REFERENCES


I am E. VERONICA (Research Associate) pursuing PH.D degree. I am doing a research on "MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR BETWEEN EMPLOYEE COMMITMENT AND EMPLOYEE OUTCOME" as per the University requirement to fulfill my research. So I request you to kindly spend your valuable time for this survey and provide possible answer for all the questions.

DEMOGRAPHIC:

Age : 

Gender : Male ( ) Female ( )

Education Qualification : 

Level of Income : Less than 15000 ( ) 15000 – 25000 ( )

25000 – 35000 ( ) 35000 – 45000 ( )

Above 45000 ( )

Designation : 

Years of Working Experience :
I. Employee Commitment

First section focuses on employee commitment. Please read each statement carefully then circle one of the numbers 1-5 that reflects your opinion closest. There is no right or wrong answer to any of the statements.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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</table>

**AFFECTIVE COMMITMENT**

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<tr>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>I always stand up for my co-workers.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>When I talk about my co-workers, I would rather say “we” than “they”.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>I shall be very happy to spend the rest of my career with this organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>I enjoy discussing about my organization with people outside it</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>I really feel as if this organization's problems are my own</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>I think that I can easily become as attach myself to another organization as I am to this one</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>I do not feel like 'part of the family' at my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>I do not feel 'emotionally attached' to this organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>This organization has a great deal of personal meaning for me</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10</td>
<td>I do not feel a strong sense of belonging to my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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**CONTINUOUS COMMITMENT**

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<tbody>
<tr>
<td>11</td>
<td>It would be very hard for me to leave my organization right now, even if I wanted to</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>12</td>
<td>Too much in my life would be disrupted if I decide to leave my organization now</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>13</td>
<td>It wouldn't be too costly for me to leave my organization now</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>14</td>
<td>Right now, staying with my organization is a matter of necessity as much as desire</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</tbody>
</table>
I feel that I have too few options to consider leaving this organization 1 2 3 4 5

One of the few serious consequences of leaving this organization would be the scarcity of available alternatives 1 2 3 4 5

One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice 1 2 3 4 5

One of the major reasons I continue to work for this organization is that another organization may not match the overall benefits I have here 1 2 3 4 5

**NORMATIVE COMMITMENT**

If something goes wrong I am bothered of that 1 2 3 4 5

I feel responsible for all products and services of the organization. 1 2 3 4 5

My organization goals are also my goals 1 2 3 4 5

I feel responsible for changes in my organization. 1 2 3 4 5

I feel responsible for improvements in my organization 1 2 3 4 5

I feel responsible for my organization to get good name 1 2 3 4 5

I feel I have obligations with respect to the organization 1 2 3 4 5

I think it is important to help each other. 1 2 3 4 5

I think it is good to help co-workers 1 2 3 4 5

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## II. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Second section focuses on Organizational Citizenship Behavior. Please read each statement carefully then circle one of the numbers 1-5 that reflects your opinion closest. There is no right or wrong answer to any of the statements.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
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<th>Agree</th>
<th>Strongly Agree</th>
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<tbody>
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<td>1</td>
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</table>

28. I try to avoid creating problems for co-workers 1 2 3 4 5

29. I keep abreast of changes in the organization 1 2 3 4 5

30. I consider the impact of my actions on coworkers 1 2 3 4 5
I am always ready to lend a helping hand to those around me.

I help others who have been absent.

I willingly help others who have work related problems.

I always focus on what's wrong, rather than the positive side.

I take steps to try to prevent problems with other workers.

I always find fault with what the organization is doing.

I do not take extra breaks.

I obey company rules and regulation even when no one is watching.

I help orient new people even though it is not required.

III. Employee Outcome

Third section focuses on Employee Outcome. Please read each statement carefully then circle one of the numbers 1-5 that reflects your opinion closest. There is no right or wrong answer to any of the statements.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
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INTENTION TO LEAVE

Lately, I intend not want to quit my job.

If I could, I would not interested to quit my job today.

At the present time, I am actively searching for a job in an organization.

If I have a good opportunity, I am not willing to find another job.

I enjoy this job in my organization.

I hope that I can’t find another job in the same industry.
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<tbody>
<tr>
<td>46</td>
<td>Layoffs are a typical occurrence around here</td>
<td>1 2 3 4 5</td>
<td></td>
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<tr>
<td>47</td>
<td>People often not get fired from this organization without good reasons</td>
<td>1 2 3 4 5</td>
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<tr>
<td>WORK STRESS</td>
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<tr>
<td>48</td>
<td>I am clear what is expected of me at work</td>
<td>1 2 3 4 5</td>
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<tr>
<td>49</td>
<td>I can decide when to take a break</td>
<td>1 2 3 4 5</td>
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<tr>
<td>50</td>
<td>Different groups at work demand things from me that are hard to combine</td>
<td>1 2 3 4 5</td>
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<tr>
<td>51</td>
<td>I know how to go about getting my job done</td>
<td>1 2 3 4 5</td>
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<tr>
<td>52</td>
<td>I am subject to personal harassment in the form of unkind words or behavior</td>
<td>1 2 3 4 5</td>
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<tr>
<td>53</td>
<td>I have unachievable deadlines</td>
<td>1 2 3 4 5</td>
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<tr>
<td>54</td>
<td>If work gets difficult, my colleagues will help me</td>
<td>1 2 3 4 5</td>
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<tr>
<td>55</td>
<td>I am given supportive feedback on the work I do</td>
<td>1 2 3 4 5</td>
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<tr>
<td>56</td>
<td>I have to work very intensively</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
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<tr>
<td>57</td>
<td>I am clear what my duties and responsibilities are</td>
<td>1 2 3 4 5</td>
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<tr>
<td>INDIVIDUAL PERFORMANCE</td>
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<tr>
<td>58</td>
<td>I am motivated to do my best when working for this organization</td>
<td>1 2 3 4 5</td>
<td></td>
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</tr>
<tr>
<td>59</td>
<td>My job tasks confirms to organizations designated positions</td>
<td>1 2 3 4 5</td>
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<tr>
<td>60</td>
<td>I am recognized fairly in my organization</td>
<td>1 2 3 4 5</td>
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<tr>
<td>61</td>
<td>My personal objective match with organizational objectives</td>
<td>1 2 3 4 5</td>
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<tr>
<td>62</td>
<td>I am able to cope well with difficult situations and setbacks at work</td>
<td>1 2 3 4 5</td>
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<tr>
<td>63</td>
<td>I work at keeping my job skills up-to-date.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>64</td>
<td>I understand others well, when they tell me something.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>65</td>
<td>I take challenging work tasks, when available.</td>
<td>1 2 3 4 5</td>
<td></td>
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</tr>
<tr>
<td>66</td>
<td>I am able to perform my work well with minimal time and effort</td>
<td>1 2 3 4 5</td>
<td></td>
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</tr>
<tr>
<td>67</td>
<td>I work towards the end result of my job</td>
<td>1 2 3 4 5</td>
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LIST OF PUBLICATIONS


