missing	System	1	.3		
Total		321	100.0		

Industry_tam1

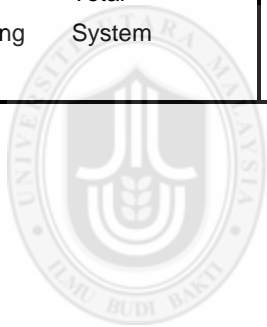
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Building Materials & Related Products	2	.6	1.8	1.8
	3 Cement, Concrete Products, Ceramics & Tiles	8	2.5	7.3	9.1
	4 Chemicals, Chemical & Plastic Products	2	.6	1.8	10.9
	5 Electrical & Electronics Products	9	2.8	8.2	19.1

	6 Food, Beverages and Tobacco	3	.9	2.7	21.8
	7 Furniture & Wood Related Products	1	.3	.9	22.7
	8 Household Appliances	12	3.7	10.9	33.6
	9 Industrial & Engineering Products	12	3.7	10.9	44.5
	10 Iron & Steel Products	5	1.6	4.5	49.1
	11 Laboratory Equipment	8	2.5	7.3	56.4
	12 Packaging, Labeling & Printing	22	6.9	20.0	76.4
	13 Pharmaceutical, Medical Equipment, Cosmetics, Toiletries & Household	7	2.2	6.4	82.7
	14 Rubber Products	3	.9	2.7	85.5
	15 Stationary	9	2.8	8.2	93.6
	16 Textiles & Wearing Apparel	7	2.2	6.4	100.0
	Total	110	34.3	100.0	
Missing	System	211	65.7		
Total		321	100.0		

Industry_tam2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 Cement, Concrete Products, Ceramics & Tiles	1	.3	2.8	2.8
	4 Chemicals, Chemical & Plastic Products	2	.6	5.6	8.3
	8 Household Appliances	2	.6	5.6	13.9

	9 Industrial & Engineering Products	5	1.6	13.9	27.8
	11 Laboratory Equipment	5	1.6	13.9	41.7
	12 Packaging, Labeling & Printing	13	4.0	36.1	77.8
	13 Pharmaceutical, Medical Equipment, Cosmetics, Toiletries & Household	1	.3	2.8	80.6
	14 Rubber Products	2	.6	5.6	86.1
	15 Stationary	3	.9	8.3	94.4
	16 Textiles & Wearing Apparel	2	.6	5.6	100.0
	Total	36	11.2	100.0	
Missing	System	285	88.8		
Total		321	100.0		



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Industry_tam3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	8 Household Appliances	1	.3	9.1	9.1
	9 Industrial & Engineering Products	1	.3	9.1	18.2
	12 Packaging, Labeling & Printing	2	.6	18.2	36.4
	13 Pharmaceutical, Medical Equipment, Cosmetics, Toiletries & Household	2	.6	18.2	54.5
	14 Rubber Products	3	.9	27.3	81.8
	15 Stationary	1	.3	9.1	90.9
	16 Textiles & Wearing Apparel	1	.3	9.1	100.0
	Total	11	3.4	100.0	
Missing	System	310	96.6		
Total		321	100.0		

Industry_other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 gas memasak	1	.3	14.3	14.3
	2 marine	1	.3	14.3	28.6
	3 ais tiub	1	.3	14.3	42.9
	4 perabot berasaskan logam	2	.6	28.6	71.4
	5 perkhidmatan pengangkutan	1	.3	14.3	85.7
	6 IT component	1	.3	14.3	100.0
	Total	7	2.2	100.0	
Missing	System	314	97.8		
Total		321	100.0		

APPENDIX C

Test of Harman's Single Factor

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18.187	23.930	23.930	18.187	23.930	23.930
2	8.420	11.079	35.009			
3	4.995	6.572	41.581			
4	3.766	4.956	46.536			
5	2.762	3.635	50.171			
6	2.456	3.232	53.403			
7	2.012	2.647	56.050			
8	1.875	2.467	58.516			
9	1.711	2.252	60.768			
10	1.545	2.033	62.801			
11	1.447	1.904	64.705			
12	1.366	1.797	66.503			
13	1.275	1.677	68.180			
14	1.099	1.446	69.626			
15	1.092	1.437	71.063			
16	1.042	1.370	72.433			
17	.973	1.280	73.714			
18	.908	1.195	74.909			
19	.899	1.182	76.091			
20	.812	1.069	77.160			
21	.783	1.030	78.190			
22	.732	.963	79.153			
23	.713	.938	80.091			
24	.696	.916	81.006			
25	.656	.863	81.870			
26	.625	.822	82.692			
27	.565	.743	83.435			
28	.546	.718	84.153			
29	.538	.708	84.861			
30	.526	.692	85.554			
31	.508	.668	86.222			
32	.486	.640	86.861			
33	.464	.611	87.473			
34	.450	.592	88.065			
35	.436	.573	88.638			
36	.416	.547	89.185			

37	.411	.540	89.726		
38	.391	.515	90.241		
39	.381	.502	90.742		
40	.372	.490	91.232		
41	.338	.445	91.677		
42	.329	.433	92.110		
43	.318	.419	92.529		
44	.313	.412	92.940		
45	.297	.391	93.332		
46	.295	.388	93.720		
47	.274	.361	94.081		
48	.259	.341	94.421		
49	.252	.331	94.753		
50	.241	.317	95.070		
51	.231	.303	95.373		
52	.224	.295	95.668		
53	.211	.278	95.946		
54	.207	.273	96.219		
55	.204	.269	96.487		
56	.202	.266	96.754		
57	.187	.246	97.000		
58	.176	.231	97.231		
59	.170	.224	97.456		
60	.159	.209	97.664		
61	.155	.205	97.869		
62	.152	.200	98.069		
63	.146	.192	98.260		
64	.137	.180	98.440		
65	.130	.171	98.611		
66	.128	.168	98.779		
67	.121	.159	98.938		
68	.119	.156	99.095		
69	.110	.145	99.240		
70	.106	.140	99.380		
71	.101	.133	99.512		
72	.095	.125	99.637		
73	.083	.110	99.747		
74	.074	.098	99.845		
75	.066	.087	99.932		
76	.052	.068	100.000		

Extraction Method: Principal Component Analysis.

APPENDIX D

Test of Multi-collinearity

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.004	.003		-1.357	.176		
MTG	.509	.000	.624	1092.630	0.000	.760	1.315
MTM	.492	.001	.534	934.588	0.000	.760	1.315

a. Dependent Variable: MT

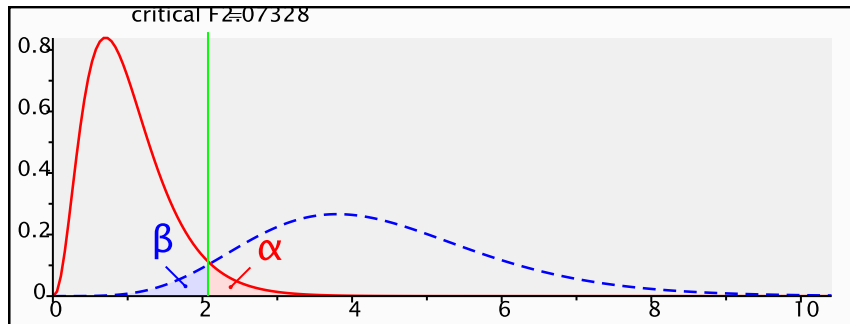
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.010	.004		-2.564	.011		
OPBG	.122	.001	.248	177.571	0.000	.483	2.072
OPRC	.304	.001	.347	216.039	0.000	.366	2.735
OPSF	.328	.002	.346	211.698	0.000	.352	2.842
OPSNF	.247	.001	.267	236.337	0.000	.736	1.360

a. Dependent Variable: OP

APPENDIX E

Output of G*Power



F tests – Linear multiple regression: Fixed model, R^2 deviation from zero

Analysis: A priori: Compute required sample size

Input: Effect size f^2 = 0.15

α err prob = 0.05

Power ($1-\beta$ err prob) = 0.95

Number of predictors = 7

Output: Noncentrality parameter λ = 22.9500000

Critical F = 2.0732820

Numerator df = 7

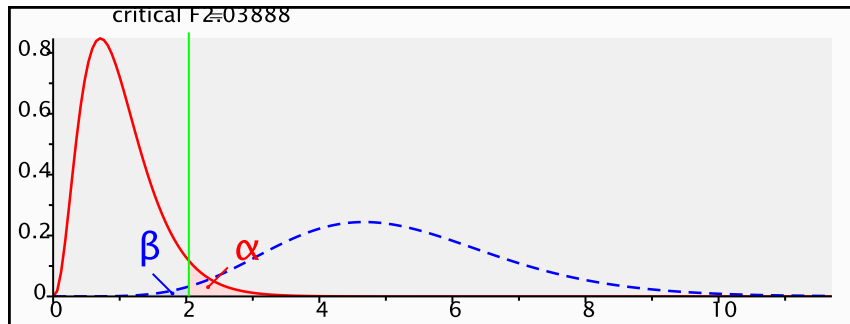
Denominator df = 145

Total sample size = **153**

Actual power = **0.9503254**

APPENDIX F

Output of G*Power



F tests – Linear multiple regression: Fixed model, R^2 deviation from zero

Analysis: Post hoc: Compute achieved power

Input: Effect size f^2 = 0.09

α err prob = 0.05

Total sample size = **321**

Number of predictors = 7

Output: Noncentrality parameter λ = 28.8900000

Critical F = 2.0388819

Numerator df = 7

Denominator df = 313

Power ($1-\beta$ err prob) = **0.9874371**