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**ENTREPRENEURIAL ORIENTATION, MARKET ORIENTATION,
TOTAL QUALITY MANAGEMENT AND ORGANIZATIONAL
CULTURE ON PERFORMANCE OF SMES**



GAMAL ABDUALMAJED ALI QAID

UUM
Universiti Utara Malaysia

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TOTAL QUALITY MANAGEMENT AND ORGANIZATIONAL
CULTURE ON PERFORMANCE OF SMES**

BY

GAMAL ABDUALMAJED ALI QAID



UUM
Universiti Utara Malaysia

**Thesis Submitted to
School of Business Management,
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In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

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ABSTRACT

The objective of this study is to empirically examine the effects of Entrepreneurial Orientation (EO) and Market orientation (MO) on the performance of Small and Medium Enterprises (SMEs) in the Kingdom of Saudi Arabia. Additionally, this study also examines the mediation effect of Total Quality Management (TQM) on the relationship between EO, MO, and performance. At the same time, it also investigates the moderating effect of organizational culture (OC) on the relationships between TQM and performance. The theoretical framework was developed based on extant literature regarding EO and MO. The data of the study were collected using a survey method whereby a total of 722 questionnaires were distributed to SMEs' managers/owners but only 364 questionnaires were used for further analysis. This study utilizes the Partial Least Squares Structural Equation Modelling (PLS-SEM) to establish the validity and reliability of the measurement model and to test the study's hypotheses. The results provide empirical support for most of the hypothesized relationships. Specifically, EO and TQM predicted a direct significant and positive relationship with performance while MO was not found to be a predictor of SMEs' performance. Additionally, EO and MO are significantly and positively related to TQM. More importantly, the results indicate that TQM plays a mediating role on the relationship between EO, MO, and SMEs' performance. Meanwhile, the study also revealed that OC has a significant and negative moderating effect on the relationship between TQM and performance. Furthermore, the research outcome equally provides significant contributions to both managers and researchers to further understand the effects of EO, MO, TQM, and OC on performance. It also revealed that various theories such as RBV, contingency theory, and industrial organization theory can be used to improve SMEs' performance. Finally, the study's contributions, limitations, implications and suggestions for future research were discussed.

Keywords: entrepreneurial orientation, market orientation, total quality management, organizational culture, SMEs performance

ABSTRAK

Objektif kajian ini adalah untuk menyelidik secara empirik kesan Orientasi Keusahawanan (EO) dan Orientasi Pasaran (MO) terhadap Perusahaan Kecil dan Sederhana (PKS) di negara Arab Saudi. Selain itu, kajian ini juga menyelidik kesan perantaraan Pengurusan Kualiti Menyeluruh (TQM) terhadap hubungan antara EO, MO dan prestasi. Pada masa yang sama, kajian ini turut meneliti kesan penyederhanaan budaya organisasi (OC) terhadap hubungan antara TQM dan prestasi. Kerangka teori telah dibina berdasarkan kajian literatur sedia ada tentang EO dan MO. Data kajian ini dikumpulkan menggunakan kaedah kaji selidik yang melalui 722 borang soal selidik diedarkan kepada pengurus/pemilik PKS, tetapi hanya 364 borang soal selidik yang boleh digunakan untuk analisis seterusnya. Kajian ini menggunakan *Partial Least Squares Structural Equation Modelling* (PLS-SEM) untuk menentukan kesahan dan kebolehpercayaan model pengukuran dan menguji hipotesis kajian. Hasil kajian menunjukkan sokongan empirik bagi kebanyakan hubungan hipotesis. Secara khususnya, EO dan TQM meramalkan hubungan langsung yang signifikan dan positif dengan prestasi manakala MO didapati tidak menjadi peramal kepada prestasi PKS. Selain daripada itu, EO dan MO adalah berkait secara signifikan dan positif dengan TQM. Lebih penting lagi, dapatan menunjukkan TQM memainkan peranan sebagai perantara hubungan antara EO, MO dan prestasi PKS. Sementara itu, kajian ini juga menunjukkan OC mempunyai kesan penyederhanaan yang negatif terhadap hubungan antara TQM dan prestasi. Selain itu, hasil kajian juga memberikan sumbangan penting kepada pengurus dan penyelidik untuk lebih memahami kesan EO, MO, TQM dan OC terhadap prestasi. Hasil kajian juga menunjukkan pelbagai teori seperti RBV, teori kontigensi dan teori organisasi industri yang juga boleh meningkatkan prestasi PKS. Akhir sekali, sumbangan, batasan, implikasi dan cadangan untuk kajian akan datang turut dibincangkan.

Kata kunci: orientasi keusahawanan, orientasi pasaran, pengurusan kualiti menyeluruh, budaya organisasi, prestasi PKS

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LIST OF ABBREVIATIONS

AMOS	Analysis of Moment Structure
AVE	Average Variance Extracted
BSC	Balanced Score Card
CVF	Competing Values Framework
EFQM	European Foundation for Quality Management
EO	Entrepreneurial Orientation
EU	European Union
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
IO	Industrial Organization
ISO	International Organization for Standardization
KSA	Kingdom of Saudi Arabia
MBNQA	Malcolm Baldrige National Quality Award
MENA	Middle East and North Africa
MO	Market Orientation
OC	Organizational Culture
OP	Organizational Performance
OPEC	Organization of the Petroleum Exporting Countries
PLS	Partial Least Square
RBV	Resource Based View
SAGIA	Saudi Arabian General Investment Authority
SEM	Structural Equation Method
SIDF	Saudi Industrial Development Fund
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
TQM	Total Quality Management
WTO	World Trade Organisation

CHAPTER ONE

INTRODUCTION

1.1 Background

Performance of Small and Medium Enterprises (SMEs) has been regarded as an important driving force that is propelling economic growth of both developed and developing countries. The SMEs have been globally acknowledged as a major driver of competitiveness, job creation and economic growth (Rodríguez-Gutiérrez, Moreno & Tejada, 2015; Shehu & Mahmood, 2014a; Islam, Khan, Obaidullah & Alam, 2011).

However, SMEs face limitations. The lack of management education background, lack of managerial expertise, poor market orientation, poor marketing skills, low entrepreneurial spirit, lack of industrial experience and lack of capital (Staniewski, Nowacki & Awruk, 2016; Abe, Troilo & Batsaikhan, 2015; Aliyu & Mahmood, 2014; Hashim, 2012) are some of the challenges faced by SMEs, especially in developing countries such as the Kingdom of Saudi Arabia (KSA). Thus, the continuous effort of researchers to understand how SMEs' performance could be enhanced and further developed is required. This is very important for this sector as it is recognized as one of the important propellers of economic growth (Rodríguez-Gutiérrez *et al.*, 2015; Kassim & Sulaiman 2011).

Besides economic growth, its significant contributions to employment generation have also been confirmed (Abubakar & Mahmood, 2016; Mahmood & Hanafi, 2013; Syed, Shah, Ahmadanj & Shaikh, 2012). In particular, SMEs provide employment opportunities in this

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Appendix A: Summary of Some Previous Studies Review

Author (Year)	Variables	Context	Country	Key findings
Wiklund and Shepherd (2003)	Knowledge-based resources, EO and performance	Industrial (manufacturing, wholesale/retail, and services).	Swedish	The positive and significant effects of knowledge based resources and Entrepreneurial orientation on performance
Lumpkin and Dess (2001)	Two dimensions of EO (proactiveness and aggressiveness) and organization performance, with moderating industry life cycle and environment.	Different industries	USA	Proactiveness was positive linked to performance, but aggressiveness was weakly related with performance.
Bhuiyan and Habib (2005)	Entrepreneurship and MO and organizational performance.	Manufacturing	KSA	A significant associated entrepreneurship with organizational performance.
Tang <i>et al.</i> , (2007)	EO and performance	State-owned enterprises and privately-owned enterprises.	China	Positive influence of EO on performance
Hughes and Morgan (2007)	Dimension of EO (Risk-taking, Innovativeness, Proactiveness, Competitive aggressiveness and Autonomy) and performance	High technology	UK	Mixed results (proactiveness and innovativeness positive effect on performance, while risk-taking a negative relationship with business performance). Further, competitive aggressiveness and autonomy are not correlated with performance.
Urban (2008)	Dimension of EO (Innovativeness, proactiveness and risk-	Industry	South African	EO is positively associated with overall firm performance.

Author (Year)	Variables	Context	Country	Key findings
	taking) and firm performance.			
Awang <i>et al.</i> , (2009)	Dimension of EO (Autonomy, Innovativeness, Proactiveness, Risk taking and Competitive aggressiveness) and performance	Industry (manufacturing, general business such as wholesaling, retailing and restaurant and agricultural)	Malaysia	Mixed results (a significant association (Autonomy, Innovativeness, and Proactiveness and a firms' performance). While, risk taking that showed negative relation to performance.
Fairoz <i>et al.</i> , (2010)	EO and business performance	Manufacturing	Sri Lanka	A positive significant relationship EO and business performance.
Lan and Wu (2010)	EO and internationalization	Manufacturing	China	EO is positively related to with internationalization.
Smart and Conant (2011)	EO and organisational performance	Retailers	UAS	EO have a stronger effect on organisational performance.
Kraus <i>et al.</i> , (2012)	Dimension of EO (innovativeness, proactiveness and risk-taking), Environment and performance	Banks	Dutch	Mixed results (innovativeness and risk-taking are not significantly associated with the business performance). However, proactiveness is significantly and positively associated with business performance
Fatoki (2012)	EO, Debt Finance and Performance	N/A	South African	A significant positive association between EO and performance.
Dada and Watson (2013)	EO and performance	Franchisors	UK	EO is positively related to performance
Mahmood and Hanafi (2013)	EO, competitive advantage and firm performance	Industry	Malaysia	A positive relationship between EO and firm performance
Bakar and Mahmood (2014)	transformational leadership, corporate	Education	Malaysia	A strong positive association between corporate entrepreneurship and performance

Author (Year)	Variables	Context	Country	Key findings
	entrepreneurship and performance			
Shehu and Mahmood (2014c)	EO, business environment and performance	N/A	Nigeria	A significant positive relationship between EO and performance
Tang <i>et al.</i> , (2008)	EO and firm performance	N/A	China	A negative relationship between EO and performance.
Andersén (2010)	EO and firm performance	Manufacturing	Sweden	a negative correlation between EO and performance
Messersmith and Wales (2011)	EO, High performance work systems and sales growth	high-technology	UAS	a non-significant relationship between EO and firm growth
Ambad and Abdul Wahab (2013)	Dimension of EO (innovativeness, proactiveness and risk-taking) and firm performance.	Industrial	Malaysia	Mixed results (innovativeness and risk taking were positively related to firm performance). Proactiveness was not a significant relation to performance.
Filser and Eggers (2014)	EO (innovativeness risk-taking and proactiveness) and firm performance	Service and Industry	Austria and Hungary	Mixed results (positive relationship between innovativeness and risk-taking and performance). Negative relationship between proactiveness and performance.
Bhuian (1997)	MO and bank performance	Banks	KSA	MO is not correlated with bank performance (ROA, ROE, and sales-per-employee)
Bhuian, (1998)	MO and performance	Manufacturing	KSA	A positive function of organizational performance with MO.
Subramania and Gopalakrshna (2001)	MO and organizational performance	Manufacturing and Service	India	A strong positive relationship between MO and organizational performance.
Agarwal <i>et al.</i> , (2003)	MO, innovation and performance	Hospitality	UAS	MO is positively related to performance.

Author (Year)	Variables	Context	Country	Key findings
Zhou <i>et al.</i> , (2008)	MO, Job satisfaction, product quality and firm performance	Manufacturing	China	A significant positive relationship between MO and performance.
Muhammad (2010)	Dimensions of MO (customer orientation, competitor orientation and inter functional coordination) and organizational performance	N/A	Malaysia	Dimensions MO (customer orientation, competitor orientation and inter functional coordination) had a positive relationship with the organizational performance.
Ramayah <i>et al.</i> , (2011)	MO, service quality and organizational performance	Service	Malaysia	MO a significant effect on organizational performance.
Charles <i>et al.</i> , (2012)	MO and performance	Manufacturing	Kenyan	A positive and significant relationship between MO and performance
Bagheri <i>et al.</i> , (2013)	Tested factors effect MO in tourism industry.	Tourism	KSA	The results showed six factors effect of market oriented, limiting rules and regulations, strategic competition, marketing planning culture, financial resources as well as top management on tourism industry
Ogbonna and Ogwo (2013)	Dimensions of MO (customer orientation, competitor orientation and inter functional coordination) and corporate performance	Insurance	Nigeria	A strong relationship between MO dimensions and corporate performance.
Wilson <i>et al.</i> , (2014)	MO, alliance orientation and business performance	Medical biotechnology	Canada	significant and positive association between MO and performance

Author (Year)	Variables	Context	Country	Key findings
Al-Ansaari <i>et al.</i> , (2015)	Strategic orientation (market orientation, technology and alliance orientations) _ and SMEs performance	service and manufacturing industries	UAE	market orientation has a positive effect on business performance
Albahussain (2015)	corporate social responsibility (CSR), MO and performance	Industry	KSA	A positive effect of MO and CSR on the firm performance
Missaoui and Saidi, (2015)	Dimensions of MO (Customer orientation, competitor orientation and inter functional coordination).	Banks	KSA	The MO level in Saudi banks sector is founded to be medium.
Aziz and Yasin (2010)	Dimensions of MO (customer competitor orientation, information dissemination and inter functional coordination), external environments and business performance	Agri-food	Malaysia	Mixed results (customer competitor orientation and information dissemination positively related to business performance). While, inter-functional was not a significant relation to business performance
Gaur <i>et al.</i> , (2011)	Dimensions of MO (Customer competitor orientation, information dissemination and inter functional coordination), firm resources, environmental factors and manufacturing performance.	Manufacturing	India	Mixed results (a positive association between customer orientation and inter-functional coordination and manufacturing performance). Whereas, competitor orientation was not a positive impact on manufacturing performance.

Author (Year)	Variables	Context	Country	Key findings
Suliyanto and Rahab (2012)	MO, learning orientation and organization performance	Technology-intensive	Indonesia	MO is incapable to directly increase business performance without the mediation of innovation
Shehu and Mahmood (2014b)	MO, business environment and firm performance.	N/A	Nigeria	Insignificant relationship between MO and firm performance.
Mokhtar <i>et al.</i> , (2014)	MO and performance	N/A	Malaysia	Mixed results between MO and performance
Fotopoulos & Psomas (2010)	TQM factors and organizational performance	N/A	Greek	TQM factors positive effect on organization's performance.
Valmohammadi (2011)	TQM and organizational performance	Manufacturing	Iran	A significant relationship between TQM practices and organizational performance.
Fening (2012)	Quality management practices and performance and	Industry	Ghana	Quality management practices positive impact on the performance and growth
Agbola (2013)	TQM and Performance	Manufacturing	Ghana	A statistically significant association between the implementation of TQM and Performance.
Duarte <i>et al.</i> , (2011)	Quality management, just in time, ISO certification, services outsourcing and financial performance	Industry	Brazil	A negative relationship between quality management and financial performance.
Kaynak (2003)	TQM and firm performance	N/A	UAS	Mixed results between TQM and performance.
Samson and Terziovski, (1999)	TQM and operational performance	Manufacturing	Australia and New Zealand	Mixed results between TQM and operational performance
Kim <i>et al.</i> , (2012)	Quality management practices and innovation	Manufacturing and Service	Canada	A positive relationship between Quality management practices and innovation.

Author (Year)	Variables	Context	Country	Key findings
Fernandes <i>et al.</i> , (2015)	Quality, EO and performance	Higher education and Logistics	Portugal	QM positively influences entrepreneurial orientation.
Zelbst <i>et al.</i> , (2010)	MO, just-in-time (JIT), TQM, agile manufacturing and quality professionals	Manufacturing	UAS	MO positively impacts on TQM
Lam <i>et al.</i> , (2012)	TQM, MO and service quality	Service	Malaysia	TQM has a significant and association whit MO
Wang <i>et al.</i> , (2012)	TQM, MO and hotel performance	Hospitality	China	TQM significantly and positively affects both hotel performance and MO
Rahman and Attar (2009)	The investigated of quality control practices in the manufacturing industries	manufacturing	KSA	The results showed a low level awareness of TQM implementation and its benefits in companies in KSA.
Sweis <i>et al</i> (2013)	TQM and employee empowerment.	Healthcare	KSA	Results indicated that TQM practices have impact on employee empowerment.
Mohammed <i>et al.</i> , (2014)	TQM and organizational performance	Telecommunicati on industry	KSA	A significant relationship between TQM practices and organizational performance
Aichouni <i>et al.</i> , (2014)	The evaluated the degree of readiness of Saudi construction firms towards the implementation of QMS and the proper use of quality tools.	Construction	KSA	The results showed a high degree of misunderstanding of QMS strategies, tools and techniques in construction firms. As well as the organizational culture represents a real barrier impeding the implementation of QMS and quality tools in the Saudi construction sector.
Almansour (2015)	TQM and performance	Industrial	KSA	A positive and significant relationship between TQM and firms' performance
Xenikou and Simosi (2006)	cultural orientation and business performance	Financial	Greece	cultural orientation had a significant and direct effect on business performance
Yarbrough <i>et al.</i> , (2011)	Product market strategy, OC and performance	Trucking industry	UAS	A significant relationship between OC and performance.

Author (Year)	Variables	Context	Country	Key findings
Al-Adaileh and Al-Atawi (2011)	organizational culture and knowledge exchange process	telecommunication	KSA	A significant relationship between organizational culture knowledge exchange process.
Jaeger and Adair (2013)	Existence of a distinct organisational culture and perceived culture type.	construction	GCC (Kuwait, Saudi and AUE)	OCAI a useful tool to determine a profession's culture and the group and hierarchy cultures are dominant culture types among construction project managers in the GCC countries.
Al-bahussin and El-garrah (2013)	Human Resource Management Practices, OC, Organisational Innovation and Knowledge Management on Organisational Performance	N/A	KSA	positive relationship between OC and performance
Gorondutse and Hilman (2014)	BSR, OC and performance	N/A	Nigeria	OC mediates the relationship between commitment and performance. Also, OC significantly influence on performance.
Valmohammadi and Roshanzamir (2015)	Organizational culture, TQM and performance	Pharmaceutical	Iran	A positive direct effects of culture and TQM on performance.
Amin <i>et al.</i> , (2016)	EO, MO and SMEs performance	Manufacturing	Malaysia	MO significantly and positively affects on SMEs performance
Sahoo and Yadav (2017)	EO, TQM and performance	Manufacturing SMEs	India	A positive and significant relationship between EO, TQM and performance
Singh <i>et al.</i> , (2018)	TQM and performance	Manufacturing and Service	India	A significant and positive relationship between TQM and performance

Appendix B: Questionnaire-English Version



UNIVERSITI UTARA MALAYSIA

College Of Business

Cover Letter

Dear Sir/Madam

RESEARCH ON ENTREPRENEURIAL ORIENTATION, MARKET ORIENTATION, TOTAL QUALITY MANAGEMENT AND ORGANIZATIONAL CULTURE

The purpose of this research is to investigate the strategic relationship of entrepreneurial orientation, market orientation and total quality management on SMEs performance. As well as organization culture as moderating on the relationship between total quality management and SMEs performance. Essentially, this research is from a strategic management perspective on SMEs manufacturing of kingdom of Suadia Arabia. Thus, your company is selected randomly to participate in this research.

I sincerely seek your kind assistance in completing the self-explanatory questionnaire (it should take less than 15 minutes of your precious time). I assure you on a complete confidentiality of the data given. The result of this questionnaire will be used solely for academic research purpose and will not be revealed to other companies.

Kindly help me in this vital research. Please do not hesitate to contact me, if you have any confusion about this research.

Your cooperation and support in this matter is highly appreciated.

Thank you

Sincerely,

Gamal Abdualmajed Ali
PhD Candidate
School of Business Management
College of Management
Universiti Utara Malaysia
HP: 006 012-4866945
Email: gamal200941@hotmail.com

Prof. Dr. Haim Hilman Abdullah
PhD Supervisor
Dean School of Business Management
College of Management
Universiti Utara Malaysia
Email: hilman@uum.edu.my

Survey Questionnaire

SECTION A: DEMOGRAPHIC PROFILE

INSTRUCTIONS:

This questionnaire consists of six sections. Please read the questions carefully before answering them. Where appropriate, please tick (✓) in the box provided. Your honest and sincere response is highly appreciated.

A. Owner/ Manager's Profile

1. Gender

☐ Female ☐ Male

2. Age

☐ 18-25

☐ 26-35

☐ 36-45

☐ 46-55

☐ 56- 64

☐ 64 and above

3. Education

☐ Below High School

☐ High School

☐ Bachelor's Degree

☐ Master's Degree

☐ Doctorate

4. Owner/Manager's Tenure

☐ Under 1 year

☐ 1-5 years

☐ 6-10 years

☐ 11- 15 years

☐ More than 15 years

5. Job Status

☐ Owner

☐ Manager

☐ Other

B. Firm's Profile

1. Number of Employees

☐ Below 25 Employees

☐ 25-50

☐ 51-75

☐ 76-100

☐ 101 -125

☐ 126-150

☐ 151-175

☐ 176-200

☐ 201-252

☐ 226-250

☐ Above 250

2. How long is your firm in the business?

☐ Under 5 years

☐ 21 years and above

☐ 5 -10 years

☐ 11 -15 years

☐ 16 -20 years

3. Location

☐ Riyadh

☐ Eastern

☐ Makkah

c. Type of industry

☐ Food and beverage

☐ Packaging

☐ Plastic products

☐ Wood and furniture

☐ Metal products

☐ Textile, garments and leather

☐ Chemical and petrochemical

☐ Electrical and Electronics

☐ Machinery and equipment

☐ Other

SECTION B: ENTREPRENEURIAL ORIENTATION

INSTRUCTIONS:

Please indicate your answer by circling the appropriate number based on current entrepreneurial orientation of your company.

Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	
1	2	3	4	5	6	7	
ENTREPRENEURIAL ORIENTATION							
37. Our company has marketed many new lines of products or services in the past 5 years.	1	2	3	4	5	6	7
38. In our company, we believe that changes in the product/service lines have usually been quite dramatic.	1	2	3	4	5	6	7
39. In general, we favour a strong emphasis on research and development, technological leadership and innovations.	1	2	3	4	5	6	7
40. In dealing with competitors, our company typically adopts a very competitive, 'undo the-competitors' posture.	1	2	3	4	5	6	7
41. In dealing with competitors, our company typically initiates actions which competitors then respond to.	1	2	3	4	5	6	7
42. In dealing with competitors, our company is very often the first to introduce new products and administrative techniques.	1	2	3	4	5	6	7
43. Our company has a strong tendency for high risk projects (with chances of very high returns).	1	2	3	4	5	6	7
44. When confronted with decision making situations involving uncertainty, our company adopts a bold strategy in order to maximise the probability of exploiting opportunities.	1	2	3	4	5	6	7
45. When confronted with decision making situations involving uncertainty, our company adopts a cautious 'wait-and-see' strategy.	1	2	3	4	5	6	7

SECTION C: MARKET ORIENTATION

INSTRUCTIONS:

Please indicate your answer by circling the appropriate number based on current market orientation of your company.

Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree					
1	2	3	4	5	6	7					
MARKET ORIENTATION											
46. The accomplishment of our objectives is based on the satisfaction of our customers.					1	2	3	4	5	6	7
47. Our business strategies are driven by our belief that how we can create greater value for customers.					1	2	3	4	5	6	7
48. We closely monitor and assess our level of commitment in serving customer's needs.					1	2	3	4	5	6	7

49. Our company's strategy for competitive advantage is based on our understanding of customer needs.	1	2	3	4	5	6	7
50. We evaluate customer satisfaction continuously and systematically.	1	2	3	4	5	6	7
51. Our company provides after sales service for customers.	1	2	3	4	5	6	7
52. Our sales people share information about competitor's strategies.	1	2	3	4	5	6	7
53. We respond rapidly to competitive actions.	1	2	3	4	5	6	7
54. We regularly discuss information with our employees concerning competitor's strengths and weaknesses.	1	2	3	4	5	6	7
55. Customers are targeted when we have an opportunity for competitive advantage.	1	2	3	4	5	6	7
56. In our company, business functions within are integrated to serve the target market needs.	1	2	3	4	5	6	7
57. Information about customers is freely communicated throughout our company.	1	2	3	4	5	6	7
58. We regularly visit and talk to our main customers.	1	2	3	4	5	6	7
59. We share programs and resources with other business units in the company.	1	2	3	4	5	6	7
60. Our managers understand how employees can contribute to creating customers value.	1	2	3	4	5	6	7

SECTION D: TOTAL QUALITY MANAGEMENT

INSTRUCTIONS:

Please read the following statement and circle the number that most accurately reflects your opinion on each statement.

Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	
1	2	3	4	5	6	7	
TOTAL QUALITY MANAGEMENT							
61. In our company, quality is a part of the way we do things.	1	2	3	4	5	6	7
62. In our company, we promote quality improvement efforts.	1	2	3	4	5	6	7
63. In our company, activities are encouraged to change and implement a culture of improvement, learning, and innovation towards 'excellence'.	1	2	3	4	5	6	7
64. In our company, employees have the opportunity to share in and are encouraged to help the organization implement changes.	1	2	3	4	5	6	7
65. In our company, there is a high degree of unity of purpose we have eliminated barriers between individuals and/or departments.							
66. In our company, we encourage employees to take strategic perspective.	1	2	3	4	5	6	7
67. In our company, we actively and regularly seek customer inputs to identify their needs and expectations.	1	2	3	4	5	6	7
68. Customer needs and expectations are effectively disseminated and understood throughout the workforce.	1	2	3	4	5	6	7

69. In our company, we involve customers in our product design processes through feedback in order to build more of a culture that is based on customer satisfaction and identify opportunities for innovation.	1	2	3	4	5	6	7
70. In our company, we always maintain a close relationship with our customers and provide them an easy channel for communicating with us.	1	2	3	4	5	6	7
71. In our company, we have an effective process for resolving customers' complaints.	1	2	3	4	5	6	7
72. In our company, we systematically and regularly measure customers' satisfaction in order to work on meeting customers' requirements and exceeding their expectations in the future.	1	2	3	4	5	6	7
73. In our company, we have a mission statement which has been effectively communicated to all the employees and gained their support.	1	2	3	4	5	6	7
74. In our company, we have comprehensive planning process which sets and reviews short and long-term goals.	1	2	3	4	5	6	7
75. Our plans focus on the achievement of the best practice, to achieve the main strategic goals.	1	2	3	4	5	6	7
76. When we develop our plans, policies, and objectives, we always incorporate customer requirements, supplier capabilities and the needs of all stakeholders, including the community.	1	2	3	4	5	6	7
77. In our company, we have a written statement of strategy covering all the operations which is clearly articulated and approved by our manager.	1	2	3	4	5	6	7
78. Our site's manufacturing operations are effectively aligned with the central business mission.	1	2	3	4	5	6	7
79. Our company has wide training and development process, including career path planning, for all our employees.	1	2	3	4	5	6	7
80. Our company has maintained both 'top-down' and 'bottom-up' communication processes.	1	2	3	4	5	6	7
81. In our company, employee satisfaction is formally and regularly measured.	1	2	3	4	5	6	7
82. In our company, employee flexibility, multi-skilling and training are actively used to support performance improvement.	1	2	3	4	5	6	7
83. In our company, we always maintain a work environment that contributes to the health, safety and well-being of all employees.	1	2	3	4	5	6	7
84. In our company, all employees believe that quality is their responsibility.	1	2	3	4	5	6	7
85. In our company, we have a program to reduce the time between receiving an order and its satisfaction.	1	2	3	4	5	6	7
86. In our company, performance data is collected and analysed in regular basis.	1	2	3	4	5	6	7
87. In our company, information allows us to control and improve core processes and services.	1	2	3	4	5	6	7

88. Our company has an effective performance measurement system to track overall organizational performance.	1	2	3	4	5	6	7
89. In our company, everyone has easy access to the needed information.	1	2	3	4	5	6	7
90. Our management regularly have a meeting to review company's performance and use it as a basis for decision making.	1	2	3	4	5	6	7
91. In our company, information systems are always evaluated and improved.	1	2	3	4	5	6	7
92. In our company, there is a strong attitude to prevent defective products /services from occurring.	1	2	3	4	5	6	7
93. In our company, we ensure quality in the process for developing new products/services.	1	2	3	4	5	6	7
94. In our company, we have clear, standardized and documented operating procedures which are well understood by our employees.	1	2	3	4	5	6	7
95. In our company, we strive to establish long-term relationships with suppliers.	1	2	3	4	5	6	7
96. Our suppliers have an effective system for measuring the quality of the materials they send to us.	1	2	3	4	5	6	7

SECTION E: ORGANIZATIONAL CULTURE

INSTRUCTIONS:

Please read the following statement and circle the number that most accurately reflects your opinion on each statement.

Strongly disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	
1	2	3	4	5	6	7	
ORGANIZATIONAL CULTURE							
97. The company is a very personal place. It is like an extended family. People seem to share a lot of themselves.	1	2	3	4	5	6	7
98. The leadership in the company is generally considered to exemplify mentoring, facilitating, or nurturing.	1	2	3	4	5	6	7
99. The management style is in the company characterized by teamwork, consensus, and participation.	1	2	3	4	5	6	7
100. The glue that holds the company together is loyalty and mutual trust. Commitment to this organization runs high.	1	2	3	4	5	6	7
101. The company emphasizes on human development, high trust, openness, and participation persist.	1	2	3	4	5	6	7
102. The company defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	1	2	3	4	5	6	7
103. The company is a very dynamic and entrepreneurial place. People are willing to take risks.	1	2	3	4	5	6	7
104. The leadership of the company is generally considered to exemplify entrepreneurship, innovation, or risk taking.	1	2	3	4	5	6	7
105. The management style in the company is characterized by individual risk taking, innovation, freedom, and uniqueness.	1	2	3	4	5	6	7

106.	The glue that holds our company together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	1	2	3	4	5	6	7
107.	The company emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	1	2	3	4	5	6	7
108.	The company defines success is on the basis of having the most unique or newest products. It is a product leader and innovator.	1	2	3	4	5	6	7
109.	The company is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.	1	2	3	4	5	6	7
110.	The leadership of the company is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	1	2	3	4	5	6	7
111.	The management style in the company is characterized by hard-driving competitiveness, high demands, and achievement.	1	2	3	4	5	6	7
112.	The glue that holds together is the emphasis on achievement and goal accomplishment.	1	2	3	4	5	6	7
113.	The company emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	1	2	3	4	5	6	7
114.	The company defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	1	2	3	4	5	6	7
115.	The company is a very controlled and structured place. Formal procedures generally govern what people do.	1	2	3	4	5	6	7
116.	The leadership of company is generally considered to exemplify coordinating, and organizing, or smooth-running efficiency.	1	2	3	4	5	6	7
117.	The management style in the company is characterized by security of employment, conformity, predictability, and stability in relationships.	1	2	3	4	5	6	7
118.	The glue that holds our company together is formal rules and policies. Maintaining a smooth-running organization is important.	1	2	3	4	5	6	7
119.	Our company emphasizes permanence and stability. Efficiency, control, and smooth operations are important.	1	2	3	4	5	6	7
120.	Our company defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.	1	2	3	4	5	6	7

SECTION F: ORGANIZATIONAL PERFORMANCE INDICATORS

INSTRUCTIONS:

Please indicate your perception on the performance of your company in the past three years by circling the appropriate number against each item.

Decrease Significantly	Decrease	Decrease Somewhat	Neutral	Increase Somewhat	Increase	Increase Significantly					
1	2	3	4	5	6	7					
ORGANIZATIONAL PERFORMANCE											
121.	Return on sales.				1	2	3	4	5	6	7
122.	Return on investment.				1	2	3	4	5	6	7
123.	Market share.				1	2	3	4	5	6	7
124.	Sales growth rate.				1	2	3	4	5	6	7
125.	Innovation and Learning Perspective:				1	2	3	4	5	6	7

	In our company, ability to innovate, improve and learn increase new markets, revenues and margins in its bid to promote customers.							
126.	Customer Perspective: Our company always considers the customer's concern on time, quality, performance and services and costs in order to pursue success.	1	2	3	4	5	6	7
127.	Internal Business Perspective: Our company always considers the business processes that have the greatest impact on customer satisfaction such as factors that affect cycle time, quality, employee skills and productivity.	1	2	3	4	5	6	7

YOUR PARTICIPATION IN THIS SURVEY IS HIGHLY APPRECIATED



UUM
Universiti Utara Malaysia

Appendix C: Questionnaire-Arabic Version



UNIVERSITI UTARA MALAYSIA

College Of Business

استبيان حول الشركات الصناعية الصغيرة والمتوسطة في المملكة العربية السعودية 2017

سيدي / سيدتي

السلام عليكم ورحمة الله وبركاته

بحث حول التوجه الريادي، والتوجه نحو السوق، إدارة الجودة الشاملة والثقافة التنظيمية

اسمحوا لي في البداية اقدم لكم نفسي، انا جمال عبدالماجد علي طالب في برنامج الدكتوراه تخصص ادارة اعمال في جامعة اوتارا الماليزية. عزيزي المشارك في هذا الاستبيان هو مطلب لأطروحة الدكتوراه يهدف الى دراسة تأثيرالعلاقات الاستراتيجية بين التوجه الريادي، التوجه نحو السوق وإدارة الجودة الشاملة والثقافة التنظيمية على أداء الشركات الصناعية الصغيرة والمتوسطة. في الواقع، يهدف هذا البحث إلى التعرف علي وجهة نظر الإدارة الاستراتيجية في الشركات الصناعية الصغيرة والمتوسطة في المملكة العربية السعودية. من المؤمل ان تكون نتائج الدراسة ذات فائدة كبيرة في تحسين أداء الشركات الصناعية الصغيرة والمتوسطة في المملكة العربية السعودية.

بناء على ذلك، اطلب مساعدتكم الكريمة في الاجابة على أسئلة الاستبيان المرفق والذي قد لا يستغرق إجابته 15 دقيقة من وقتكم الثمين. أود أن أؤكد لكم السرية التامة للبيانات المعنية، حيث سيتم استخدام نتائج هذا الاستبيان لغرض البحث العلمي فقط. جهودكم في ملئ الاستمارة هي موضع تقدير عال لدى الباحث من أجل تحقيق جودة البحث.

اخيراً يرجى مساعدتي في هذا البحث الحيوي. اذا كان لديك اي استفسار حول الدراسة أو اذا كنت بحاجة الى أي مساعدة في استكمال الاستبيان. لا تتردد في الاتصال بي.

مع الشكر الجزيل مقدما على تعاونكم في نجاح هذا البحث
وتفضلوا بقبول فائق الاحترام والتقدير ،،،

الاستاذ الدكتور هاجم هلمان عبدالله
المشرف العلمي
hilman@uum.edu.my
كلية الإدارة
عميد مدرسة ادارة الاعمال
جامعة اوتارا ماليزيا

جمال عبدالماجد علي
0060124866945
0545457382
gamal200941@hotmail.com
كلية الإدارة
مدرسة ادارة الاعمال
جامعة اوتارا ماليزيا

إستبيان الشركات الصناعية الصغيرة والمتوسطة 2017

القسم الاول: المعلومات العامة

التعليمات :

هذا الاستبيان يحتوي على ستة أقسام. من فضلك اقرأ الاسئلة بعناية قبل الاجابة عليها. يرجى وضع علامة (✓) امام العبارة المناسبة. الاجابة الدقيقة سوف تكون محل تقدير.

أ- معلومات عن المدير او المالك

1- الجنس

ذكر ☐ انثى ☐

2- العمر

أقل من 25 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ 65 سنة فأكثر ☐

3- التعليم

أقل من الثانوية العامة ☐ ثانوية عامة ☐ بكالوريوس ☐ ماجستير ☐ دكتوراه ☐ مؤهل آخر (حدد.....)

4- الخبرة

أقل من 1 سنة ☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 15 سنة فأكثر ☐

5- الحالة الوظيفية

مالك ☐ مدير ☐ أخرى (حدد.....)

ب- معلومات عن الشركة

1- عدد العاملين

أقل من 25 ☐ 26-50 ☐ 51-75 ☐ 76-100 ☐ 101-125 ☐ 126-150 ☐ 151-175 ☐ 176-200 ☐ 201-225 ☐ 226-250 ☐ 250 فأكثر ☐

2- منذ متى تقريباً بدأت الشركة مزاولة النشاط في سوق العمل؟

أقل من 5 سنوات ☐ 5-10 ☐ 11-15 ☐ 16-20 ☐ 21 سنة فأكثر ☐

3- الموقع

منطقة الرياض ☐ منطقة الشرقية ☐ منطقة مكة ☐

ج- نوع الصناعة

الأغذية والمشروبات ☐ الأغذية والتعليف ☐ منتجات بلاستيكية ☐ الكهرباء والإلكترونيات ☐ منتجات معدنية ☐ الغزل، النسيج، الملابس الجاهزة والجلود ☐ الخشب والأثاث ☐ الكيماوية والبتروكيماوية ☐ الآلات والمعدات ☐ صناعة أخرى (أذكرها.....)

القسم الثاني: التوجه الريادي

التعليمات:

الرجاء قراءة العبارات التالية ووضع دائرة على الرقم المناسب للتوجه الريادي في شركتكم.

7	6	5	4	3	2	1
أوافق بشدة	أوافق	أوافق الى حد ما	محايد	لا أوافق الى حد ما	لا أوافق	لا أوافق بشدة

7	6	5	4	3	2	1	1	في شركتنا، تم تسويق العديد من المنتجات والخدمات الجديدة خلال ال 5 السنوات الماضية.
7	6	5	4	3	2	1	2	في شركتنا، نعتقد أن التغييرات في خطوط المنتج / الخدمة كانت في العادة كبيرة إلى حد ما.
7	6	5	4	3	2	1	3	تؤكد ثقافة شركتنا على التركيز الشديد على عملية البحث، التطوير التكنولوجي، القيادة والابتكارات.
7	6	5	4	3	2	1	4	تتخذ الشركة خطوات جريئة في التعامل مع المنافسين.
7	6	5	4	3	2	1	5	في التعامل مع المنافسين، تبادر شركتنا باتخاذ إجراءات يستجيب لها المنافسون.
7	6	5	4	3	2	1	6	في التعامل مع المنافسين، شركتنا في الغالب هي أول من يقدم منتجات/خدمات، تقنيات ادارية والتكنولوجيات تشغيل جديدة.
7	6	5	4	3	2	1	7	شركتنا لديها ميل قوي للمشاريع ذات المخاطر العالية (مع فرص عائدات مرتفعة جدا).
7	6	5	4	3	2	1	8	عندما تواجه حالات اتخاذ القرارات التي تنطوي على مبدأ عدم اليقين، فإن شركتنا تتبنى استراتيجية جريئة من أجل تحقيق أقصى قدر من استغلال الفرص.
7	6	5	4	3	2	1	9	بشكل عام، ادارة شركتنا تعتقد أن امتلاك بيئة ذات طبيعة مستقرة، جريئة وواسعة النطاق، ضرورية لتحقيق أهداف الشركة.

القسم الثالث: التوجه نحو السوق

التعليمات :

الرجاء قراءة العبارات التالية ووضع دائرة على الرقم المناسب للتوجه نحو السوق في شركتكم.

7	6	5	4	3	2	1
أوافق بشدة	أوافق	أوافق الى حد ما	محايد	لا أوافق الى حد ما	لا أوافق	لا أوافق بشدة

7	6	5	4	3	2	1	10	يعتمد تحقيق أهدافنا على رضا عملائنا.
7	6	5	4	3	2	1	11	يتم تحديد استراتيجيات عمل شركتنا من خلال إيماننا كيف نستطيع خلق قيمة أكبر للعملاء.
7	6	5	4	3	2	1	12	نحن نراقب عن قرب ونقيم مستوى التزامنا في تلبية احتياجات العملاء.
7	6	5	4	3	2	1	13	تستند استراتيجية شركتنا للميزة تنافسية بناءً على فهمنا لاحتياجات العملاء.
7	6	5	4	3	2	1	14	نحن نقيم رضا العملاء بشكل مستمر ومنظم.
7	6	5	4	3	2	1	15	شركتنا توفر خدمة ما بعد البيع للعملاء.
7	6	5	4	3	2	1	16	مندوبو مبيعاتنا يشاركون المعلومات حول استراتيجيات المنافسين.
7	6	5	4	3	2	1	17	نستجيب بسرعة للإجراءات التنافسية.
7	6	5	4	3	2	1	18	نناقش بآلية المعلومات مع موظفينا حول نقاط القوة والضعف للمنافسين.
7	6	5	4	3	2	1	19	نستهدف العملاء عندما يكون لدينا فرصة لتحقيق ميزة تنافسية.
7	6	5	4	3	2	1	20	في شركتنا، وظائف العمل الداخلية تتكامل لتلبية احتياجات السوق المستهدف.
7	6	5	4	3	2	1	21	يتم تبادل المعلومات المتعلقة بالعملاء بحرية في جميع أنحاء شركتنا.
7	6	5	4	3	2	1	22	نقوم بزيارات دورية ونحدث مع عملائنا الرئيسيين.
7	6	5	4	3	2	1	23	نشارك البرامج والموارد مع وحدات الأعمال الأخرى في الشركة.
7	6	5	4	3	2	1	24	مدراءنا يفهمون كيف يمكن للموظفين أن يساهموا في خلق قيمة مضافة للعملاء.

القسم الرابع: ادارة الجودة الشاملة

التعليمات :

الرجاء قراءة العبارات التالية ووضع دائرة على الرقم المناسب لإدارة الجودة الشاملة في شركتكم.

7	6	5	4	3	2	1	لا أوافق بشدة	لا أوافق	لا أوافق الى حد ما	محايد	أوافق الى حد ما	أوافق	أوافق بشدة
7	6	5	4	3	2	1	25	في شركتنا، الجودة هي جزء من الطريقة التي نؤدي بها الأشياء.					
7	6	5	4	3	2	1	26	في شركتنا، ندعم جهود تحسين الجودة بشكل مستمر.					
7	6	5	4	3	2	1	27	في شركتنا، يتم تشجيع الانشطة الرامية الى التغيير وتنفيذ ثقافة التحسين والتعلم والابتكار نحو التميز.					
7	6	5	4	3	2	1	28	في شركتنا، العاملين لديهم الفرصة للمشاركة ويتم تشجيعهم على مساعدة المنظمة على تنفيذ التغييرات.					
7	6	5	4	3	2	1	29	في شركتنا، هناك درجة عالية من وحدة الهدف، ولقد تم الغاء الحواجز بين الافراد والادارات.					
7	6	5	4	3	2	1	30	في شركتنا، نشجع الموظفين على اتخاذ منظور استراتيجي.					
7	6	5	4	3	2	1	31	في شركتنا، نسعى بنشاط وانتظام في الحصول على معلومات حول العملاء لتحديد احتياجاتهم وتوقعاتهم.					
7	6	5	4	3	2	1	32	يتم نشر معلومات حول احتياجات العملاء وتوقعاتهم بشكل فعال ومفهوم في جميع أنحاء الشركة.					
7	6	5	4	3	2	1	33	في شركتنا، نشارك العملاء في عمليات تصميم منتجاتنا من خلال التغذية الراجعة بهدف بناء المزيد من الثقافة التي تركز على رضا العملاء وتحديد فرص الابتكار.					
7	6	5	4	3	2	1	34	في شركتنا، نحن نسعى دائما للحفاظ على علاقة وثيقة مع عملائنا من خلال قنوات تواصل مسيرة.					
7	6	5	4	3	2	1	35	في شركتنا، توجد عملية فعالة لحل شكاوى العملاء.					
7	6	5	4	3	2	1	36	في شركتنا، يتم قياس رضا العملاء بشكل منهجي ومنتظم من أجل العمل على تلبية متطلبات العملاء وتجاوز توقعاتهم في المستقبل.					
7	6	5	4	3	2	1	37	في شركتنا، توجد رسالة واضحة يتم تداولها بين جميع الموظفين بشكل فعال وقد كسبت تأييدهم.					
7	6	5	4	3	2	1	38	في شركتنا، لدينا عملية تخطيط شامل تضع وتراجع الأهداف على المدى القصير والطويل.					
7	6	5	4	3	2	1	39	تركز خططنا على تحقيق أفضل الممارسات، لتحقيق الاهداف الاستراتيجية الرئيسية.					
7	6	5	4	3	2	1	40	عندما نطور خططنا وسياساتنا واهدافنا، فإننا دائما ندمج معها متطلبات العملاء، قدرات الموردين واحتياجات جميع أصحاب المصلحة، بما في ذلك المجتمع.					
7	6	5	4	3	2	1	41	في شركتنا، لدينا بياناً مكتوباً عن استراتيجية الشركة التي تغطي جميع العمليات التي يتم تحديدها بوضوح والموافقة عليها من قبل الإدارة.					
7	6	5	4	3	2	1	42	تتماشى عمليات التصنيع في الشركة بشكل فعال مع رسالة العمل الرئيسية.					
7	6	5	4	3	2	1	43	شركتنا لديها عملية تدريب وتطوير للتنمية واسعة، بما في ذلك تخطيط المسار الوظيفي لجميع العاملين.					
7	6	5	4	3	2	1	44	تحافظ الشركة علي عمليات الاتصال بشكل مستمر "من أعلى إلى أسفل" و"من أسفل إلى أعلى".					
7	6	5	4	3	2	1	45	في شركتنا، يتم قياس رضا الموظفين بشكل رسمي ومنتظم.					
7	6	5	4	3	2	1	46	في شركتنا، المرونة، صقل المهارات وتدريب الموظفين تستخدم بكفاءة لدعم تحسين الأداء.					
7	6	5	4	3	2	1	47	في شركتنا، نحافظ بشكل دائم على بيئة العمل التي تسهم في توفير الصحة والسلامة والرفاهية لجميع العاملين.					
7	6	5	4	3	2	1	48	في شركتنا، جميع الموظفين يعتقدون أن الجودة هي مسؤوليتهم.					

7	6	5	4	3	2	1	49	في شركتنا، لدينا برنامج لتقليل الوقت بين تلقي النظام للطلب وتنفيذه.
7	6	5	4	3	2	1	50	في شركتنا، يتم جمع بيانات عن الأداء وتحليلها بشكل منتظم.
7	6	5	4	3	2	1	51	في شركتنا، تتيح المعلومات لنا مراقبة وتحسين العمليات والخدمات الأساسية.
7	6	5	4	3	2	1	52	شركتنا لديها نظام قياس أداء فعال لتتبع الأداء التنظيمي العام.
7	6	5	4	3	2	1	53	في شركتنا، كل شخص يستطيع الحصول على المعلومات المطلوبة بسهولة ويسر.
7	6	5	4	3	2	1	54	إدارتنا لديها اجتماع دوري لمراجعة أداء الشركة والاعتماد عليه كأساس لاتخاذ القرارات.
7	6	5	4	3	2	1	55	في شركتنا، يتم تقييم وتطوير انظمه المعلومات بشكل دائم.
7	6	5	4	3	2	1	56	في شركتنا، هناك توجه قوي لمنع المنتجات / الخدمات المعيبة من الحدوث.
7	6	5	4	3	2	1	57	في شركتنا، يتم التأكيد على الجودة في عملية تطوير منتجات / خدمات جديدة.
7	6	5	4	3	2	1	58	في شركتنا، لدينا إجراءات تشغيل واضحة وموحدة وموثقة، والتي يفهمها موظفينا جيداً.
7	6	5	4	3	2	1	59	في شركتنا، نسعى جاهدين لإقامة علاقات طويلة الأمد مع الموردين.
7	6	5	4	3	2	1	60	مورديننا لديهم نظام فعال لقياس جودة المواد التي يتم إرسالها إلينا.

القسم الخامس: الثقافة التنظيمية

التعليمات :						
الرجاء قراءة العبارات التالية ووضع دائرة على الرقم المناسب للثقافة التنظيمية في شركتكم.						

7	6	5	4	3	2	1
أوافق بشدة	أوافق	أوافق الى حد ما	محايد	لا أوافق الى حد ما	لا أوافق	لا أوافق بشدة

7	6	5	4	3	2	1	61	شركتنا تعد مكان شخصي مثل الأسرة الكبيرة، حيث يتشارك الموظفون فيها أشياء كثيرة.
7	6	5	4	3	2	1	62	تتسم قيادة الشركة بشكل عام بالتوجيه، التسهيل والرعاية.
7	6	5	4	3	2	1	63	أسلوب الإدارة في الشركة يتسم بالعمل الفريق، التوافق والمشاركة.
7	6	5	4	3	2	1	64	الرابط الذي يربط الشركة ببعضها هو الولاء، الثقة المتبادلة والالتزام تجاه الشركة بدرجة كبيرة.
7	6	5	4	3	2	1	65	الشركة تؤكد على التنمية البشرية، الثقة العالية، الانفتاح والإصرار على المشاركة.
7	6	5	4	3	2	1	66	الشركة تُعرف النجاح على أساس تنمية الموارد البشرية، عمل الفريق، التزام الموظف، والاهتمام بالموظفين.
7	6	5	4	3	2	1	67	الشركة تعد مكاناً ديناميكياً للغاية وريادة الأعمال، حيث ان العاملين على استعداد لتحمل المخاطر.
7	6	5	4	3	2	1	68	تتميز قيادة الشركة بشكل عام بالريادة، الابتكار، وتحمل المخاطر.
7	6	5	4	3	2	1	69	يتسم أسلوب الإدارة في الشركة بالمخاطرة الفردية، الابتكار، الحرية والتميز.
7	6	5	4	3	2	1	70	الرابط الذي يربط الشركة ببعضها هو التوجه نحو الابتكار والتطوير والتركيز على الوصول إلى أفضل المستويات.
7	6	5	4	3	2	1	71	الشركة تؤكد على أن اكتساب موارد جديدة، خلق تحديات جديدة، تجربة أشياء جديدة والبحث عن فرص جديدة أمور ذو قيمة.
7	6	5	4	3	2	1	72	الشركة تُعرف النجاح على أساس إمتلاك أكثر المنتجات حداثة وتفرداً، حيث تتسم الشركة بقيادة المنتج والابتكار.
7	6	5	4	3	2	1	73	تركز الشركة على التوجه نحو الانتاج، القيام بمهام العمل، ويتسم العاملون بقوة المنافسة والإنجاز.
7	6	5	4	3	2	1	74	تتسم القيادة في الشركة بشكل عام بالجدية والحزم، المبادرة، والتركيز على النتائج.
7	6	5	4	3	2	1	75	أسلوب الإدارة بالشركة يتسم بالتوجه نحو التنافسية الشديدة، المطالب العالية، والإنجاز.
7	6	5	4	3	2	1	76	الرابط الذي يربط الشركة ببعضها هو التركيز على الإنتاج وتحقيق الهدف.
7	6	5	4	3	2	1	77	الشركة تؤكد على الإجراءات التنافسية والإنجاز، فتحقيق الأهداف الواسعة، وكسب السوق هي السياسة المهمة.
7	6	5	4	3	2	1	78	الشركة تُعرف النجاح على أساس كسب السوق، والتوسع في المنافسة، فالمنافح هو قيادة السوق التنافسية.

7	6	5	4	3	2	1	79	الشركة هي مكان منظم جداً، والإجراءات الرسمية تنظم وتحكم ما يفعله العاملون.
7	6	5	4	3	2	1	80	تتسم قيادة الشركة عموماً بالتنسيق والتنظيم، حيث يتم إنجاز العمل بكفاءة.
7	6	5	4	3	2	1	81	أسلوب الإدارة في الشركة يتسم بالأمن الوظيفي، التوافق، القدرة على التنبؤ، واستقرار العلاقات بين الإدارة والموظفين.
7	6	5	4	3	2	1	82	الرابط الذي يربط الشركة ببعضها هي اللوائح والسياسات الرسمية، حيث أهمية الحفاظ على إدارة الشركة بشكل سلس هي أمور ذا أهمية.
7	6	5	4	3	2	1	83	شركتنا تؤكد على الإستمرارية والإستقرار، حيث تعتبر الكفاءة والتحكم وسلاسة العمليات ذات أهمية.
7	6	5	4	3	2	1	84	شركتنا تُعرف النجاح على أساس الكفاءة، حيث وتعتبر التسليم المأمون، الجدولة السلسة والإنتاج الأقل تكلفة أموراً حاسمة مهمة.

القسم السادس: مؤشرات الاداء التنظيمي

<p>التعليمات : نرغب في معرفة رأيكم حول أداء الشركة في السنوات الثلاث الماضية. الرجاء قراءة العبارات التالية ووضع دائرة حول الرقم المناسب أمام كل بند.</p>						
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7	6	5	4	3	2	1
زيادة كبيرة	زيادة	زيادة إلى حد ما	محايد	انخفاض إلى حد ما	انخفاض	انخفاض كبير

7	6	5	4	3	2	1	85	العائد على المبيعات.
7	6	5	4	3	2	1	86	العائد على الاستثمار.
7	6	5	4	3	2	1	87	حصة السوق.
7	6	5	4	3	2	1	88	معدل نمو المبيعات.
7	6	5	4	3	2	1	89	منظور التعلم والابتكار: في شركتنا، القدرة على الابتكار، والتعلم والتحسين، يساعد على كسب أسواق جديدة، وزيادة الدخل وهامش الدفع بهدف تشجيع العملاء.
7	6	5	4	3	2	1	90	منظور العملاء: تحرص شركتنا دائماً على اهتمامات ب العملاء من خلال الوقت المحدد، الجودة، الاداء، التكاليف وتقديم الخدمات من أجل تحقيق النجاح.
7	6	5	4	3	2	1	91	منظور العمليات الداخلية: شركتنا، دائماً تركز على العمليات الداخلية والتي لها تأثير كبير على رضا العملاء من خلال العوامل التي تؤثر على دورة الوقت، الجودة، مهارات الموظفين والإنتاجية.

في الختام تفضلوا بقبول فائق شكري وتقديري لكم لمشاركتكم في هذا الاستبيان,,,,,

Appendix D: Test of Non-Respondent Bias

Group Statistics

Constructs	Respondent	N	Mean	Std. Deviation	Std. Error Mean
EO	Early	137	5.8054	.74435	.06359
	Late	234	5.7099	.64746	.04233
MO	Early	137	5.7942	.68430	.05846
	Late	234	5.7786	.60987	.03987
TQM	Early	137	5.7652	.65661	.05610
	Late	234	5.7502	.61093	.03994
OC	Early	137	5.6572	.60537	.05172
	Late	234	5.7106	.52022	.03401
OP	Early	137	5.8113	.81972	.07003
	Late	234	5.7564	.68086	.04451



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Independent Samples T-test for Equality of Means Leven's Test for Equality of Variance

									95% Confidence Interval of the Difference	
Constructs		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
EO	Equal variances assumed	.016	.900	1.296	369	.196	.09548	.07367	-.04938	.24033
	Equal variances not assumed			1.250	254.073	.213	.09548	.07639	-.05497	.24592
MO	Equal variances assumed	.469	.494	.226	369	.821	.01553	.06867	-.11950	.15056
	Equal variances not assumed			.219	259.184	.826	.01553	.07076	-.12382	.15487
TQM	Equal variances assumed	1.149	.284	.222	369	.825	.01497	.06757	-.11791	.14785
	Equal variances not assumed			.217	268.535	.828	.01497	.06886	-.12061	.15055
OC	Equal variances assumed	.232	.630	-.898	369	.370	-.05341	.05950	-.17042	.06360
	Equal variances not assumed			-.863	251.572	.389	-.05341	.06190	-.17532	.06850
OP	Equal variances assumed	.368	.544	.694	369	.488	.05485	.07908	-.10065	.21036
	Equal variances not assumed			.661	244.746	.509	.05485	.08298	-.10860	.21830

Appendix E: Removing Outliers (Mahalanobis Output)

N	MAH 1	N	MAH 1	N	MAH 1	N	MAH 1	N	MAH 1
1	2.03878	40	9.81881	79	5.36252	118	1.27929	157	12.69493
2	3.40879	41	14.12207	80	2.68896	119	1.8036	158	3.04153
3	2.49267	42	8.85439	81	6.20077	120	2.73452	159	3.0317
4	3.20105	43	7.15911	82	1.09418	121	2.51629	160	2.88403
5	1.08149	44	2.46864	83	1.93459	122	2.13642	161	4.41653
6	4.78828	45	3.63463	84	17.33322	123	11.18907	162	4.93583
7	9.50904	46	4.59919	85	2.64785	124	2.70929	163	66.45334
8	1.54961	47	1.58575	86	1.72629	125	2.32135	164	3.34142
9	14.06185	48	3.08221	87	0.61073	126	8.41728	165	1.46091
10	2.05307	49	1.81455	88	2.61428	127	14.18904	166	3.82637
11	15.94788	50	2.18663	89	1.53548	128	2.56405	167	2.06315
12	3.40238	51	3.4709	90	8.50396	129	1.02371	168	2.09505
13	6.39711	52	1.56406	91	5.15198	130	5.25172	169	3.04153
14	5.34348	53	1.50198	92	11.53328	131	4.26173	170	1.33964
15	1.28432	54	1.29731	93	9.61648	132	60.97904	171	2.20688
16	2.31721	55	17.75575	94	5.51577	133	24.6033	172	12.00908
17	1.59928	56	1.61105	95	10.26512	134	16.32322	173	7.23489
18	9.37732	57	1.14846	96	3.12252	135	1.70531	174	2.58237
19	5.83151	58	7.45047	97	2.91513	136	4.03135	175	1.6126
20	30.24084	59	1.26837	98	3.43977	137	3.53268	176	2.85448
21	2.18852	60	1.03975	99	10.12171	138	2.16002	177	5.9531
22	2.34706	61	2.53674	100	3.26196	139	1.4069	178	4.45038
23	4.14388	62	1.69392	101	1.48054	140	6.46812	179	2.27668
24	6.12535	63	2.85113	102	2.41149	141	3.78314	180	2.90225
25	3.43525	64	1.96133	103	1.90382	142	3.35014	181	1.63944
26	1.54571	65	4.93173	104	1.40972	143	5.30013	182	1.80418
27	3.92377	66	2.16283	105	1.51055	144	3.74242	183	4.75047
28	1.66053	67	11.74039	106	2.85145	145	5.33414	184	1.40641
29	2.92809	68	1.8027	107	2.3982	146	1.36463	185	9.70326
30	4.84909	69	4.07382	108	1.22223	147	2.11313	186	4.20429
31	5.74161	70	4.23405	109	3.29863	148	1.91083	187	1.63109
32	3.50795	71	6.40402	110	13.01042	149	2.41766	188	3.95405
33	2.71558	72	3.97437	111	3.19815	150	1.97135	189	3.53645
34	5.00382	73	2.40218	112	1.46592	151	2.64766	190	1.52057
35	4.34025	74	6.80027	113	2.528	152	5.80499	191	2.49463
36	3.48118	75	18.66056	114	2.58832	153	3.06869	192	1.89489
37	2.06065	76	7.09911	115	2.2769	154	3.03854	193	6.16046
38	5.55294	77	3.67674	116	1.60898	155	2.11014	194	2.9677
39	1.23736	78	3.33977	117	11.79803	156	3.25459	195	2.55814

N	MAH_1	N	MAH_1	N	MAH_1	N	MAH_1
196	3.16421	240	4.83814	285	3.32932	329	1.62296
197	1.33508	241	17.40438	286	8.00671	330	4.07321
198	2.93032	242	12.59903	287	4.42534	331	3.4822
199	3.33419	243	3.96013	288	17.43354	332	2.39395
200	2.5253	244	6.39781	289	2.98438	333	4.26275
201	2.49798	245	3.39901	290	3.40126	334	1.49672
202	2.86648	246	1.99365	291	2.98407	335	8.02523
203	3.55306	247	4.84704	292	3.53073	336	3.10334
204	1.60835	248	1.62651	293	1.81789	337	1.35308
205	1.5442	249	4.82473	294	11.62223	338	3.27617
206	5.76665	250	4.02248	295	24.81278	339	1.6761
207	3.3173	251	3.59305	296	0.70791	340	2.19567
208	4.72559	252	4.02471	297	1.84352	341	2.01763
209	2.14908	253	2.87922	298	3.87389	342	7.01753
210	1.78161	254	2.69238	299	1.39376	343	1.49058
211	2.79787	255	1.13609	300	1.6934	344	1.49487
212	2.55814	256	1.67974	301	1.64333	345	3.51051
213	2.94847	257	1.8024	302	3.05505	346	4.07382
214	2.2551	258	14.71562	303	26.57836	347	2.72623
215	2.71258	259	4.50859	304	3.14239	348	2.66642
216	2.40209	260	3.11463	305	1.53745	349	1.66468
217	2.12392	261	3.2659	306	6.69598	350	4.41743
218	6.12375	262	3.35199	307	1.42479	351	2.4868
219	1.26881	263	2.69726	308	2.22175	352	4.17222
220	1.67575	264	5.34059	309	1.61506	353	2.33519
221	1.57336	265	3.68666	310	3.82402	354	1.32203
222	1.13697	266	2.94586	311	1.80699	355	2.45344
223	6.20771	267	3.83177	312	6.48711	356	1.60017
224	1.80209	268	2.98122	313	1.72616	357	2.17617
225	2.65366	269	1.95667	314	3.31216	358	1.36495
226	1.72194	270	4.86412	315	8.04377	359	4.06043
227	2.72852	271	13.05291	316	2.7254	360	1.61046
228	1.89829	272	17.21635	317	2.28812	361	2.68229
229	1.58268	273	1.46883	318	4.69487	362	6.11364
230	1.44849	274	1.52095	319	1.49452	363	4.09116
231	2.26677	275	9.90276	320	1.7546	364	4.72559
232	2.94578	276	13.35235	321	1.31249	365	4.09284
233	3.0871	277	17.55039	322	2.12002	366	1.63474
234	0.51951	278	4.94022	323	2.31453	367	5.47036
235	2.24034	279	3.71546	324	3.96752	368	1.16909
236	5.51012	280	2.20232	325	3.38268	369	1.07958
237	3.32354	281	3.49469	326	3.07305	370	3.62425
238	7.47812	282	2.9057	327	6.12144	371	3.1284
239	5.78624	283	6.39781	328	1.23736		

Appendix F: Normality Test

Constructs		EO	MO	TQM	OC	OP
N	Valid	364	364	364	364	364
	Missing	0	0	0	0	0
Skewness		-1.189	-1.554	-1.524	-1.295	-1.406
Std. Error of Skewness		.128	.128	.128	.128	.128
Kurtosis		3.531	5.733	3.487	4.358	4.319
Std. Error of Kurtosis		.255	.255	.255	.255	.255

EO

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
1.89	1	.3	.3	.3
2.78	1	.3	.3	.5
3.33	2	.5	.5	1.1
3.44	1	.3	.3	1.4
3.89	1	.3	.3	1.6
4.00	2	.5	.5	2.2
4.22	1	.3	.3	2.5
4.33	3	.8	.8	3.3
4.44	4	1.1	1.1	4.4
4.56	4	1.1	1.1	5.5
4.67	5	1.4	1.4	6.9
4.78	3	.8	.8	7.7
4.89	5	1.4	1.4	9.1
5.00	17	4.7	4.7	13.7
5.11	13	3.6	3.6	17.3
5.22	11	3.0	3.0	20.3
5.33	22	6.0	6.0	26.4
5.44	20	5.5	5.5	31.9
5.56	27	7.4	7.4	39.3
5.67	28	7.7	7.7	47.0
5.78	17	4.7	4.7	51.6
5.89	21	5.8	5.8	57.4
6.00	40	11.0	11.0	68.4
6.11	19	5.2	5.2	73.6
6.22	9	2.5	2.5	76.1
6.33	22	6.0	6.0	82.1
6.44	16	4.4	4.4	86.5
6.56	20	5.5	5.5	92.0
6.67	23	6.3	6.3	98.4
6.78	2	.5	.5	98.9
6.89	1	.3	.3	99.2

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
7.00	3	.8	.8	100.0
Total	364	100.0	100.0	

MO

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
1.87	1	.3	.3	.3
3.07	1	.3	.3	.5
3.27	1	.3	.3	.8
3.33	1	.3	.3	1.1
3.40	1	.3	.3	1.4
3.67	1	.3	.3	1.6
3.93	1	.3	.3	1.9
4.00	1	.3	.3	2.2
4.07	2	.5	.5	2.7
4.13	1	.3	.3	3.0
4.60	2	.5	.5	3.6
4.73	5	1.4	1.4	4.9
4.80	2	.5	.5	5.5
4.87	1	.3	.3	5.8
4.93	5	1.4	1.4	7.1
5.00	9	2.5	2.5	9.6
5.07	6	1.6	1.6	11.3
5.13	5	1.4	1.4	12.6
5.20	6	1.6	1.6	14.3
5.27	7	1.9	1.9	16.2
5.33	6	1.6	1.6	17.9
5.40	10	2.7	2.7	20.6
5.47	14	3.8	3.8	24.5
5.53	16	4.4	4.4	28.8
5.60	24	6.6	6.6	35.4
5.67	20	5.5	5.5	40.9
5.73	18	4.9	4.9	45.9
5.80	17	4.7	4.7	50.5
5.87	15	4.1	4.1	54.7
5.93	23	6.3	6.3	61.0
6.00	27	7.4	7.4	68.4
6.07	14	3.8	3.8	72.3
6.13	9	2.5	2.5	74.7
6.20	7	1.9	1.9	76.6
6.27	8	2.2	2.2	78.8
6.33	15	4.1	4.1	83.0
6.40	14	3.8	3.8	86.8
6.47	10	2.7	2.7	89.6

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
6.53	13	3.6	3.6	93.1
6.60	8	2.2	2.2	95.3
6.67	7	1.9	1.9	97.3
6.73	3	.8	.8	98.1
6.80	1	.3	.3	98.4
6.87	2	.5	.5	98.9
6.93	1	.3	.3	99.2
7.00	3	.8	.8	100.0
Total	364	100.0	100.0	

TQM

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
2.78	1	.3	.3	.3
3.14	1	.3	.3	.5
3.31	1	.3	.3	.8
3.44	1	.3	.3	1.1
3.50	1	.3	.3	1.4
3.61	1	.3	.3	1.6
3.64	1	.3	.3	1.9
3.81	1	.3	.3	2.2
3.94	1	.3	.3	2.5
4.03	1	.3	.3	2.7
4.14	1	.3	.3	3.0
4.19	1	.3	.3	3.3
4.33	1	.3	.3	3.6
4.36	2	.5	.5	4.1
4.39	1	.3	.3	4.4
4.44	2	.5	.5	4.9
4.53	1	.3	.3	5.2
4.58	1	.3	.3	5.5
4.67	1	.3	.3	5.8
4.69	2	.5	.5	6.3
4.72	2	.5	.5	6.9
4.75	1	.3	.3	7.1
4.78	2	.5	.5	7.7
4.81	2	.5	.5	8.2
4.97	1	.3	.3	8.5
5.00	11	3.0	3.0	11.5
5.03	1	.3	.3	11.8
5.08	1	.3	.3	12.1
5.11	2	.5	.5	12.6
5.14	3	.8	.8	13.5
5.17	4	1.1	1.1	14.6

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
5.19	3	.8	.8	15.4
5.22	2	.5	.5	15.9
5.25	1	.3	.3	16.2
5.28	5	1.4	1.4	17.6
5.31	3	.8	.8	18.4
5.33	3	.8	.8	19.2
5.36	5	1.4	1.4	20.6
5.39	2	.5	.5	21.2
5.42	3	.8	.8	22.0
5.44	4	1.1	1.1	23.1
5.47	3	.8	.8	23.9
5.50	7	1.9	1.9	25.8
5.53	6	1.6	1.6	27.5
5.56	8	2.2	2.2	29.7
5.58	2	.5	.5	30.2
5.61	7	1.9	1.9	32.1
5.64	2	.5	.5	32.7
5.67	9	2.5	2.5	35.2
5.69	7	1.9	1.9	37.1
5.72	5	1.4	1.4	38.5
5.75	4	1.1	1.1	39.6
5.78	5	1.4	1.4	40.9
5.81	15	4.1	4.1	45.1
5.83	9	2.5	2.5	47.5
5.86	10	2.7	2.7	50.3
5.89	5	1.4	1.4	51.6
5.92	13	3.6	3.6	55.2
5.94	6	1.6	1.6	56.9
5.97	9	2.5	2.5	59.3
6.00	12	3.3	3.3	62.6
6.03	11	3.0	3.0	65.7
6.06	7	1.9	1.9	67.6
6.08	4	1.1	1.1	68.7
6.11	11	3.0	3.0	71.7
6.14	6	1.6	1.6	73.4
6.17	14	3.8	3.8	77.2
6.19	4	1.1	1.1	78.3
6.22	8	2.2	2.2	80.5
6.25	10	2.7	2.7	83.2
6.28	7	1.9	1.9	85.2
6.31	4	1.1	1.1	86.3
6.33	5	1.4	1.4	87.6
6.36	3	.8	.8	88.5
6.39	4	1.1	1.1	89.6
6.42	5	1.4	1.4	90.9
6.44	6	1.6	1.6	92.6
6.47	7	1.9	1.9	94.5

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
6.50	9	2.5	2.5	97.0
6.53	3	.8	.8	97.8
6.56	1	.3	.3	98.1
6.64	1	.3	.3	98.4
6.67	1	.3	.3	98.6
6.69	1	.3	.3	98.9
6.81	1	.3	.3	99.2
6.86	1	.3	.3	99.5
7.00	2	.5	.5	100.0
Total	364	100.0	100.0	

OC

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
2.92	1	.3	.3	.3
3.00	1	.3	.3	.5
3.50	2	.5	.5	1.1
3.75	1	.3	.3	1.4
3.79	1	.3	.3	1.6
3.92	1	.3	.3	1.9
4.00	1	.3	.3	2.2
4.13	1	.3	.3	2.5
4.42	1	.3	.3	2.7
4.54	2	.5	.5	3.3
4.71	2	.5	.5	3.8
4.79	1	.3	.3	4.1
4.83	1	.3	.3	4.4
4.88	1	.3	.3	4.7
4.92	4	1.1	1.1	5.8
4.96	2	.5	.5	6.3
5.00	11	3.0	3.0	9.3
5.04	5	1.4	1.4	10.7
5.08	4	1.1	1.1	11.8
5.13	3	.8	.8	12.6
5.17	3	.8	.8	13.5
5.21	2	.5	.5	14.0
5.25	6	1.6	1.6	15.7
5.29	6	1.6	1.6	17.3
5.33	12	3.3	3.3	20.6
5.38	4	1.1	1.1	21.7
5.42	11	3.0	3.0	24.7
5.46	10	2.7	2.7	27.5
5.50	18	4.9	4.9	32.4
5.54	10	2.7	2.7	35.2

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
5.58	14	3.8	3.8	39.0
5.63	18	4.9	4.9	44.0
5.67	19	5.2	5.2	49.2
5.71	11	3.0	3.0	52.2
5.75	15	4.1	4.1	56.3
5.79	5	1.4	1.4	57.7
5.83	11	3.0	3.0	60.7
5.88	7	1.9	1.9	62.6
5.92	4	1.1	1.1	63.7
5.96	17	4.7	4.7	68.4
6.00	22	6.0	6.0	74.5
6.04	9	2.5	2.5	76.9
6.08	11	3.0	3.0	79.9
6.13	8	2.2	2.2	82.1
6.17	8	2.2	2.2	84.3
6.21	9	2.5	2.5	86.8
6.25	3	.8	.8	87.6
6.29	4	1.1	1.1	88.7
6.33	10	2.7	2.7	91.5
6.38	4	1.1	1.1	92.6
6.42	8	2.2	2.2	94.8
6.46	4	1.1	1.1	95.9
6.50	5	1.4	1.4	97.3
6.54	2	.5	.5	97.8
6.58	2	.5	.5	98.4
6.63	1	.3	.3	98.6
6.75	1	.3	.3	98.9
6.88	1	.3	.3	99.2
6.96	1	.3	.3	99.5
7.00	2	.5	.5	100.0
Total	364	100.0	100.0	

OP

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
1.71	1	.3	.3	.3
2.14	1	.3	.3	.5
3.14	2	.5	.5	1.1
3.43	1	.3	.3	1.4
3.57	1	.3	.3	1.6
4.00	8	2.2	2.2	3.8
4.29	4	1.1	1.1	4.9
4.43	2	.5	.5	5.5
4.57	3	.8	.8	6.3

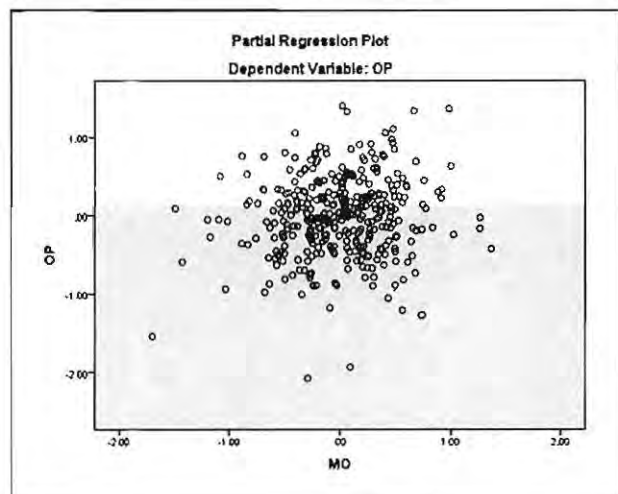
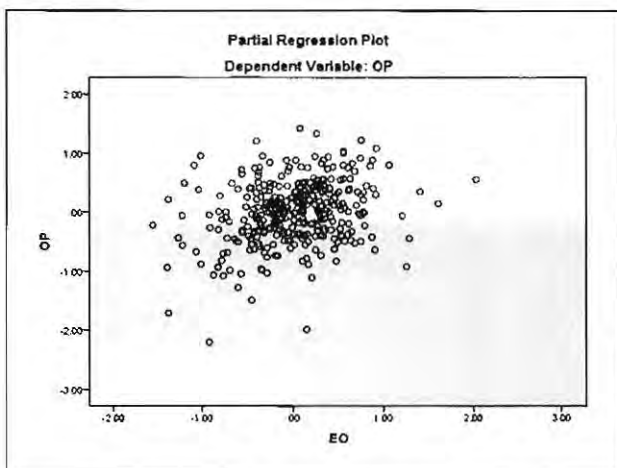
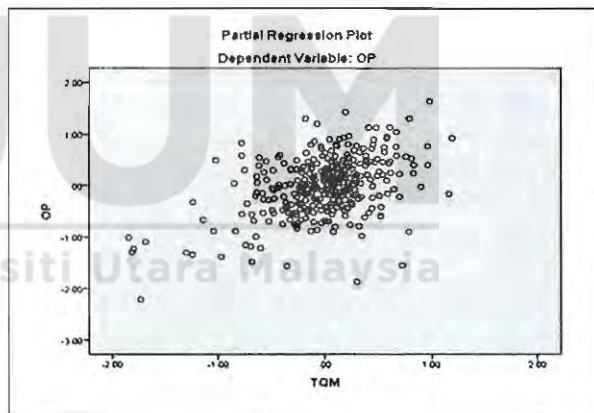
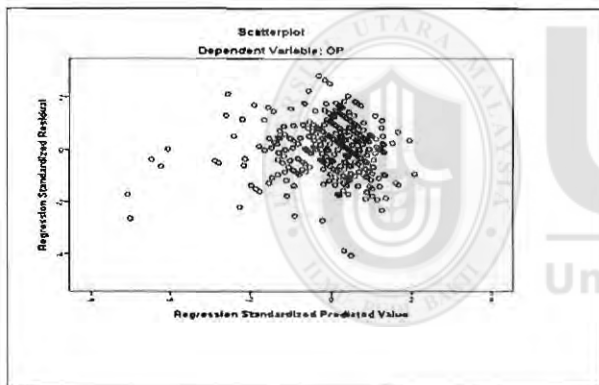
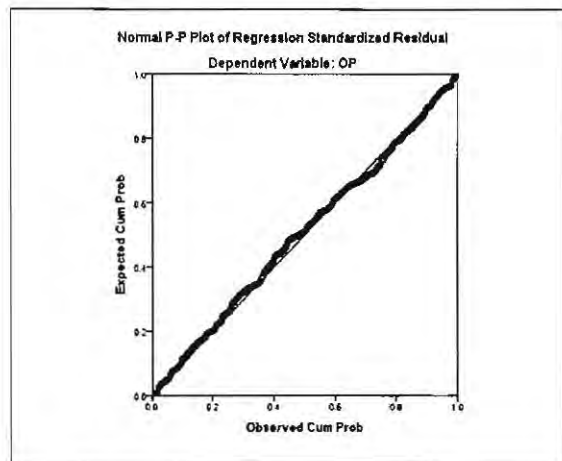
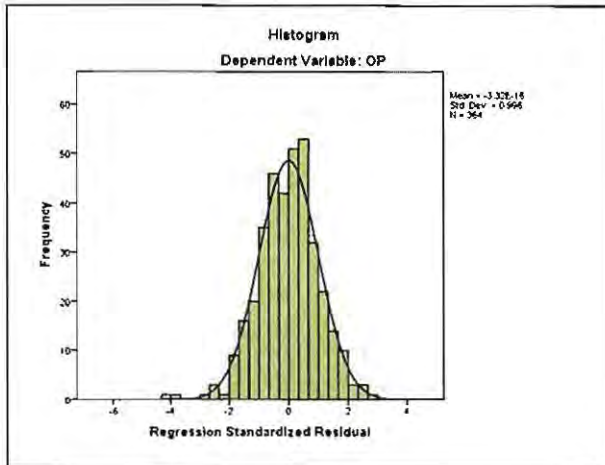
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4.71	2	.5	.5	6.9
4.86	9	2.5	2.5	9.3
5.00	12	3.3	3.3	12.6
5.14	15	4.1	4.1	16.8
5.29	11	3.0	3.0	19.8
5.43	42	11.5	11.5	31.3
5.57	27	7.4	7.4	38.7
5.71	25	6.9	6.9	45.6
5.86	24	6.6	6.6	52.2
6.00	54	14.8	14.8	67.0
6.14	16	4.4	4.4	71.4
6.29	24	6.6	6.6	78.0
6.43	30	8.2	8.2	86.3
6.57	26	7.1	7.1	93.4
6.71	10	2.7	2.7	96.2
6.86	2	.5	.5	96.7
7.00	12	3.3	3.3	100.0
Total	364	100.0	100.0	



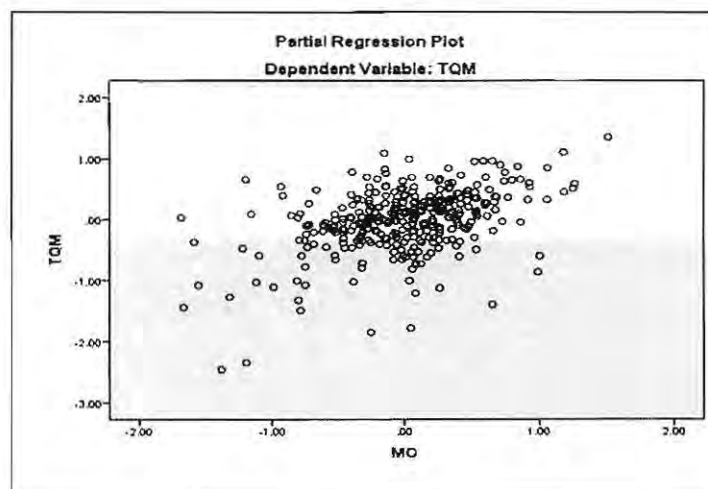
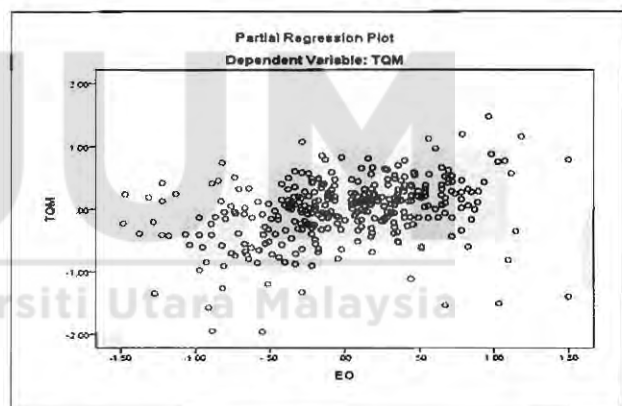
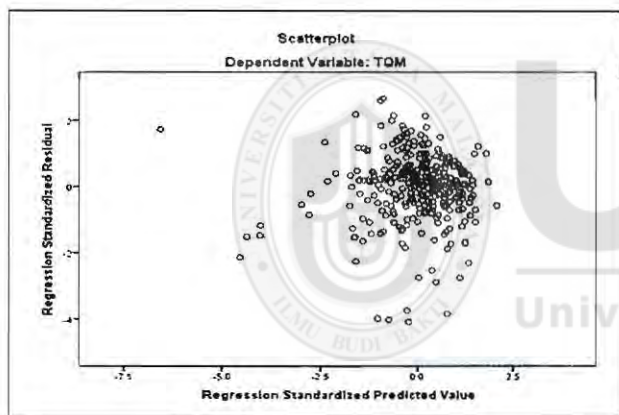
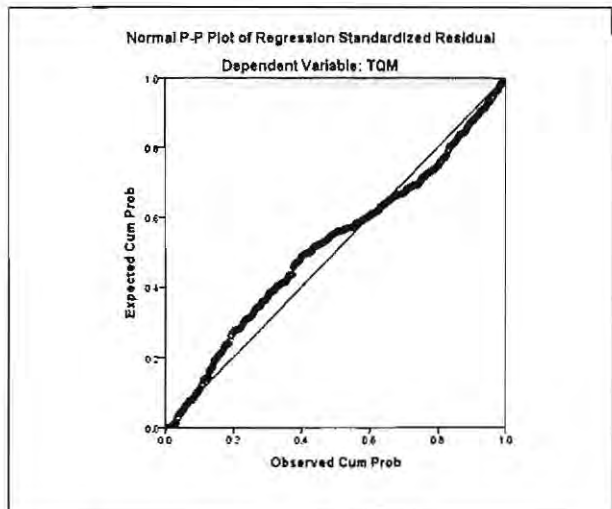
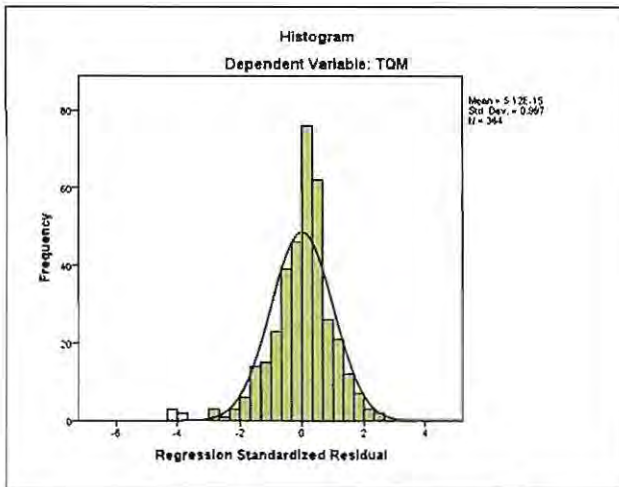
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Appendix G: Linearity Test and Standardized Partial Regression Plot

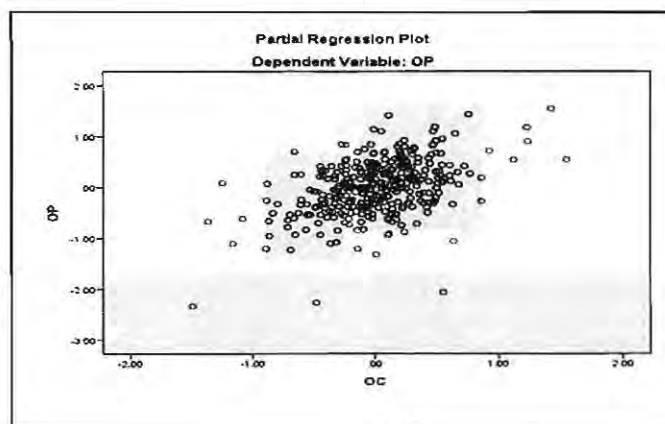
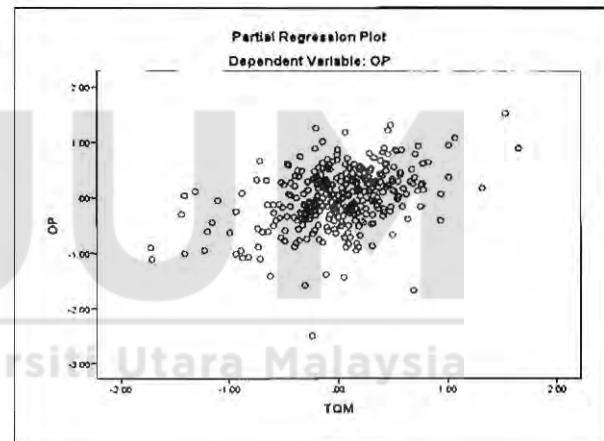
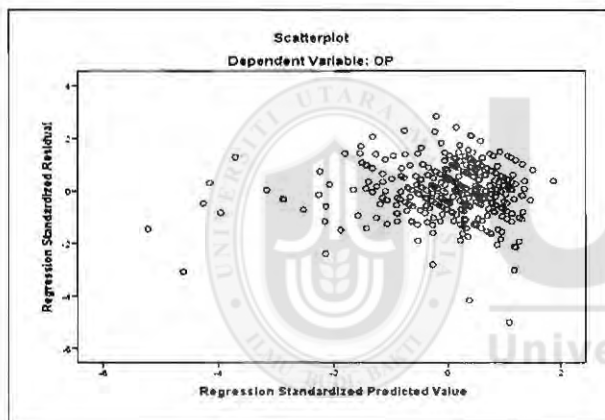
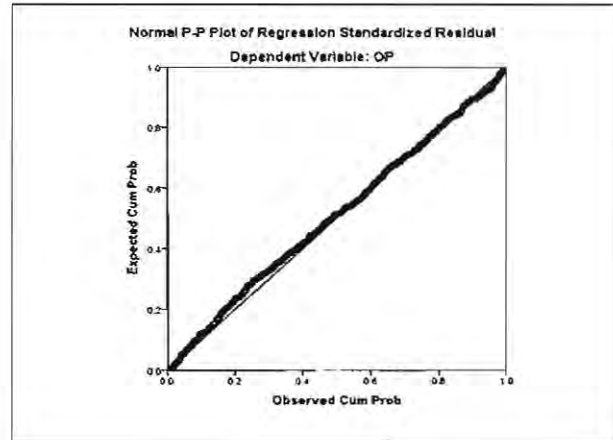
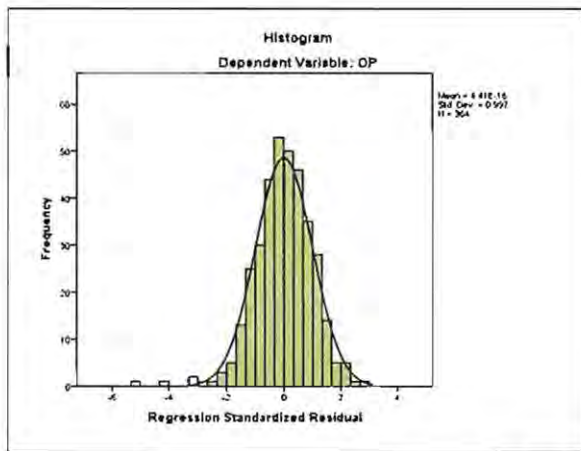
Relationship between EO, MO, TQM and SMEs performance

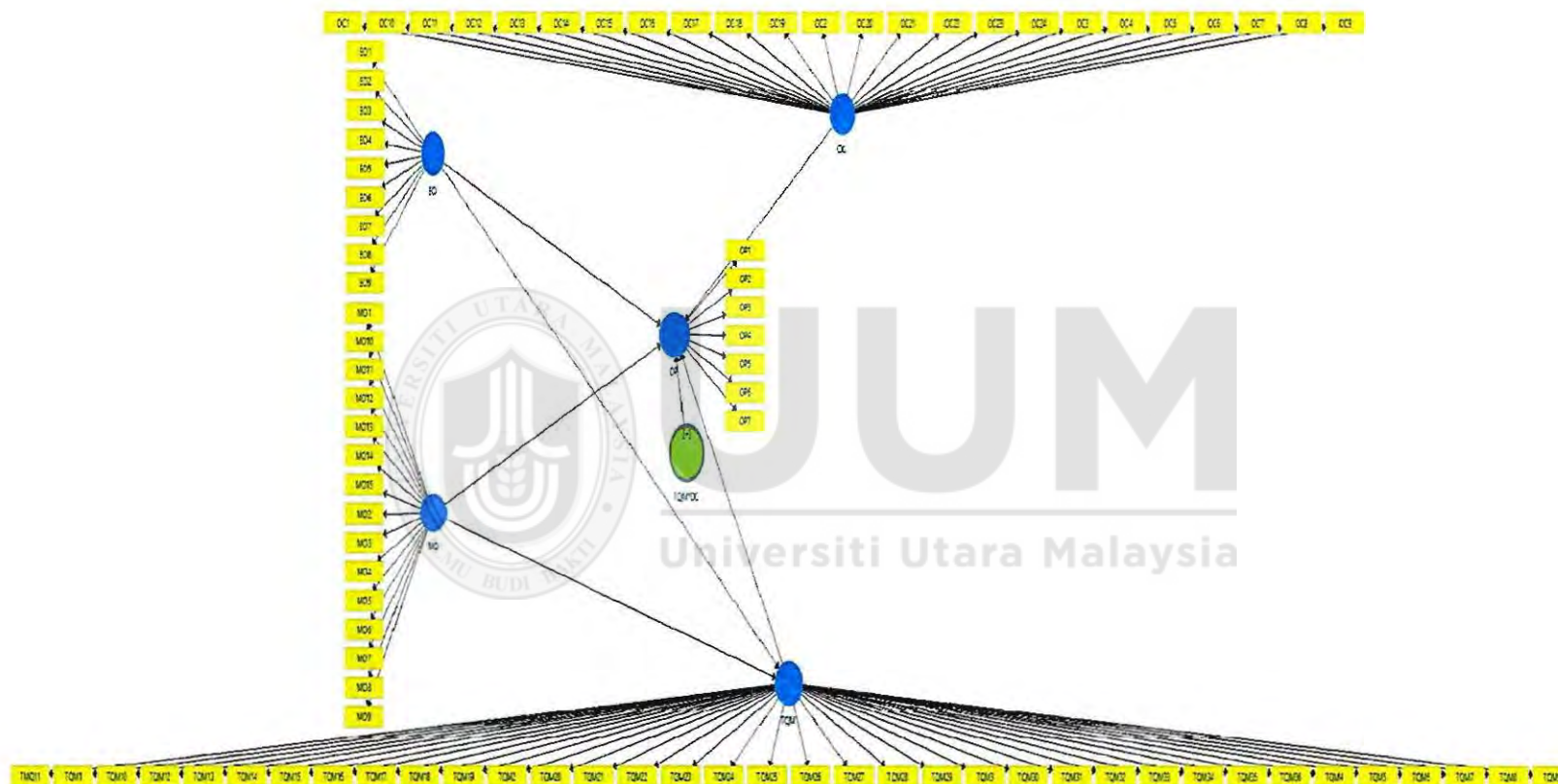


Relationship between EO, MO and TQM



Relationship between TQM, OC and SMEs Performance





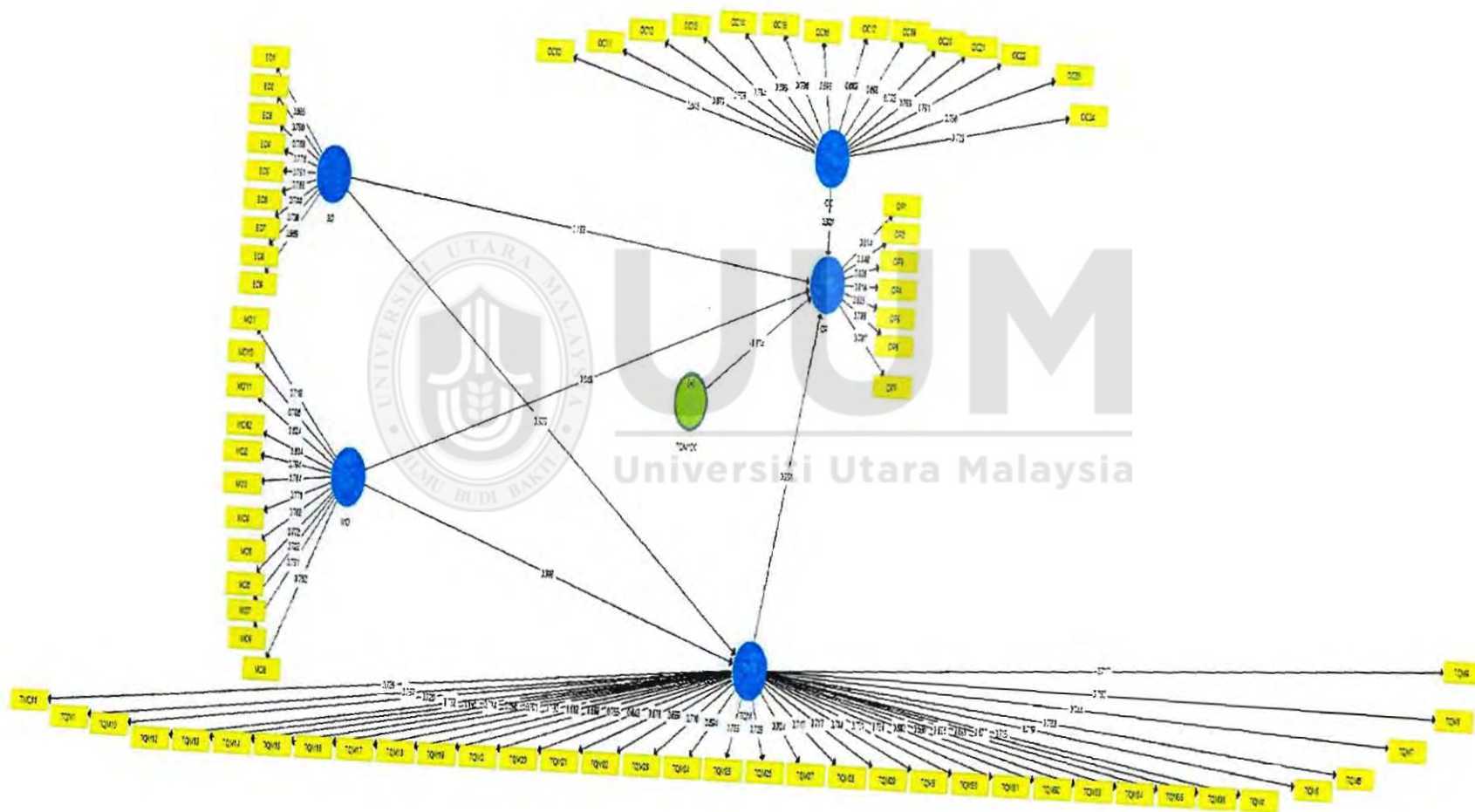
Appendix I: Loadings and Cross Loadings

Construct	EO	MO	OC	OP	TQM
EO1	0.685	0.364	0.327	0.367	0.372
EO2	0.780	0.468	0.402	0.448	0.459
EO3	0.768	0.448	0.434	0.474	0.465
EO4	0.776	0.459	0.390	0.432	0.423
EO5	0.751	0.449	0.396	0.418	0.411
EO6	0.765	0.420	0.413	0.463	0.432
EO7	0.744	0.456	0.415	0.512	0.495
EO8	0.728	0.467	0.452	0.494	0.503
EO9	0.669	0.486	0.436	0.498	0.501
MO1	0.378	0.718	0.297	0.396	0.428
MO10	0.465	0.706	0.359	0.359	0.407
MO11	0.409	0.624	0.377	0.354	0.425
MO12	0.433	0.604	0.467	0.415	0.499
MO2	0.461	0.794	0.396	0.503	0.500
MO3	0.444	0.784	0.381	0.450	0.470
MO4	0.440	0.771	0.362	0.427	0.453
MO5	0.407	0.762	0.357	0.392	0.437
MO6	0.456	0.772	0.352	0.394	0.421
MO7	0.458	0.722	0.371	0.386	0.485
MO8	0.491	0.762	0.366	0.392	0.462
MO9	0.473	0.751	0.417	0.420	0.476
OC10	0.378	0.421	0.645	0.482	0.507
OC11	0.365	0.369	0.679	0.496	0.447
OC12	0.386	0.410	0.703	0.505	0.454
OC13	0.379	0.341	0.704	0.441	0.367
OC14	0.380	0.367	0.693	0.449	0.407
OC15	0.322	0.298	0.706	0.449	0.417
OC16	0.358	0.341	0.695	0.446	0.425
OC17	0.356	0.326	0.689	0.477	0.402
OC19	0.403	0.336	0.693	0.487	0.472
OC20	0.364	0.328	0.723	0.506	0.460
OC21	0.417	0.357	0.759	0.535	0.514
OC22	0.429	0.412	0.751	0.558	0.544
OC23	0.471	0.407	0.756	0.513	0.521
OC24	0.468	0.381	0.723	0.502	0.491
OP1	0.466	0.389	0.521	0.814	0.545
OP2	0.535	0.457	0.591	0.848	0.584
OP3	0.493	0.435	0.537	0.826	0.518
OP4	0.460	0.427	0.538	0.814	0.522
OP5	0.528	0.513	0.552	0.825	0.589
OP6	0.545	0.512	0.591	0.795	0.609
OP7	0.509	0.451	0.611	0.787	0.591
TMQ11	0.451	0.434	0.480	0.493	0.739
TQM1	0.439	0.461	0.481	0.528	0.757

Construct	EO	MO	OC	OP	TQM
TQM10	0.426	0.420	0.461	0.519	0.720
TQM12	0.436	0.455	0.478	0.504	0.752
TQM13	0.443	0.441	0.473	0.505	0.696
TQM14	0.413	0.454	0.498	0.533	0.714
TQM15	0.412	0.405	0.485	0.511	0.696
TQM16	0.413	0.413	0.466	0.493	0.701
TQM17	0.465	0.468	0.481	0.504	0.730
TQM18	0.431	0.428	0.399	0.445	0.682
TQM19	0.443	0.414	0.430	0.434	0.688
TQM2	0.444	0.458	0.503	0.534	0.755
TQM20	0.411	0.418	0.409	0.402	0.643
TQM21	0.442	0.498	0.422	0.433	0.670
TQM22	0.406	0.478	0.412	0.450	0.689
TQM23	0.438	0.497	0.430	0.510	0.710
TQM24	0.407	0.463	0.468	0.512	0.694
TQM25	0.418	0.419	0.442	0.492	0.705
TQM26	0.447	0.437	0.494	0.517	0.725
TQM27	0.449	0.421	0.474	0.494	0.724
TQM28	0.475	0.470	0.464	0.511	0.717
TQM29	0.489	0.488	0.496	0.512	0.717
TQM3	0.432	0.441	0.504	0.523	0.744
TQM30	0.462	0.497	0.445	0.491	0.701
TQM31	0.489	0.487	0.497	0.504	0.738
TQM32	0.423	0.377	0.508	0.500	0.682
TQM33	0.384	0.380	0.493	0.466	0.686
TQM34	0.392	0.370	0.448	0.452	0.656
TQM35	0.384	0.377	0.449	0.465	0.655
TQM36	0.421	0.466	0.451	0.478	0.677
TQM4	0.455	0.426	0.460	0.496	0.715
TQM5	0.441	0.454	0.444	0.493	0.719
TQM6	0.432	0.444	0.440	0.490	0.733
TQM7	0.474	0.453	0.419	0.492	0.744
TQM8	0.465	0.484	0.451	0.530	0.750
TQM9	0.432	0.430	0.475	0.531	0.717

Entrepreneurial Orientation (EO); Market Orientation (MO); Total Quality Management (TQM); Organizational Culture (OC) and Organizational Performance (OP)

Appendix J: Measurement Mode



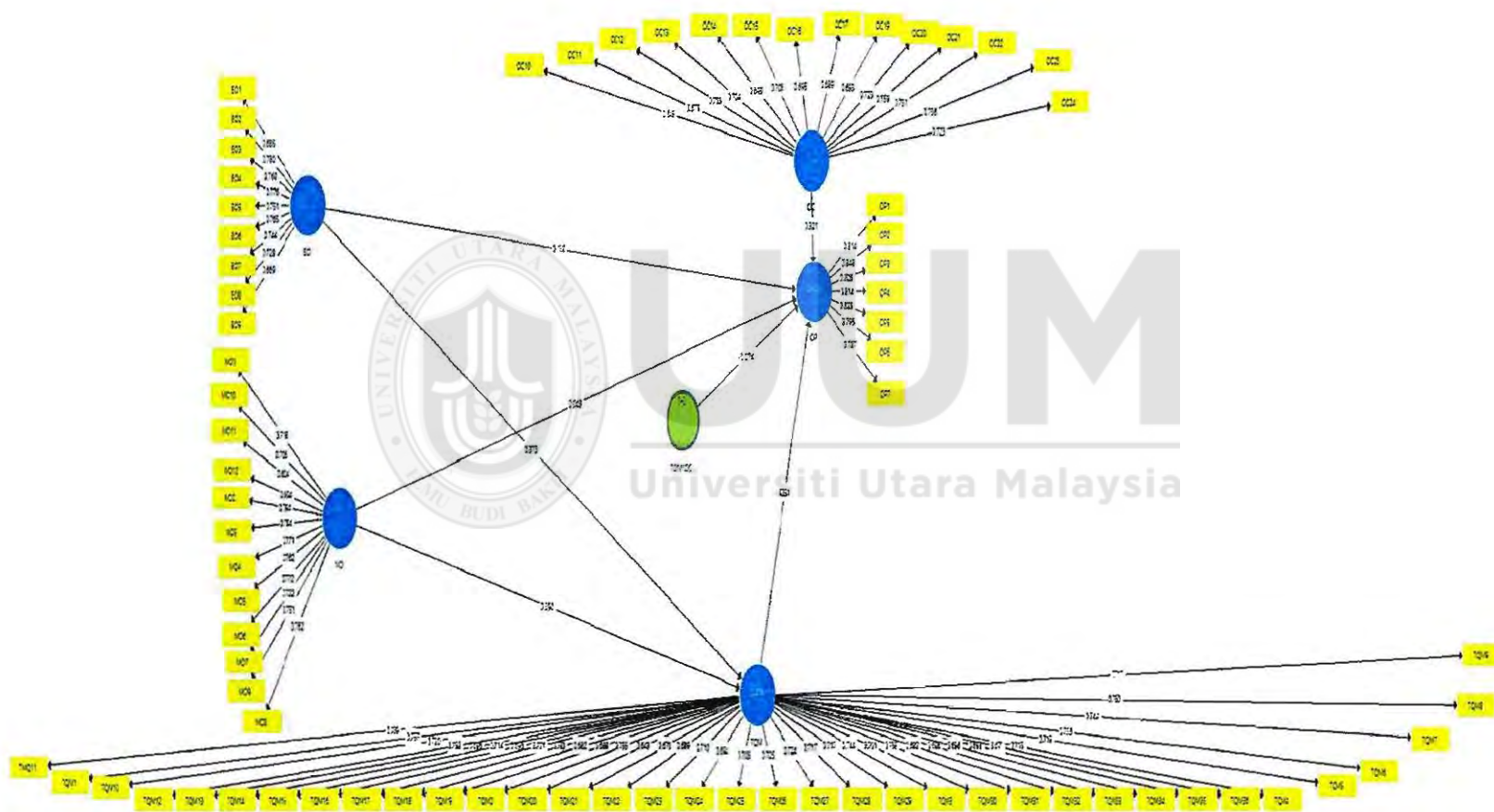
Appendix K: Results of Measurement Model

Model Construct	Measurement Item	Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
Entrepreneurial Orientation	EO1	0.685	0.916	0.550
	EO2	0.780		
	EO3	0.768		
	EO4	0.776		
	EO5	0.751		
	EO6	0.765		
	EO7	0.744		
	EO8	0.728		
	EO9	0.669		
Market Orientation	MO1	0.718	0.933	0.538
	MO2	0.794		
	MO3	0.784		
	MO4	0.771		
	MO5	0.762		
	MO6	0.772		
	MO7	0.722		
	MO8	0.762		
	MO9	0.751		
	MO10	0.706		
	MO11	0.624		
	MO12	0.604		
TQM	TQM1	0.757	0.973	0.504
	TQM2	0.755		
	TQM3	0.744		
	TQM4	0.715		
	TQM5	0.719		
	TQM6	0.733		
	TQM7	0.744		
	TQM8	0.750		
	TQM9	0.717		
	TQM10	0.720		
	TQM11	0.739		
	TQM12	0.752		
	TQM13	0.696		
	TQM14	0.714		
	TQM15	0.696		
	TQM16	0.701		
	TQM17	0.730		
	TQM18	0.682		
	TQM19	0.688		
	TQM20	0.643		
	TQM21	0.670		
	TQM22	0.689		

Model Construct	Measurement Item	Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
Organizational Culture	TQM23	0.710	0.934	0.503
	TQM24	0.694		
	TQM25	0.705		
	TQM26	0.725		
	TQM27	0.724		
	TQM28	0.717		
	TQM29	0.717		
	TQM30	0.701		
	TQM31	0.738		
	TQM32	0.682		
	TQM33	0.686		
	TQM34	0.656		
	TQM35	0.655		
	TQM36	0.677		
	OC10	0.645		
	OC11	0.679		
Organizational Performance	OC12	0.703	0.933	0.666
	OC13	0.704		
	OC14	0.693		
	OC15	0.706		
	OC16	0.695		
	OC17	0.689		
	OC19	0.693		
	OC20	0.723		
	OC21	0.759	0.933	0.666
	OC22	0.751		
	OC23	0.756		
	OC24	0.723		
	OP1	0.814		
	OP2	0.848		
	OP3	0.826		
	OP4	0.814	0.933	0.666
	OP5	0.825		
	OP6	0.795		
	OP7	0.787		

Entrepreneurial Orientation (EO); Market Orientation (MO); Total Quality Management (TQM); Organizational Culture (OC) and Organizational Performance (OP).

Appendix L: Items Loading, Path Coefficient and R2 Value



Appendix M: PLS Bootstrapping Results of the Model

