

20th Sept 2012

Dear Sir/ Madam

Subject : Human Capital in the Small and Medium Sized Sector-Malaysia Perspective

We invite your participation in the research project 'High Potential Human Capital Development initiatives in Malaysian SMEs' conducted by University Tun Abdul Razak in conjunction with SMI Association of Malaysia

We would appreciate your participation as entrepreneur/ owner/ manager representing your organisation to gain valuable insights into the present and prospective trends in Human Capital development in Malaysia. While increasingly it is acknowledged that Human Capital activities are a critical building block in the development of any country, in practice, however, we know very little about what successful SMEs, as the cornerstone of any economy, are actually doing to achieve success.

In order to address this issue and assess current Human Capital in Malaysia we have brought together a team of experienced researchers from University Tun Abdul Razak in association with the SMI Association of Malaysia to conduct the first comprehensive study of this kind in Malaysia.

While we appreciate that you receive many such requests, we would be extremely grateful if you could take the time to complete the attached questionnaire and help us gain a better understanding of how SME organisations operate.

Objectives The objective of the research is to address the challenges faced by the SME sector over a range of items including:

- 1) Human Resource Practices – to assess the importance and prevalence of Human Resource practices.
- 2) Human Resource Effectiveness – to assess the impact of Human Resources in your organisation.
- 3) Human Capital Uniqueness – to assess the distinctive nature of the Human Resource system.
- 4) Organisational Performance – to assess performance relative to competitors.
- 5) Human Capital Value – to assess where Human Capital adds value to the organisation.

Confidentiality You or your organization shall not be identified by name or any other recognizable indicator, and we can assure you of complete confidentiality and anonymity.

Outputs The study finding may be published in scholarly journals but only in aggregate form and no individual or organisation shall be identified.

Your contribution in this survey is vital to the quality of the data and it is through your co-operation that we can all advance our understanding of the vital SME sector in Malaysia. We hope that you will find the questionnaire both stimulating and interesting and it should take no more than 10 minutes to complete. We would appreciate if you could return the survey by **10th October, 2012**

Thank you in advance for your participation and please do not hesitate to contact any of the research team to discuss any aspect of the research.

Yours Sincerely



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Respondent/ Organisational Background 答卷人/企业背景

1. What is your organisational position or title? 您的职位或头衔?
Chief Executive Officer / Managing Director 总执行长/董事经理 []
General Manager 总经理 [] Director 董事[]
2. Please estimate the total number of employees in your organisation 企业总员工人数
0-10 [] 11-50 [] 51-100 [] 100-250 [] 250+ []
3. Which of the following categories best describes your PRIMARY industry sector:
以下哪项类别最能代表您企业的主要产业:
Mining矿业 [] Construction建筑业[] Agriculture农业 []
Manufacturing 制造业[] Services 服务业[]
4. Is your organisation 您的企业属于... [] Malaysian 大马人
[] Asian owned (Non-Malaysian) 亚洲人 (非大马人)
[] Other 其他
5. How long has your organisation been in operation (in Malaysia)
您的企业 (在大马) 总共经营了多久
0-2 years年 [] 2-5 years年 [] 6-10 year年 []
11-20 years年 [] 20 years plus 廿年以上[]
6. What percentage of your total annual operating expenses accounted for by **HR costs** in your organisation? (Salary, Training etc.) 您的企业每年花费在人力资源的成本占了总营运开销的多少百分比? (人力资源成本包括薪酬、培训等)
< 25% [] (b) 26-50% [] 51-75% [] >75% []

7. Is there a specific person in your organisation with designated sole responsibility for HR activities?
您的企业里有没有一位指定及全权负责有关人力资源活动事务的人?

Yes 有 [] No 没有 []

8. What percent of your employees would you identify as **core talent** _____%
你认为贵企业里有多少百分比的员工专属**核心人才**? _____%

(Core talent refers to exceptional employees who are critical for an organisation competitive advantage who possess vital knowledge, skills and abilities without which your organisation would struggle to succeed 核心人才乃一个企业中至关重要的卓越员工，不但具备重要的知识、技能及能力，更对企业的成败有着举足轻重的影响力)

9. Would you consider investing your time, resources and effort in developing **current employees** in your organisation? 您会考虑投资您的时间、资源和精力发展企业**现有**的员工吗?

No 不会 [] Yes 会(Immediately立即)[] Within the next two years 未来两年内[]

10. Would you consider investing your time, resources and effort in further developing **core talent** in your organisation? 您会考虑投资您的时间、资源和精力再度发展企业的**核心人才**吗?

No 不会 [] Yes 会(Immediately立即)[] Within the next two years 未来两年内[]

Human Resource Practices 人力資源管理實踐

<p>Please answer the following questions regarding how important it is in your organisation to provide the following human resource practices. 您认为有必要为企业实践以下的人力资源管理吗？請回答</p> <p>In your organisation it is important to 以下在您企业中是否很重要？</p>	Strongly Disagree 非常不同意	Disagree 不同意	Neutral 中立、无意见	Agree 同意	Strongly Agree 非常同意
Provide formal performance evaluations 提供正式的绩效评估	1	2	3	4	5
Provide frequent performance feedback 时常提供绩效反馈	1	2	3	4	5
Provide regular updates regarding developments in the business 定期提供业务发展的最新消息	1	2	3	4	5
Provide formal training programs 提供正式培训课程	1	2	3	4	5
Use incentives and bonuses 使用奖励和奖金	1	2	3	4	5
Use recognition and reward programs 使用表彰和奖励计划	1	2	3	4	5
Seek input on how to improve the company 寻求改善公司的意见	1	2	3	4	5
Provide health insurance plans 提供健康保险计划	1	2	3	4	5
Provide retirement plan options 提供退休计划	1	2	3	4	5
Use selection tests or other formal screening methods when hiring 征聘时使用测试或其他正式方法筛选应聘者	1	2	3	4	5
Use background screening for job candidates 审查应聘者背景	1	2	3	4	5
Use written guidelines when dealing with an employee that doesn't meet expectations 使用雇员手册处理表现不符合预期者	1	2	3	4	5
Use formal procedures to set pay levels 使用正式的程序來设定不同等级的薪酬	1	2	3	4	5

Human Resource Effectiveness 人力资源的效率

Please indicate your level of satisfaction with 请注明您的满意度	Very Dissatisfied 非常不满意	Dissatisfied 不满意	Neutral 中立、没意见	Satisfied 满意	Very satisfied 非常满意
Your firm's ability to attract new employees 贵公司吸引新员工的能力	1	2	3	4	5
The level of employee turnover in your firm 您流失雇员的情况	1	2	3	4	5
Skill levels among your employees 您各雇员的技能水准	1	2	3	4	5
The motivation and morale among your employees 您各雇员的积极性和士气	1	2	3	4	5
Overall employee performance in your firm 企业整体雇员的绩效	1	2	3	4	5
The level of absenteeism in your firm 您企业雇员的出席率	1	2	3	4	5

Human Resource Uniqueness 人力资源的独特性

	Strongly Disagree 非常不同意	Disagree 不同意	Neutral 中立、无意见	Agree 同意	Strongly Agree 非常同意
<p>Talented individuals refers to exceptional employees who are critical for an organisations competitive advantage who possess vital knowledge, skills and abilities without which your organisation would struggle to succeed.</p> <p>人才是指一个可为企业中提升竞争优势的重要卓越员工。此人拥有重要的知识、技能和能力。如果失去，你的企业将难以成功。</p> <p>Talented individuals in your organisation have skills that</p> <p>在您的企业中有才华及技能的人的可为您。。。。</p>					
<p>Are not widely available in the labor market</p> <p>在人力市场上普遍缺乏</p>	1	2	3	4	5
<p>Would be very difficult to replace 难以取代</p>	1	2	3	4	5
<p>Are not available to our competitors 竞争对手所不具备的</p>	1	2	3	4	5
<p>Are widely considered the best in our industry</p> <p>同行中被广泛认为是最好的</p>	1	2	3	4	5
<p>Are developed through on the job experiences</p> <p>从工作经验中培养</p>	1	2	3	4	5
<p>Are unique to our organization 企业独有的</p>	1	2	3	4	5
<p>Are difficult for our competitors to imitate or duplicate</p> <p>竞争对手难以模仿或复制</p>	1	2	3	4	5
<p>Are customized to our particular needs 符合我们特定的需求</p>	1	2	3	4	5
<p>Distinguish us from our competition 让我们从竞争中可脱颖而出</p>	1	2	3	4	5

Human Capital Value 人力资本价值

	Strongly Disagree 非常不同意	Disagree 不同意	Neutral 无意见	Agree 同意	Strongly Agree 非常同意
Talented individuals in your organisation have skills sets that 在您的企业中有才华及技能的人的可为您。。。					
Are instrumental for creating innovations 创建创新	1	2	3	4	5
Create customer value 创造客户价值	1	2	3	4	5
Help minimize costs of production, service, or delivery 帮助降低生产、服务或交货的成本	1	2	3	4	5
Enable our firm to provide exceptional customer service 使我们的公司可提供卓越的客户服务	1	2	3	4	5
Contribute to the development of new market/ product/ service opportunities 为发展新的市场/产品/服务机会做出贡献	1	2	3	4	5
Develop products/services that are considered the best in our industry 让我们的企业在同行中被认为可开发最好的产品/服务	1	2	3	4	5
Directly affect organizational efficiency and productivity 直接影响企业的效率和生产力	1	2	3	4	5
Enable our firm to respond to new or changing customer demands 使我们的公司可应付新的市场变化或客户需求	1	2	3	4	5
Allow our firm to offer low prices 可让我们的公司提供低价格	1	2	3	4	5
Directly affect customer satisfaction 直接影响客户的满意度	1	2	3	4	5
Are needed to maintain high quality products/services 可助保持高品质的产品/服务	1	2	3	4	5
Are instrumental for making process improvements 有助于改进业务流程	1	2	3	4	5

Organisational Performance 企业绩效

How would you compare your organisations performance at present to other organisations that do the same kind of work in relation to 您觉得贵企业的企业绩效较其它同行如何呢?	Much Worse 更糟	Worse 糟糕	Better 比较好	Much Better 更好
Quality of products, services, or programs 产品、服务及规划的品质	1	2	3	4
Development or new products, services or programs 发展新产品、服务及规划	1	2	3	4
Ability to attract essential employees 吸引至关重要员工的能力	1	2	3	4
Ability to retain essential employees 保留重要员工的能力	1	2	3	4
Satisfaction of customers or clients 客户满意度	1	2	3	4
Relations between management and other employees 管理层及员工之间的关系	1	2	3	4
Relations among employees in general 雇员之间的关系	1	2	3	4

Please use the space provided below to add any other comments in relation to the key Human Capital challenges in your organisation 请用以下空格填上您企业中与人力资源有关的其他主要挑战

Thank You for taking the time to complete this questionnaire
感谢您抽出宝贵时间填写这份问卷

