References
References


26. Covington, Predictors of nursing faculty members’ organizational commitment in governmental universities, Journal of Nursing Management


41. Grichting, W. L. Job Satisfaction of Academics in Hong Kong, Australian Universities' Review, v31 n2 p33-37 1988


58. Leanne Morris, From Collegial Engagement To Performance Management: The Changing Academic Landscape In Australia,Mphil Project


68. Muhammad Amin, Saeeda Shah , Ijaz Ahmad Tatlah, Impact of Principals/Directors’ Leadership Styles on Job Satisfaction of the Faculty Members: Perceptions of the Faculty Members in a Public University of


71. Nor Wahiza Abdul Wahat, Organizational Climate as a Predictor to Job Satisfaction of New Faculties in Three Public Universities of Malaysia”


75. Phil Ker , Appraisal and teacher development:itain’t broke - it just won’t work HERDSA Annual International Conference, Melbourne, 12-15 July 1999


77. RaduanChe Rose and ed, Expatriate Performance in International Assignments: The Role of Cultural Intelligence as Dynamic Intercultural Competency,

78. RadunChe Rose and Ed all Expatriate Performance in International Assignments: The Role of Cultural Intelligence as Dynamic Intercultural


87. Shahamat N., Roozegar M., Shahamat F, “A Study Of IAU Faculty Members’ Job Satisfaction: Motivational And Health Aspects”, Quarterly
Journal Of New Approach In Educational Administration; Summer 2011; 2(2 (6));107-129.

88. ShanthiNadarajah and ed all, The Intercultural Training And Its Impact On Academic Expatriates’ Adjustment And Performance In Malaysia: A Literature Review And Proposed Structural Model, 2 nd INTERNATIONAL CONFERENCE ON BUSINESS AND ECONOMIC RESEARCH (2nd ICBER 2011)


95. Taslim Khan, G.P. Mishra , Promotion As Job Satisfaction, A Study On Colleges Of Muscat, Sultanate Of Oman, IISTE Online Journal, Vol 5, No 5 (2013), ISSN (Paper)2222-1905 ISSN (Online)2222-2839


100. Xiaohua Yang, Expatriate performance management and firm internationalization: Australian multinationals in China, Asia Pacific Journal of Human Resources September 2011 vol. 49no. 3 365-384

# QUESTIONNAIRE

1. **Age**

<table>
<thead>
<tr>
<th>Age</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>20 Years - 25 Years</td>
<td></td>
</tr>
<tr>
<td>26 Years - 30 Years</td>
<td></td>
</tr>
<tr>
<td>31 Years - 35 Years</td>
<td></td>
</tr>
<tr>
<td>36 Years - 40 Years</td>
<td></td>
</tr>
<tr>
<td>More than 40 Years</td>
<td></td>
</tr>
</tbody>
</table>

2. **Gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td></td>
</tr>
</tbody>
</table>

3. **Marital Status**

<table>
<thead>
<tr>
<th>Marital Status</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td></td>
</tr>
<tr>
<td>Unmarried</td>
<td></td>
</tr>
<tr>
<td>Separated</td>
<td></td>
</tr>
<tr>
<td>Widow</td>
<td></td>
</tr>
</tbody>
</table>

4. **Education**

<table>
<thead>
<tr>
<th>Education</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Post graduate</td>
<td></td>
</tr>
<tr>
<td>Graduate</td>
<td></td>
</tr>
<tr>
<td>M. Phil / Ph.D</td>
<td></td>
</tr>
</tbody>
</table>

5. **Place of Birth**

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
</table>

6. **Income (In UAE Dirhams per month)**

<table>
<thead>
<tr>
<th>Income</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 10000 Dirhams</td>
<td></td>
</tr>
<tr>
<td>10000 Dirhams - 20000 Dirhams</td>
<td></td>
</tr>
<tr>
<td>20000 Dirhams - 30000 Dirhams</td>
<td></td>
</tr>
<tr>
<td>Above 30000 Dirhams</td>
<td></td>
</tr>
</tbody>
</table>

7. **Experience**

<table>
<thead>
<tr>
<th>Experience</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 Years</td>
<td></td>
</tr>
<tr>
<td>2 Years - 6 years</td>
<td></td>
</tr>
<tr>
<td>7 Years - 10 years</td>
<td></td>
</tr>
<tr>
<td>More Than 10 Year</td>
<td></td>
</tr>
</tbody>
</table>
Part I - Questions

1. I feel I am being paid a fair amount for the work I do. 5 4 3 2 1
2. There is really too little chance for promotion on my job. 5 4 3 2 1
3. My supervisor is quite competent in doing his/her job. 5 4 3 2 1
4. I am not satisfied with the benefits I receive. 5 4 3 2 1
5. When I do a good job, I receive the recognition for it that I should receive. 5 4 3 2 1
6. Many of our rules and procedures make doing a good job difficult. 5 4 3 2 1
7. I like the people I work with. 5 4 3 2 1
8. I sometimes feel my job is meaningless. 5 4 3 2 1
9. Communications seem good within this organization. 5 4 3 2 1
10. Raises are too few and far between. 5 4 3 2 1
11. Those who do well on the job stand a fair chance of being promoted. 5 4 3 2 1
12. My supervisor is unfair to me. 5 4 3 2 1
13. The benefits we receive are as good as most other organizations offer. 5 4 3 2 1
14. I do not feel that the work I do is appreciated. 5 4 3 2 1
15. My efforts to do a good job are seldom blocked by red tape. 5 4 3 2 1
16. I find I have to work harder at my job because of the incompetence of people I work with. 5 4 3 2 1
17. I like doing the things I do at work. 5 4 3 2 1
18. The goals of this organization are not clear to me. 5 4 3 2 1
19. I feel unappreciated by the organization when I think about what they pay me. 5 4 3 2 1
20. People get ahead as fast here as they do in other places. 5 4 3 2 1
21. My supervisor shows too little interest in the feelings of subordinates. 5 4 3 2 1
22. The benefit package we have is equitable. 5 4 3 2 1
23. There are few rewards for those who work here. 5 4 3 2 1
24. I have too much to do at work. 5 4 3 2 1
25. I enjoy my coworkers. 5 4 3 2 1
26. I often feel that I do not know what is going on with the organization. 5 4 3 2 1
27. I feel a sense of pride in doing my job. 5 4 3 2 1
28. I feel satisfied with my chances for salary increases. 5 4 3 2 1
29. There are benefits we do not have which we should have. 5 4 3 2 1
30. I like my supervisor. 5 4 3 2 1
31. I have too much paperwork. 5 4 3 2 1
32. I don't feel my efforts are rewarded the way they should be. 5 4 3 2 1
33. I am satisfied with my chances for promotion. 5 4 3 2 1
34. There is too much bickering and fighting at work. 5 4 3 2 1
35. My job is enjoyable. 5 4 3 2 1
<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>36.</td>
<td>Work assignments are not fully explained.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>37.</td>
<td>My manager discuss regularly my job performance with me</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>38.</td>
<td>I clearly understand my manager's comments and opinion during the feedback</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>39.</td>
<td>My manager recognizes me when I do a good job</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>40.</td>
<td>My manager plays a significant role in my career development</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>41.</td>
<td>I am satisfied from the relationship with my manager/supervisor</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>42.</td>
<td>My manager/supervisor is highly capable as manager</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>43.</td>
<td>My manager gives me fair feedback</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>44.</td>
<td>My manager/supervisor has reasonable expectations from my work</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>45.</td>
<td>My manager/supervisor is well informed about my work</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>46.</td>
<td>My job is fulfilling my needs</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>47.</td>
<td>I feel proud to work for my company</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>48.</td>
<td>Performance management can help people understand the organization's strategic priorities</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>49.</td>
<td>I receive adequate training and information about the performance appraisal cycle before it starts</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>50.</td>
<td>I clearly understand the purpose of performance appraisal</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>51.</td>
<td>Performance appraisal in my company is fair</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>52.</td>
<td>Performance appraisal reflects objectively my performance</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>53.</td>
<td>Performance appraisal makes me better understand what should be doing</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>54.</td>
<td>Performance appraisal process helps manager/supervisor to manage people better</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>55.</td>
<td>Performance appraisal process encourages co-operation &amp; team spirit</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>56.</td>
<td>Performance appraisal influences positively individual performance</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>57.</td>
<td>I rank my company higher compared to other employers</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>58.</td>
<td>I would recommend my company to all my friends</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>59.</td>
<td>The salary is adequate reflection of my performance</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>