

APPENDIX A

English Questionnaire

A study of Reaction of Employees in One Organization to Balanced Scorecard (BSC)

This questionnaire has been designed as part of a research paper and a partial fulfillment of the requirements for a Master of Arts in English for Careers, Language Institute, Thammasat University. The purpose of the questionnaire is to examine the factors that may influence employee reaction to BSC. All responses will be treated with the strictest confidence and used for research purposes only. Your cooperation in completing this questionnaire is highly appreciated. If you have any inquiry, kindly contact Supatra Nasriwongchai at 081-640-4410 or deesupatra@yahoo.com

Part 1: Demographic Information

Introduction: Please mark ✓ in the box or fill in the blank that corresponds to yourself

1. Gender

☐ Male

☐ Female

2. Age

☐ 21-30

☐ 31-40

☐ 41-50

☐ Over 51

3. Highest Educational level

☐ Vocational Certificate

☐ Higher Vocational Certificate

☐ Bachelor's Degree

☐ Master's Degree or Higher

☐ Other (please specify) _____

4. Majored Education

☐ Accounting

☐ Human Resources

☐ Business Administration

☐ Other (please specify) _____

5. Marital Status☐

Single

☐

Married

☐

Separated/Divorced

☐

Widowed

Part 2: Working Information

Introduction: Please mark ✓ in the box or fill in the blank that corresponds to yourself.

6. Experience with your current company☐

0-2 years

☐

3-4 years

☐

5-6 years

☐

7-8 years

☐

9-10 years

☐

Over 10 years

7. Your current department is☐

Accounting and Finance

☐

Sales and Marketing

☐

Air Freight

☐

Sea Freight

☐

Operation

☐

Human Resources & IT

8. Your current position is _____**9. Do you have subordinates?**☐

Yes

☐

No

10. You get the information about BSC from☐

Management

☐

Manager/Supervisor

☐

Colleagues

☐

E-mail

☐

Other (please specify) _____

Part 3: BSC Awareness and Understanding

Instruction: Please rate your opinion of BSC by checking ✓ in the box of the following scale to complete this questionnaire.

- 1 Strongly disagree
 2 Disagree
 3 Undecided
 4 Agree
 5 Strongly agree

Description	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
11. You know that BSC has been implemented in your organization					
12. You agree with BSC implementation in your organization					
13. You know the purpose for your organization implementing BSC					
14. You have attended a BSC training course					
15. You know the concept and process of BSC implementation					
16. You think that BSC can be completed easily					
17. You are sure that BSC can make your organization develop					
18. You think that the implementation should be processed and data recorded by internal employees					
19. You think that the organization should have a BSC consultant from outside					
20. You can express your ideas about BSC implementation freely					
21. BSC has been communicated throughout your organization					
22. BSC has been conveyed to employees by using understandable language					
23. BSC presents a clear financial target of your organization					
24. BSC can lead to more understanding as to what your customers need					
25. BSC decreases the number of internal processes					
26. BSC can help you leverage your competency					
27. BSC can help you improve your weak points					

Part 4: Suggestions

28. What do you expect to obtain from BSC implementation?

- ☐ Earnings raised
 - ☐ Cross-departmental collaboration increased
 - ☐ Internal process developed to achieve the organization's goals
 - ☐ Other (please specify) _____
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29. What should the management do to encourage the employees to comply with BSC implementation ?

- ☐ The management review strategies quarterly and adjust the suitable operating process to succeed organization's target
 - ☐ The management arrange BSC training courses both in theory and workshops monthly
 - ☐ The management communicates with all employees to give a clear understanding of how important and beneficial BSC is for employees
 - ☐ Other (Please specify) _____
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Thank you very much for your completing this questionnaire.