Appendix A. Questionnaire

The purpose of this survey is to collect inputs for the educational purpose as a part of the Doctoral Program in Innovation and Industrial Management at King Mongkut's Institute of Technology Ladkrabang. The inputs gathered from this survey will be used to identify the relationships of factors of HR Analytics and the Organizational Performance among companies in Thailand. The survey consists of three parts, 1) Personal Information, 2) Organizational Information and 3) Relationships of factors of HR Analytics and the Organizational Performance. This survey intends to formulate the framework indicates the implications of HR Analytics and relevant factors to the Organizational Performance.

The questionnaire should take only a few minutes of your time and the researchers would like to sincerely thank you for your cooperation in completing our survey research.

Part 1: Personal Information

Please select the answer for the following question:

1. Gender

    ☐ Male   ☐ Female   ☐ Unspecified

2. Age

    ☐ 21-30   ☐ 31-40   ☐ 41-40   ☐ 51-60   ☐ 60 and above

3. What is your highest educational level?

    ☐ Below Bachelor's degree

    ☐ Bachelor's degree

    ☐ Master's degree

    ☐ Doctor's degree

4. What is your position title?

    ☐ The highest rank in the organization (N) i.e. CEO, President

    ☐ N-1 i.e. CPO, CHRO, Head of HR, EVP of HR

    ☐ N-2 i.e. HR Director, VP of HR

    ☐ N-3 i.e. HR Manager, AVP of HR

    ☐ N-4 i.e. HR Supervisor

    ☐ N-5 i.e. HR Officer

5. How long have you been working with your current organization?

    ☐ Less than 1 year

    ☐ 1-2 years

    ☐ 3-5 years

    ☐ 6-10 years

    ☐ 11-15 years

    ☐ 16-20 years

    ☐ More than 20 years

6. How many years of your working experiences, in total?

    ☐ Less than 1 year

    ☐ 1-2 years

    ☐ 3-5 years

    ☐ 6-10 years

    ☐ 11-15 years

    ☐ 16-20 years

    ☐ More than 20 years

7. How do you rate your knowledge and understanding about HR analytics?

    ☐ Very Good (Knowledgeable, Doable, and Explainable)

    ☐ Good (Knowledgeable and Doable)

    ☐ Fair (Knowledgeable)

    ☐ Poor (Limited knowledge or none)

Part 2: Organizational Information

Please select the answer for the following question:

1. What is the approximate range of the organization's annual revenue in year 2021?

    ☐ Less than 500 Million Baht

    ☐ 501 – 2,000 Million Baht

    ☐ 2,001 – 5,000 Million Baht

    ☐ 5,001 – 10,000 Million Baht

    ☐ 10,001 – 20,000 Million Baht

☐ 20,001 – 50,000 Million Baht

☐ More than 50,000 Million Baht

2. What is the approximate range of numbers of employees, in year 2021?

☐ Less than or equal to 200 people

☐ 201 – 500 people

☐ 501 – 1,000 people

☐ 1,001 – 2,000 people

☐ 2,001 – 5,000 people

☐ More than 5,000 people

3. What is the business's type of your organization?

☐ Agriculture, forestry and fishing

☐ Mining and quarrying

☐ Manufacturing

☐ Electricity, gas, steam and air conditioning supply

☐ Water supply; sewerage, waste management and remediation activities

☐ Construction

☐ Wholesale and retail trade; repair of motor vehicles and motorcycles

☐ Transportation and storage

☐ Accommodation and food service activities

☐ Information and communication

☐ Financial and insurance activities

☐ Real estate activities

☐ Professional, scientific and technical activities

☐ Administrative and support service activities

☐ Public administration and defense; compulsory social security

☐ Education

☐ Human health and social work activities

☐ Arts, entertainment and recreation

☐ Other service activities

☐ Activities of households as employers

☐ Other, please specifies…

4. What is the parentship of your organization?

☐ Thai   ☐ Foreign

5. What is the ownership type of your organization?

☐ State-owned Enterprise

☐ Public Organization

☐ Privately-owned

☐ Public company limited

6. How do you rate the level of HR Analytics practiced in your organization?

☐ Advance (At least once a week and regular)

☐ Intermediate (At least once a month and regular)

☐ Basic (One a year or rarely)

Part 3: Please rate the degree to which you agree or disagree with the following statements about relationships of factors of HR Analytics and the Organizational Performance.

1 = Strongly Disagree, 2 = Disagree, 3 = Moderately Agree, 4 = Agree, 5 = Strongly Agree

Organizational Culture	Strongly Disagree (1)	Disagree (2)	Moderately Agree (3)	Agree (4)	Strongly Agree (5)
Mission 1. Vision, mission, and strategy are clearly communicated, in our organization 2. There are both short-term and long-term directions set in our organization 3. The vision from leaderships create excitement and motivation to the employees					
Collaboration 4. Our organization highly involves the employees in driving the critical tasks 5. Our organization tends to rely on teamwork to get things done 6. Managements in our organization encourage the employees to share and discuss their ideas					
Adaptability					

7. The way things are done in our organization is very flexible and easy to change 8. Our organization is capable of coping with changes from the customers and external factors in quick manner 9. Our organization views failures as learning for future improvement					
Consistency 10. Members in our organization share the same alignment in values and believes 11. Members in our organization understand and commit to vision, mission, and strategy 12. There is the same alignment among departmental strategies and the company's strategies in our organization					

Part 3: *(Continued)*

Technology Adoption	Strongly Disagree (1)	Disagree (2)	Moderately Agree (3)	Agree (4)	Strongly Agree (5)
Information Quality 13. Data used in our organization has consistency and is most recent					

14. Data used in our organization is prepared in the ready-to-use format					
15. Data used in our organization is correct and trustworthy					
System Integration 16. Data from various sources within our organization are accessible easily 17. The information systems across our organization are well integrated 18. The information systems can effectively combine the different types of data from across our organization					
System Complexity 19. Our organization has standardized information systems 20. All departments in our organization use information system in their business activities 21. Information systems used in our organization are suitable and easy to use					
Technological Flexibility 22. Our organization can easily adopt new technologies to provide better information services					

23. Technologies used in our organization are flexible to adjust in meeting new demands or conditions					
24. Our organization adopts the new technologies appropriately					

Part 3: *(Continued)*

HR Competencies	Strongly Disagree (1)	Disagree (2)	Moderately Agree (3)	Agree (4)	Strongly Agree (5)
Business Knowledge 25. Our HR professionals have excellent business knowledge and understanding 26. Our HR professionals are capable of interpreting business problem to required actions 27. Our HR professionals understand the relationship of HR services to the business impacts					
Technology Knowledge 28. Our HR professionals have good understanding of technological trends 29. Our HR professionals know how to apply					

technologies to enhance the working productivity 30. Our HR professionals aware of the benefits of technologies to both HR department and the organization					
Analytics skills 31. Our HR professionals know about the concept of data analytics and how to interpret the outcomes 32. Our HR professionals are equipped with analytical techniques (i.e. data preparation, root cause analysis, data analysis, and multivariate analysis) 33. Our HR professionals understand and know how to perform HR Analytics					
Consulting skills 34. Our HR professionals can utilize information to effectively provide the recommendations to key stakeholders 35. Our HR professionals can conduct change management effectively in the organization 36. Our HR professionals can effectively manage the tasks in project-based manner					

Storytelling Skills					
37. Our HR professionals demonstrate effective communication to key stakeholders					
38. Our HR professionals can effectively engage the audiences during the business presentation					
39. Our HR professionals can provide recommendations that easy to understand by the managements					

Part 3: *(Continued)*

HR Analytics	Strongly Disagree (1)	Disagree (2)	Moderately Agree (3)	Agree (4)	Strongly Agree (5)
Descriptive					
40. Our organization has dashboards that display key metrics about the employees are available for the managements					
41. Our organization often utilize chart/graph(s) to describe findings relate to the employees					
42. Our organization often uses historical data relates to the employees are often					

utilized to describe what had happened					
Predictive 43. Our organization often use employee-related data to perform statistical analysis such as simple correlation 44. Our organization analyzes employee-related data in the past to forecast what may happen in the future 45. Our organization discovers the meaningful insights that benefits the organizational management through analysis of employee-related data					
Prescriptive 46. Our organization uses simulation model to identify the best scenario for human resources management 47. Our organization has capability to predict necessary actions that require to achieve the desirable outcomes in human resources management 48. Our organization has experienced the results of each scenario made in					

human resource management, as predicted					

Part 3: *(Continued)*

Organizational Performance	Strongly Disagree (1)	Disagree (2)	Moderately Agree (3)	Agree (4)	Strongly Agree (5)
Financial 49. Our organization has sales growth over the past three years 50. Our organization has reduction of operating costs over the past three years 51. Our organization has EBITDA growth over the past three years					
Customer 52. Our organization provides better quality of services to the customers; compare to the competitors in the same industry 53. Our organization has better customer satisfaction rate: compare to the competitors in the same industry 54. Our organization has better customer retention rate; compare to the					

competitors in the same industry					
Internal Process 55. Productivity of our employees has improved over the past three years 56. Defect/complains of our product/service(s) has decreased over the past three years 57. Our organization capable of creating innovation(s) (i.e. new products, new services, and new operating model)					
Learning and Growth 58. Our organization has lower turnover rate of talents over the past three years 59. Our employees have improvement in knowledge, skills, and abilities perform their jobs 60. Employee satisfaction score in our organization has improved over the past three years					