APPENDIX A

ABBREVIATIONS

1. AC  Affective Commitment
2. ANOVA Analysis of Variance
3. CC  Continuance Commitment
4. CLI Central Life Interest
5. CEO Chief Executive Officer
6. CFA Confirmatory Factor Analysis
7. $F_1$ Production Department
8. $F_2$ Finance and Accounts Dept.
10. $F_4$ Projects Dept
11. $F_5$ Human Resources Development Dept.
12. $F_6$ Marketing Dept.
13. JI  Job Involvement
14. NC  Normative Commitment
15. OCP Organisational Culture Profile
16. OCB Organisational Citizenship Behaviour
17. OC  Organisational Commitment
18. OCQ Organisational Culture Questionnaire
19. OCI Organisational Culture Inventory
20. OD  Organisation Development
21. POS Perceived Organisational Support
22. WC  Work Centrality
23. WI  Work Involvement
Appendix - B

Dr(Mrs) K. NIRMALA PRASAD
Supervisor & Guide for Ph.D. Program
Formerly Head of the Department Commerce
Ethiraj College for Women

Dear Sir/Madam,

The enclosed questionnaire has been prepared by Ms. Mala Devidas for her research study. It seeks your opinion on certain aspects relating to Organisational Culture, Job and Work Involvement and Organisational Commitment in your Company.

We request you to spare sometime, answer and return the questionnaire at the earliest.

Your answers will be kept confidential; used only for the purpose of academic research and will not be quoted without your permission.

There is nothing like right or wrong answer, your frank opinion will be the best answer for us.

Thanking you,

Yours’ sincerely,

[Dr.(Mrs) K. NIRMALA PRASAD]

Please return the filled in questionnaire to:

Miss. Mala Devidas
Dept of Commerce
Ethiraj College for Women
Madras 600 103
QUESTIONNAIRE

PERSONAL DATA

Please mark a ✓ in the appropriate box.

1. Particulars

Your present position in the Company

1) Senior Level Executive
2) Middle Level Executive
3) Junior Level Executive

Your work experience in this Company

1) Less than 3 years
2) 3 years to 6 years
3) 10 years to 14 years
4) 15 years to 19 years
5) 20 years and above

Your age group

1) Below 30 years
2) 31 years to 45 years
3) 46 years to 55 years
4) 56 years and above

Your educational qualification

1) Graduate and Post Graduate (in Arts, Science courses)
2) Professional (MBA, CA, ICWA, Engineering)
3) Others

Your monthly income (gross)

1) Less than Rs.7,500
2) Rs.7,501 to Rs.10,000
3) Rs.10,001 to Rs.22,500
4) Rs.22,501 and above

Department or Division you work for (Name)

..........................

Have you changed your organisation any time.

1) Yes ✓ 2) No □

If yes, tick the appropriate reason/s for the change.

1) Salary
2) Poor Interpersonal Relations
3) Lack of recognition & rewards
4) Work not suitable
5) No promotion opportunities
6) Poor working conditions
7) Rigid rules & regulations.
Express which of the values you consider to be characteristic in determining the culture of your organisation.

Kindly give 2 responses one each for Parts A & B.

### Part A

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Employees work in collaboration with others.</td>
</tr>
<tr>
<td>A2</td>
<td>Employees are treated with a fair attitude.</td>
</tr>
<tr>
<td>A3</td>
<td>Provision of quality products to customers.</td>
</tr>
<tr>
<td>A4</td>
<td>Attention is paid to rules and regulations by employees.</td>
</tr>
<tr>
<td>A5</td>
<td>Employees freely experiment with their work.</td>
</tr>
<tr>
<td>A6</td>
<td>Decision making responsibilities are provided at lower levels.</td>
</tr>
</tbody>
</table>

### Part B

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A7</td>
<td>Rewards and recognition are given to employees, however small their contribution may be.</td>
</tr>
<tr>
<td>A8</td>
<td>Organisation has high expectations of its employees performance.</td>
</tr>
<tr>
<td>A9</td>
<td>Employees share information freely with one another.</td>
</tr>
<tr>
<td>A10</td>
<td>Employees participate in determining job methods and procedures.</td>
</tr>
<tr>
<td>A11</td>
<td>Monitoring of customers complaints and satisfaction.</td>
</tr>
<tr>
<td>A12</td>
<td>Strict supervision of employees in the organisation.</td>
</tr>
<tr>
<td>A13</td>
<td>Failures and mistakes of employees are put aside by superiors.</td>
</tr>
<tr>
<td>A14</td>
<td>Proper guidelines and details are provided to employees in their work.</td>
</tr>
</tbody>
</table>

### Table

| Value                  | Never Practiced | Rarely Practiced | Practiced Sometimes | Frequently Practiced | Always Practiced | Less than 20% | 20-40% | 40-60% | 60-80% | More than 80% |
|------------------------|------------------|-------------------|----------------------|----------------------|------------------|---------------|--------|--------|--------|               |
| Section 1.1            |                  |                   |                      |                      |                  |               |        |        |        |               |

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c2 1f. High pay given for good performance of employees.

c3 1q. Organisation demands that its target should be realised.

J 1j. Employees are anxious in meeting commitments on time.

J 1k. The improvement of skills and competencies of employees are considered by the employer.

J 1m. Maintaining close relationship with customers.

I 1n. Precision and timeliness observed in work by employers.

I 1o. Employers do not resist any changes in operating procedures as and when necessary.

I 1p. Superiors have confidence and trust in employees.

I 1q. Opportunities provided for professional growth of employees.

I 1r. Organisation encourages internal competition amongst its employees.
This section contains statements reflecting your involvement in the job in particular and work in general in your Company. Indicate to what extent you agree (disagree) with each statement.

Statements relating to how your feel about your present job and work in general.

1. I am very much involved personally.
2. My job means a lot more to me than just money.
3. Most of my interests are centered around my job.
4. Most of my personal life goals are job oriented.
5. I am proud of the job I am doing.
6. I have strong ties with my job which would be difficult to break.
7. I like to be absorbed in my job most of the time.
8. I usually feel detached and alienated from my work.
9. I do not let my work interfere with my family or personal life.
10. My work helps me realize my social and personal interests.
11. Work experiences have helped to improve the quality of my life.
12. I feel I am most suited for the work I do for my organization.
13. Work is more important than leisure time.
14. I am attached to my work as it gives me a high degree of satisfaction.
SECTION III

In this section we look at what it means to you being a member of your organisation. Please indicate on this scale how much you agree or disagree with each statement in turn.

Statements relative to how you feel about your organisation.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Disagree</th>
<th>Neither Agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>I enjoy contact with people outside of my organisation.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C1</td>
<td>I feel that I have too few options to consider leaving this organisation.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N1</td>
<td>I think that people these days move from Company to Company too often.</td>
<td></td>
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</tr>
<tr>
<td>A2</td>
<td>I could easily become as attached to another organisation as I am to this one.</td>
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<td></td>
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</tr>
<tr>
<td>C2</td>
<td>It would be very hard for me to leave my organisation right now even if I wanted to.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>N2</td>
<td>I do not believe that a person must always be loyal to his organisation.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>A3</td>
<td>This organisation has a great deal of personal meaning to me.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C3</td>
<td>Too much in my life would be disrupted if I decided to leave my organisation now.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N3</td>
<td>I work for this organisation because I feel a sense of moral obligation to remain.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments & Remarks are most welcome.