

APPENDIX: 3

Questionnaire

(For testing and validating the proposed bio-inspired model of organizational excellence model)

Part A: Personal Information

1. Name (optional): _____
2. Age (in years):
 20-30 31-40
 41-50 51-60 More than 60
3. Gender:
 Male Female
4. Education:
 Diploma Graduate Post-graduate
5. Work experience (in years):
 5-10 10-20 More than 20
6. Name of the organization (optional): _____
7. Current designation: _____

Part B: Please mark your responses by clicking the option that best match your beliefs and experiences on the 5 point scale as follows:

1-Strongly disagree 2-Disagree 3-Not sure 4-Agree 5-Strongly Agree

1 2 3 4 5

Relationship between employees' willingness to perform and various organizational factors.

1. Delegating authority and giving autonomy to individuals enhances their willingness to perform and deliver responsibilities.
2. Individuals who are self-motivated and committed to the organization are more willing to perform and deliver responsibilities.
3. Alignment of individual's personal goal with the organizational goal enhances willingness of an individual to perform and deliver responsibilities.
4. Role ambiguities influence a person's willingness to perform and deliver responsibilities.
5. Predetermining outcomes within an agreed time period enhances willingness of an individual to perform and deliver responsibilities.

Relationship of coordination with various organizational factors.

6. Shared purpose of an organization improves coordination among various subunits.

7. Interdependence of various functional units on each other diminishes collaboration between them.
8. Holistic thinking makes organizational coordination more effective.
9. The leadership style of the coordinating team affects the degree of coordination within and between the functional groups.
10. Communication between various functional groups in an organization is a prerequisite in bringing coordination.
11. Collaborative decision making in an organization improves coordination among various subunits.

Relationship of organizations' innovativeness with other parameters.

12. Innovation can be achieved by being open to learning.
13. Collaborative circles hinder development of new ideas and innovation.
14. Thinking unconventionally from a new perspective drives innovation.

Relationship of effective organizational communication with other parameters.

15. Organizational communication norms are inappropriate in build up overall internal coordination.
16. Collaborative organizational structure facilitates communication to take place in an effective way.
17. Distortion of message makes organizational communication ineffective.

Relationship of organizational adaptability with other parameters.

18. Flexibility of an organization enhances its ability to adopt and sustain change.
19. Feedback mechanism enhances organizations' ability to adopt and sustain change.
20. Proactive approach enhances organizational ability to adopt and sustain change

Relationship of optimized supply chain with other organizational parameters.

21. A robust operating system (seamless, timely and precise) ensures the optimal functioning of a manufacturing and distribution supply chain.
22. Optimal flow velocity is essential in optimal functioning of a manufacturing and distribution supply chain.
23. Optimal location of critical links in supply chain is vital in optimal functioning of a manufacturing and distribution supply chain.

Influence of various factors on organizational process control

24. Self regulation maintains performance delivery within the acceptable range.
25. A built-in warning system helps in managing deviations in planned progress of various organizational processes.
26. Clearly defined performance indicators eliminate the deviations from planned progress of organizational processes.

Affect of various factors on organizational promptness to respond

27. Linking various organizational subunits with each other negatively affects its overall responsiveness.
28. Conflict in an organization increases the response time of that organization.
29. Availability of standing work procedures for each function reduces the response time of organizations.
30. Availability of adequate information as and when required enhances the promptness of an organization in responding to stimulus.

Influence of various factors on reliability and maintainability of an organization

31. Redundancy in design enhances successful performance of an organization's intended functions.
32. Elimination of non performing unit in an organization enhances overall performance of that organization.
33. Presence of dedicated people to manage different activities enhances the organizational responsiveness.
34. Organizational immunity to internal and external threats enhances the likelihood that it will perform as required during the period of operation.
35. Lack of robust administrative and technological framework affects overall performance of organizations.