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ANNEXURE A

Research Questionnaire

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Please take note that to obtain the confidentiality of the organisations that participated in this study the insurance businesses are omitted from this questionnaire



Assessment of entrepreneurial intensity, innovation and corporate entrepreneurship

What you need to do:

1. All employees are kindly requested to complete the questionnaire between 19 and 30 January 2009
2. It will not take you longer than 20 minutes to complete
3. There is no right or wrong answers to these questions so please be as honest and thoughtful as possible in your responses
4. Please answer all the questions
5. Rest assure that your response will be treated confidentially. You do not have to enter your name or contact details on the questionnaire – it remains anonymous.
6. This questionnaire serves as part of a PhD in Entrepreneurship research project which aims to determine the entrepreneurial intensity of the short-term insurance industry in South African and to assess how the internal environment supports entrepreneurship and innovation.

Completing the questionnaire:

The questionnaire consists of three sections, namely:

Section A: Demographic data

Section B: Measurement of the organisation's entrepreneurial intensity

Section C: Employees perception of the workplace and the insurance business

At each section you will find instructions indicating how you should answer the questions. Please read this before answering.

Submitting the completed questionnaire:

After completing the questionnaire, save it in word format and e-mail it to the following address: dgroenewald@uj.ac.za

Thank you for your assistance!!!



Section A: Demographic Data

Instructions:

Please read the following questions and indicate the appropriate option.

You can bold your option or make an "X".

1. Gender

Male	1
Female	2

A1

2. Age

Between 18 and 20 years	1
Between 21 and 25 years	2
Between 26 and 30 years	3
Between 31 and 35 years	4
Between 36 and 40 years	5
Between 41 and 50 years	6
Between 51 and 60 years	7
Older than 60 years	8

A2

3. Ethnicity

Black	1
Coloured	2
Indian or Asian	3
White	4

A3

4. Your highest educational qualification?

Grade 11 or lower (Std 9 or lower)	1
Grade 12 (Matric, std 10)	2
Post-Matric Diploma or certificate	3
Bachelor Degree(s)	4
Post-Graduate Degree(s)	5

A4



5. How many years have you been with this organisation?

Less than 6 months	1
Between 6 to 12 months	2
Between 1 to 2 years	3
Between 3 to 5 years	4
Between 6 to 7 years	5
Between 8 to 10 years	6
Between 11 to 15 years	7
Between 16 to 20 years	8
More than 20 years	9

A5

6. In what Insurance business do you work?

This section is omitted to assure confidentiality of the various insurance businesses

A6

7. What is your current job level?

Top Management (Director)	1
Senior Management (General Manager)	2
Middle Management (Business Manager; HR Manager; Project Manager; Development Manager; Senior Brand Manager; Assistant General Manager)	3
Junior Management (Team Manager; Sales Manager; Marketing Manager; Team Leader (ISS); Brand Manager; Office Manager)	4
Supervisory (Supervisor)	5
Call Centre Staff (Sales Consultant, Contact Centre Consultant, Message Centre Consultant, Sales Administrator)	6
Non Call Centre Staff (Loss Adjustor, Claims Consultant, Personal Assistant, Programmer, Media Planner)	7

A7

8. How many years have you been in your present job?

Less than 6 months	1
Between 6 to 12 months	2
Between 1 to 2 years	3
Between 3 to 5 years	4
Between 6 to 7 years	5
Between 8 to 10 years	6
Between 11 to 15 years	7
Between 16 to 20 years	8
More than 20 years	9

A8



**Section B:
Measurement of organisation's entrepreneurial intensity**

Instructions:

We are interested in measuring how entrepreneurial your organisation is. Please read the following statements.

For each of the following statements in this section, indicate to what degree you agree. Please indicate your answer using the following 5-point scale:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly agree

**You can bold your option or make an "X".
Please answer all the questions**

Organisation orientation

Our organisation is characterised by:

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
1	a high rate of new product/service introductions, compared to our competitors (including new features and improvements)	1	2	3	4	5	B1	
2	an emphasis on continuous improvement in methods of production and/or service delivery	1	2	3	4	5	B2	
3	risk-taking by key executives in seizing and exploring chancy growth opportunities	1	2	3	4	5	B3	
4	a "live and let live" philosophy in dealing with competitors	1	2	3	4	5	B4	
5	seeking of unusual, novel solutions by senior management to problems via the use of "idea people", brainstorming, etc.	1	2	3	4	5	B5	
6	a top management philosophy that emphasises proven products and services, and the avoidance of heavy new product development costs.	1	2	3	4	5	B6	
7	cautious, pragmatic, step-at-a-time adjustments to problems	1	2	3	4	5	B7	
8	active search for big opportunities	1	2	3	4	5	B8	
9	rapid growth as the dominant goal	1	2	3	4	5	B9	
10	large, bold decisions despite uncertainties of the outcomes	1	2	3	4	5	B10	
11	compromises among the conflicting demands of owners, government, management, customers, employees and suppliers	1	2	3	4	5	B11	
12	steady growth and stability as primary concerns	1	2	3	4	5	B12	



New product introduction

If you don't know what the situation regarding product development is in your organisation please indicate this at the following questions – please do not leave the options blank

1. What is the number of new products your organisation introduced during the past two years?

Number of new products:	0		
	1		B13
	2		B14
	3		B15
	4		B16
	5		B17
	6		B18
	7		B19
	8		B20
	9		B21
	10		B22
If more than 10 new products Indicate the exact quantity			B23
I don't know			B24
			B25

2. How does the number of new product improvements or revisions that **YOU** introduced during the past two years compare to previous years?

Significantly less	Less	Same	More	Significantly more	I had no new improvements or revisions	
1	2	3	4	5	6	B26 <input style="width: 50px;" type="text"/>

3. How does the number of new product introductions at your organisation compare with those of your major competitors?

Significantly less	Less	Same	More	Significantly more	I have no knowledge about this	
1	2	3	4	5	6	B27 <input style="width: 50px;" type="text"/>

4. To what degree did these new product introductions include products that did not previously exist in your market ("new to the market")?

Significantly less	Less	Same	More	Significantly more	I have no knowledge about this	
1	2	3	4	5	6	B28 <input style="width: 50px;" type="text"/>



New process introduction

5. Please estimate the number of significant **new methods or operational processes** your organisation implemented during the past two years?

(Examples of process innovations include: new systems for managing customer service or inventories, and improved process for collecting receivables, a major new sales or distribution approach, etc.)

Number of new methods or processes:	0		B29	
	1		B30	
	2		B31	
	3		B32	
	4		B33	
	5		B34	
	6		B35	
	7		B36	
	8		B37	
	9		B38	
	10		B39	
If more than 10 new methods or processes please indicate the exact amount			B40	
I don't know			B41	

6. Which of the following methods has your organisation used to **recognize YOU** for innovative behaviour (new ideas and improvements)?

(Indicate all the ones that apply to you).

Salary raise	1		B42	
Promotion	2		B43	
Release/assigned time	3		B44	
Recognitions awards such as certificates or prizes	4		B45	
One time bonus	5		B46	
Did not have any innovative behaviour	6		B47	

7. On a 1-5 please rate **YOUR satisfaction** with the rewards/recognitions **you have received** for developing new ideas or implementing job improvements.

Only rate the options that you identified in question 6.

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	
Salary raise	1	2	3	4	5	B48 <input type="checkbox"/>
Promotion	1	2	3	4	5	B49 <input type="checkbox"/>
Release/assigned time	1	2	3	4	5	B50 <input type="checkbox"/>
Recognitions awards such as certificates or prizes	1	2	3	4	5	B51 <input type="checkbox"/>
One time bonus	1	2	3	4	5	B52 <input type="checkbox"/>
Did not have any innovative behaviour					6	<input type="checkbox"/>

Section C: Perception of workplace and organisation

Instructions:

We are interested in learning about how **YOU** perceive your workplace and organisation. Please read the following items.

For each of the following statements in this section, indicate to what degree you agree. Please indicate your answer using the following 5-point scale:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly agree

You can bold your option or make an "X".

**Section 1:
Management support for corporate entrepreneurship**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
1	My organisation is quick to use improved work methods that are developed by workers.	1	2	3	4	5	C1 <input type="checkbox"/>
2	In my organisation, developing new ideas for the improvement of the organisation is encouraged.	1	2	3	4	5	C2 <input type="checkbox"/>
3	Top management is aware and very receptive to my ideas and suggestions.	1	2	3	4	5	C3 <input type="checkbox"/>
4	Those employees who come up with innovative ideas on their own often receive management encouragement for their activities.	1	2	3	4	5	C4 <input type="checkbox"/>



**Section 1:
Management support for corporate
entrepreneurship (continues)**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
5	Those actively working in projects are allowed to make decisions without going through elaborate justification and approval procedures.	1	2	3	4	5	C5	
6	Senior managers encourage innovators to bend rules and rigid procedures in order to keep promising ideas on track.	1	2	3	4	5	C6	
7	The top managers have been known for their experience with the innovation process.	1	2	3	4	5	C7	
8	There are several options within the organisation for individuals to get financial support for their innovative projects and ideas.	1	2	3	4	5	C8	
9	People are often encouraged to take calculated risks with ideas around here.	1	2	3	4	5	C9	
10	Individual risk takers are often recognised for their willingness to champion new projects, whether eventually successful or not.	1	2	3	4	5	C10	
11	The term "risk taker" is considered a positive attribute for people in my work area.	1	2	3	4	5	C11	
12	The organisation supports many small and experimental projects realising that some will undoubtedly fail.	1	2	3	4	5	C12	
13	There is considerable desire among people in the organisation for generating new ideas without regard for crossing departmental or functional boundaries.	1	2	3	4	5	C13	
14	People are encouraged to talk to employees in other departments of this organisation about ideas for new projects.	1	2	3	4	5	C14	

**Section 2:
Work discretion**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
15	I feel that I am my own boss and do not have to double check all of my decisions with someone else	1	2	3	4	5	C15	
16	Harsh criticism and punishment result from mistakes made on the job.	1	2	3	4	5	C16	
17	This organisation provides the chance to be creative and to try my own methods of doing the job.	1	2	3	4	5	C17	



**Section 2:
Work discretion (continues)**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
18	This organisation provides the freedom to use my own judgement.	1	2	3	4	5	C18
19	This organisation provides the chance to do something that makes use of my abilities.	1	2	3	4	5	C19
20	I have the freedom to decide what I do on my job.	1	2	3	4	5	C20
21	It is basically my own responsibility to decide how my job gets done.	1	2	3	4	5	C21
22	I almost always get to decide what I do on my job.	1	2	3	4	5	C22
23	I have much autonomy on my job and am left on my own to do my own work.	1	2	3	4	5	C23
24	There is a lot of challenge in my job.	1	2	3	4	5	C24

**Section 3:
Rewards/Reinforcements**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
25	My manager helps me get my work done by removing obstacles and roadblocks.	1	2	3	4	5	C25
26	The rewards I receive are dependent upon my work on the job.	1	2	3	4	5	C26
27	My supervisor will increase my job responsibilities if I am performing well on my job.	1	2	3	4	5	C27
28	My supervisor will give me special recognition if my work performance is especially good.	1	2	3	4	5	C28
29	My manager would tell his/her boss if my work was outstanding.	1	2	3	4	5	C29
30	A promotion usually follows from the development of new and innovative ideas	1	2	3	4	5	C30
31	There are several options within the organisation for individuals to get financial support for their innovative projects and ideas.	1	2	3	4	5	C31
32	Individuals with successful innovative projects receive additional rewards and compensations beyond the standard reward system for their ideas and efforts.	1	2	3	4	5	C32
33	During the past year, my immediate supervisor discussed my work performance with me frequently.	1	2	3	4	5	C33
34	I clearly know what level of work performance is expected from me in terms of amount, quality and timeliness of output.	1	2	3	4	5	C34



**Section 4:
Time availability**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
35	During the past three months, my work load kept me from spending time on developing new ideas.	1	2	3	4	5	C35
36	I always seem to have plenty of time to get everything done.	1	2	3	4	5	C36
37	I have just the right amount of time and work load to do everything well.	1	2	3	4	5	C37
38	My job is structured so that I have very little time to think about wider organisational problems.	1	2	3	4	5	C38
39	I feel that I am always working with time constraints on my job.	1	2	3	4	5	C39
40	My co-workers and I always find time for long term problem solving.	1	2	3	4	5	C40
41	An employee with a good idea is often given free time to develop that idea.	1	2	3	4	5	C41

**Section 5:
Organisational boundaries**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
42	In the past three months, I have always followed standard operating procedures or practices to do my major tasks.	1	2	3	4	5	C42
43	There are many written rules and procedures that exist for doing my major tasks.	1	2	3	4	5	C43
44	On my job I have no doubt of what is expected of me.	1	2	3	4	5	C44
45	There is little uncertainty in my job.	1	2	3	4	5	C45
46	My job description clearly specifies the standards of performance on which my job is evaluated.	1	2	3	4	5	C46
47	I seldom have to follow the same work methods or steps for doing my major tasks from day to day.	1	2	3	4	5	C47



**Section 6:
Specific climate variables**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
48	This organisation definitely rewards employees who take calculated risks and innovate.	1	2	3	4	5	C48
49	Jobs in this organisation tend to be broadly defined with considerable discretion in how tasks are performed.	1	2	3	4	5	C49
50	In this organisation, employees can pursue multiple career paths.	1	2	3	4	5	C50
51	This organisation tries hard to develop the creative potential of employees.	1	2	3	4	5	C51
52	Annual performance appraisals in this organisation include an evaluation of employee innovativeness.	1	2	3	4	5	C52
53	Around here, it seems like there is more concern with process than with performance.	1	2	3	4	5	C53
54	This organisation does a good job of balancing incentives for individual initiative with incentives for team collaboration.	1	2	3	4	5	C54
55	If you are not innovating on the job, you cannot get ahead in this organisation.	1	2	3	4	5	C55
56	An overly bureaucratic structure takes away from our ability to be entrepreneurial in the organisation.	1	2	3	4	5	C56
57	Our organisation is organised in a way that encourages managers to “micromanage” employees and projects.	1	2	3	4	5	C57
58	We have too many levels of management in this organisation.	1	2	3	4	5	C58
59	I would characterise the organisational structure as being highly flexible.	1	2	3	4	5	C59
60	A rigid chain of command limits our ability to experiment with new ideas.	1	2	3	4	5	C60
61	Red tape and slow approval cycles are problems in this organisation.	1	2	3	4	5	C61
62	Managers in this organisation strongly believe in delegating decision-making responsibility.	1	2	3	4	5	C62
63	Controls are very tight in this organisation. We tend to count every rand, every hour.	1	2	3	4	5	C63
64	Senior management focuses on eliminating any slack within budgets.	1	2	3	4	5	C64
65	Once budgets are finalised and accepted, they are difficult to revise.	1	2	3	4	5	C65
66	The lines of command clearly allocate authority and responsibility to each business unit/department.	1	2	3	4	5	C66



**Section 6:
Specific climate variables (continues)**

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
67	The organisational structure is very clearly defined and delineated.	1	2	3	4	5	C67	
68	In this organisation, employees have a lot of say in how things are done.	1	2	3	4	5	C68	
69	The culture in the organisation is one that rewards the tried and the true.	1	2	3	4	5	C69	
70	This is a business that celebrates innovative achievements.	1	2	3	4	5	C70	
71	We have a culture that strongly discourages failure.	1	2	3	4	5	C71	
72	There is a sense of urgency in this organisation regarding the importance of change and innovation.	1	2	3	4	5	C72	
73	This organisation subscribes to the motto "if it is not broken, don't fix it".	1	2	3	4	5	C73	
74	Innovation and risk taking are core values in this organisation.	1	2	3	4	5	C74	
75	New ideas tend to receive quick go/no decisions from management in this organisation.	1	2	3	4	5	C75	
76	The organisation's environment encourages people to talk openly with others about ways to improve the firm's operations.	1	2	3	4	5	C76	