

Questionnaire

Dear ladies and gentlemen

Hello! Thank you for filling out this questionnaire in your busy schedule. The purpose of this questionnaire is to investigate the relationship between entrepreneurship, dynamic capabilities of enterprises, organizational innovation atmosphere and innovation performance of SMEs. This questionnaire is anonymous. The survey results are only for academic research. Please feel free to answer. There is no right or wrong answer. I just hope you can express your true opinions and ideas. Your enthusiastic participation will contribute to the successful completion of this study. I sincerely thank you for your support and participation. I wish you good health and smooth work!

Part I Basic Information

1. Gender: Male Female
2. Age:
 Aged 25 and below Aged 26-35 Aged 36-45 Aged 46-55 Aged 55 and above
3. Years of service:
 1-3 years 4-6 years 7-9 years more than 10 years
4. Position level in the company:
 Senior manager Middle manager Primary supervisor
5. Years of establishment:
 Less than 3 years 3-5 years 6-10 years 11-15 years More than 15 years
6. Company size:
 Less than 20 persons 20-50 persons 50-100 persons 100-500 persons More than 500 persons
7. Enterprise type
 Agriculture, forestry, animal husbandry and fishery Industry Construction Wholesale Retail Transportation Storage Postal Accommodation Catering Information transmission Software and information technology services Real estate development and operation Property management Leasing and business services Others

Part II Entrepreneurship

- 1、 Innovation spirit
 1. I always consider introducing new products or services to the market
 2. I always consider introducing products or services to new markets
 3. I always consider adopting new ways or methods to conduct business
 4. I like to try new ways or methods to achieve my goals
 5. I like to solve problems with innovative methods
 6. I often see problems and changes as opportunities
 7. I am good at integrating ideas, problems and resources from different sources and applying them to new fields
- 2、 Risk bearing
 1. I always adopt an optimistic attitude in the face of uncertainty
 2. I have a high tolerance for future uncertainty

3. In the face of unpredictable future, I will always try my best to seize the opportunity

4. I tend to take bold and positive actions to seize opportunities

5. I tend to take bold and positive actions to achieve my goals

6. I am willing to take higher risks for higher income

7. I can accept product hoarding, bid abandonment or loss

3、 Spirit of contract

1. I prefer to keep the strong competitive position of the enterprise as far as possible

2. I tend to maintain the efficient operation of the enterprise

3. I will resolutely fulfill my commitment to employees

4. I will earnestly perform the contract even if I do not have to bear the responsibility for breach of contract

5. I always consciously assume the responsibilities that are not specified in the transaction contract but actually should be borne

6. I am always willing to make extra efforts to fulfill the transaction contract

7. I always adhere to the principle of operating the enterprise with integrity

8. I will never promise anything that I cannot complete or will not do at all

9. I prefer to operate the enterprise in a way that complies with laws and regulations and government policies

10. I tend to operate the enterprise in a way that conforms to social customs and ethical norms

Part III Enterprise Dynamic Capability

1、 Learning absorptive capacity

1. The enterprise often organizes employees to participate in learning and training activities in the industry

2. The enterprise has rich internal and external learning contents and diverse channels

3. The enterprise has a systematic and perfect training and learning system

4. The enterprise can quickly learn and absorb new knowledge and technology

5. The enterprise can use new knowledge and technology to develop new products and expand new markets

2、 Resource integration capability

1. The enterprise can integrate new information and existing knowledge capabilities into organizational capabilities

2. All departments of the enterprise can complete tasks synchronously, cooperatively and coordinately

3. The enterprise can allocate various resources in time to cope with environmental changes

4. The enterprise can timely obtain external funds, supply chain, marketing network and other resources as needed

5. The enterprise often cooperates with other enterprises and social institutions

3、 Organizational change capability

1. The enterprise can respond reasonably and quickly according to the changes of external environment and market

2. The enterprise can make appropriate strategic and industrial model choices according to development needs

3. The enterprise can make timely and appropriate changes to the original decision-making rules and governance mechanisms according to the development needs
4. The enterprise can grant decision-making autonomy to corresponding departments, teams or workers in due time according to the needs of the project

Part IV Organizational Innovation Atmosphere

1、 Team motivation

1. There are indicators related to innovation in the performance appraisal system of team members.
2. The team can objectively evaluate the innovation achievements of team members.
3. The team will reward employees who have reasonable ideas.
4. The team can give employees material rewards such as cash and dividends for innovation.
5. The team can give the employees spiritual rewards such as commendation and honor.
6. Within the team, members with innovative spirit are more likely to be reused and promoted.

2、 Superior support

1. Your employees' creativity in work can be supported by their superiors.
2. The leaders of your company can appropriately authorize.
3. Your employees can get support from their superiors when facing difficulties.
4. The leaders of your company encourage new and innovative ideas of employees.

3、 Resource guarantee

1. Your employees have sufficient human support in completing their work.
2. The employees of your company have sufficient financial guarantee in completing their work.
3. Your employees have reasonable time to use in completing their work.
4. The employees of your company have adequate equipment guarantee in completing their work.

4、 Employee's work intention and behavior

1. Your employees can decide how to implement the work plan.
2. There is room for your employees to work independently.
3. Your employees can set their own work schedule.

Part V Enterprise Innovation Performance

1、 Product innovation performance

1. Your company has strong product development ability.
2. The commercialization of your products is fast.
3. Your new products can maintain and improve market profitability.
4. Your new products have a high market share.

2、 Process innovation performance

1. Your company's work task, decision-making and information system innovation, as well as production innovation and process innovation are fast
2. Your company has strong ability in product quality, process quality, process flexibility and production cost reduction
3. In the process of innovation, your company accepts process innovation quickly