RESEARCH SURVEY:

“A study of the Cultural Dimensions in Foreign (US - based) and Domestic (Indian) Multinational Corporations (MNCs)”

INTRODUCTION

The purpose of this research is to learn about organisational cultures, leader behaviour styles, and organisational commitment. The questionnaire that you are asked to complete will take about 20 minutes of your time.

The resulting information will be useful for individuals who conduct business or government relations with the countries’ studies. This information may be used for classroom instruction of students and managers in universities, technological institutes, and other organizations throughout the world.

In the following pages, you are asked to choose a number of statements that reflect your observations of cultural or organizational practices, your beliefs, your values, or your perceptions. This is not a test, and there are no right or wrong answers. We are mainly interested in learning about the beliefs and values in your society, and how various societal and organizational practices are perceived by you and the others participating in this research.

Your responses will be kept completely confidential. No individual respondent will be identified to any other person or in any written form.

Further, the name of your organization is NOT asked in this questionnaire.
ORGANISATIONAL CULTURE:

* Required

1. In this organization, orderliness and consistency are stressed, even at the expense of experimentation and innovation. *
   
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   Strongly Agree | O | O | O | O | O | O | O | Strongly Disagree

2. In this organization, people are generally: *

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   Aggressive | O | O | O | O | O | O | O | Non Aggressive

3. The way to be successful in this organization is to: *

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   Plan Ahead | O | O | O | O | O | O | O | Take events as they occur

4. In this organization, the accepted norm is to: *

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   Plan for the future | O | O | O | O | O | O | O | Accept the status quo

5. In this organization, a person’s influence is based primarily on: *

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   One’s ability and contribution to the | O | O | O | O | O | O | O | The authority of one’s position

6. In this organization, people are generally *

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   Assertive | O | O | O | O | O | O | O | Non-assertive

7. In this organization, managers encourage group loyalty even if individual goals suffer. *

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   Strongly agree | O | | | | | | | Strongly disagree
8. In this organization, meetings are usually: *

1  2  3  4  5  6  7

Planned well in advance (2 or more weeks in advance)  Spontaneous (planned less than an hour in advance)

9. In this organization, people are generally: *

1  2  3  4  5  6  7

Very concerned about others  Not at all concerned about others

10. In this organization, people are generally: *

1  2  3  4  5  6  7

Dominant  Non dominant

11. In this organization, group members take pride in the individual accomplishments of their group manager. *

1  2  3  4  5  6  7

Strongly Agree  Strongly Disagree

12. The pay and bonus system in this organization is designed to maximize: *

1  2  3  4  5  6  7

Individual interests  Collective interests

13. In this organization, subordinates are expected to: *

1  2  3  4  5  6  7

Obey their boss without question  Question their boss when in disagreement

14. In this organization, people are generally: *

1  2  3  4  5  6  7

Tough  Tender
Appendix

15. In this organization, employees are encouraged to strive for continuously improved performance. *

   1 2 3 4 5 6 7

Strongly Agree  Strongly Disagree

16. In this organization, most work is highly structured, leading to few unexpected events. *

   1 2 3 4 5 6 7

Strongly Agree  Strongly Disagree

17. In this organization, men are encouraged to participate in professional development activities more than women. *

   1 2 3 4 5 6 7

Strongly Agree  Strongly Disagree

18. In this organization, major rewards are based on: *

   1 2 3 4 5 6 7

Only performance effects
Only factors other than performance effectiveness
only factors other than performance effectiveness (for example, seniority or political connections)

19. In this organization, job requirements and instructions are spelled out in detail so employees know what they are expected to do. *

   1 2 3 4 5 6 7

Strongly Agree  Strongly Disagree

20. In this organization, being innovative to improve performance is generally: *

   1 2 3 4 5 6 7

Substantially rewarded  Not rewarded
21. In this organization, people are generally: *
   
   1  2  3  4  5  6  7

   Very sensitive  Not at all sensitive
toward others  toward others

22. In this organization, physically demanding tasks are usually performed by: *

   1  2  3  4  5  6  7

   Men  Women

23. In this organization, group managers take pride in the individual accomplishments of group members. *

   1  2  3  4  5  6  7

   Strongly Agree  Strongly Disagree

24. In this organization, people are generally: *

   1  2  3  4  5  6  7

   Very friendly  Very unfriendly

25. In this organization, people in positions of power try to: *

   1  2  3  4  5  6  7

   Increase their social Decrease their
distance from less social distance from
powerful individuals less powerful
people

26. In this organization, employees feel loyalty to the organization. *

   1  2  3  4  5  6  7

   Strongly Agree  Strongly Disagree

27. In this organization, most employees set challenging work goals for themselves. *

   1  2  3  4  5  6  7

   Strongly Agree  Strongly Disagree
Appendix

28. Members of this organization: *

Take no pride in working for the organization

29. In this organization, people are generally: *

Very generous

30. In this organization: *

Group cohesion is more valued than individualism

31. This organization shows loyalty towards employees. *

Strongly Agree

32. What percentage of management positions in this organization are filled by women? *

10%
ORGANISATIONAL COMMITMENT

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by circling a number from 1 to 7 using the scale below:

1) **I would be very happy to spend the rest of my career with this organization.**

   1  2  3  4  5  6  7

   1. Strongly agree 7. Strongly disagree

2) **I am not afraid of what might happen if I quit my job without having another one lined up.**

   1  2  3  4  5  6  7

   1. Strongly agree 7. Strongly disagree

3) **I think that people these days move from company to company too often.**

   1  2  3  4  5  6  7

   1. Strongly agree 7. Strongly disagree

4) **I enjoy discussing my organization with people outside it.**

   1  2  3  4  5  6  7

   1. Strongly agree 7. Strongly disagree

5) **It would be very hard for me to leave my organization right now, even if I wanted to.**

   1  2  3  4  5  6  7

   1. Strongly agree 7. Strongly disagree

6) **I do not believe that a person must always be loyal to his or her organization.**

   1  2  3  4  5  6  7

   1. Strongly agree 7. Strongly disagree
Appendix

7) I really feel as if this organization's problems are my own.*

   1  2  3  4  5  6  7

1. Strongly agree 7. Strongly disagree

8) Too much in my life would be disrupted if I decided I wanted to leave my organization now.*

   1  2  3  4  5  6  7

1. Strongly agree 7. Strongly disagree

9) Jumping from organization to organization does not seem at all unethical to me.*

   1  2  3  4  5  6  7

1. Strongly agree 7. Strongly disagree

10) I think that I could easily become as attached to another organization as I am to this.*

    1  2  3  4  5  6  7

1. Strongly agree 7. Strongly disagree

11) It wouldn't be too costly for me to leave my organization now.*

    1  2  3  4  5  6  7

1. Strongly agree 7. Strongly disagree

12) One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.*

    1  2  3  4  5  6  7

1. Strongly agree 7. Strongly disagree

13) I do not feel like 'part of the family' at my organization.*

    1  2  3  4  5  6  7

1. Strongly agree 7. Strongly disagree
Appendix

14) Right now, staying with my organization is a matter of necessity as much as desire. *

1 2 3 4 5 6 7

1. Strongly agree 7. Strongly disagree

15) If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.*

1 2 3 4 5 6 7

1. Strongly agree 7. Strongly disagree

16) I do not feel 'emotionally attached' to this organization. *

1 2 3 4 5 6 7

1. Strongly agree 7. Strongly disagree

17) I feel that I have too few options to consider leaving this organization. *

1 2 3 4 5 6 7

1. Strongly agree 7. Strongly disagree

18) I was taught to believe in the value of remaining loyal to one's organization. *

1 2 3 4 5 6 7

1. Strongly agree 7. Strongly disagree

19) This organization has a great deal of personal meaning for me. *

1 2 3 4 5 6 7

1. Strongly agree 7. Strongly disagree

20) One of the few serious consequences of leaving this organization would be the scarcity of available alternatives. *

1 2 3 4 5 6 7

1. Strongly agree 7. Strongly disagree

21) Things were better in the days when people stayed with one organization for most of their careers *

1 2 3 4 5 6 7

1. Strongly agree 7. Strongly disagree
Appendix

22) I do not feel a strong sense of belonging to my organization. *

1 2 3 4 5 6 7

1.Strongly agree 7. Strongly disagree

23) One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here. *

1 2 3 4 5 6 7

1.Strongly agree 7. Strongly disagree

24) I do not think that wanting to be a 'company man' or 'company woman' is sensible. *

1 2 3 4 5 6 7

1.Strongly agree 7. Strongly disagree
LEADER BEHAVIOR DESCRIPTION QUESTIONNAIRE

Draw a circle around one of the five letters following the item to show the answer you have selected. A = Always B = Often C = Occasionally D = Seldom E = Never

1. S/he does personal favors for group members. *
2. S/he makes her/his attitudes clear to the group. *
3. S/he does little things to make it pleasant to be a member of the group. *
4. S/he tries out his new ideas with the group. *
5. S/he acts as the real leader of the group. *
6. S/he is easy to understand. *
7. S/he rules with an iron hand. *
8. S/he finds time to listen to group members. *
9. S/he criticizes poor work. *
10. S/he gives advance notice of changes. *
11. S/he speaks in a manner not to be questioned. *
12. S/he keeps to her/himself. *
13. S/he looks out for the personal welfare of individual group members. *
14. S/h assigns group members to particular tasks. *
15. S/he is the spokesman of the group. *
16. S/he schedules the work to be done. *
17. S/he maintains definite standards of performance. *
18. S/he refuses to explain her/his actions. *
19. S/he keeps the group informed. *
Appendix

20. S/he acts without consulting the group. *
21. S/he backs up the members in their actions. *
22. S/he emphasizes the meeting of deadlines. *
23. S/he treats all group members as her/his equals. *
24. S/he encourages the use of uniform procedures. *
25. S/he gets what s/he asks for from her/his superiors. *
26. S/he is willing to make changes. *
27. S/he makes sure that her/his part in the organization is understood by group members. *
28. S/he is friendly and approachable. *
29. S/he asks that group members follow standard rules and regulations. *
30. S/he fails to take necessary action. *
31. S/he makes group members feel at ease when talking with them. *
32. S/he lets group members know what is expected of them. *
33. S/he speaks as the representative of the group. *
34. S/he puts suggestions made by the group into action. *
35. S/he sees to it that group members are working up to capacity. *
36. S/he lets other people take away her/his leadership in the group. *
37. S/he gets her/his superiors to act for the welfare of the group. *
38. S/he gets group approval in important matters before going ahead. *
39. S/he sees to it that the work of the group members is coordinated. *
40. S/he keeps the group working together as a team. *
DEMOGRAPHICS

1. Which country were you born in? *

2. Age *

3. Gender *

4. Educational Qualification *

5. No. of years of overall work experience *

6. How long have you lived in the country where you currently live? *

7. How long are you in the current job? *
   - less than 2 years
   - 2 - 5 years
   - 5 - 8 years
   - 8 -11 years
   - 11 - 14 years
   - 14 and above years

8. Where is your organisation Headquartered? *
