

Date

Dear Participant:

My name is Michell Marin and I am a graduate student at Nyack College. For my final project, I am examining how organizational culture affects employee engagement. Because you are employees at this organization, I am inviting you to participate in this research study by completing the attached surveys. The following questionnaire will require approximately 20 minutes to complete.

In order to ensure that all information will remain confidential, please do not include your name. If you choose to participate in this project, please answer all questions as honestly as possible and return the completed questionnaires promptly. All participants must be 18 years or older and able to provide consent. The survey is confidential. No names or other identifying information will be requested. The survey is taken on a voluntary basis, Participants are free to withdraw at any time during the survey

Thank you for taking the time to assist me in my educational endeavors. The data collected will provide useful information for my thesis. Completion and return of the questionnaire will indicate your willingness to participate in this study.

Sincerely,

Michell Marin Graduate Student of NYACK College

Please Circle the answer that identifies with you

What is your age?

- 18-24 years old
- 25-34 years old
- 35-44 years old
- 45-54 years old
- 55-64 years old
- 65-74 years old
- 75 years or older

How many years have you been employed at this organization?

- A. 0 – 5 years
- B. 6 – 10 years
- C. 11- 15 years
- D. 16 – 20 years
- E. 21 – 25 years
- F. 25 + years

## ORGANIZATIONAL CULTURE QUESTIONNAIRE

The following 40 statements are about the company's organizational culture. Please read each statement carefully and rate each statement using the scale below. Write in the space provided below.

**Write 4 if it is highly valued;**

**3 if it is given a fairly high value;**

**2 if it given fairly low value;**

**1 if it is given very low value.**

1. \_\_\_\_\_ Free interaction amongst employees, each respecting other's feelings, competence and sense of judgment.
2. \_\_\_\_\_ Facing and not shying away from problems.
3. \_\_\_\_\_ Offering moral support and help to employees and colleagues in crises.
4. \_\_\_\_\_ Congruity between feelings and expressed behavior.
5. \_\_\_\_\_ Preventive actions on most matters.
6. \_\_\_\_\_ Employees taking independent action relating to their jobs.
7. \_\_\_\_\_ Team work and team spirit.
8. \_\_\_\_\_ Employees trying out innovative ways of solving problems.
9. \_\_\_\_\_ Genuine sharing of information, feelings, and thoughts in meetings.
10. \_\_\_\_\_ Going deeper rather than doing surface-level analysis of interpersonal problems.
11. \_\_\_\_\_ Interpersonal contact and support amongst employees.
12. \_\_\_\_\_ Tactfulness, smartness and even a little manipulation to get things done.
13. \_\_\_\_\_ Seniors encouraging their subordinates to think about their development and take action in that direction.
14. \_\_\_\_\_ Close supervision of, and directing employees on, action.
15. \_\_\_\_\_ Accepting and appreciating help offered by others.
16. \_\_\_\_\_ Encouraging employees to take a fresh look at how things are done.
17. \_\_\_\_\_ Free discussion and communication between seniors and subordinates.
18. \_\_\_\_\_ Facing challenges inherent in the work situation.
19. \_\_\_\_\_ Confiding in seniors without fear of their misusing trust.
20. \_\_\_\_\_ Owning up mistakes made.
21. \_\_\_\_\_ Considering both positive and negative aspects before taking action.
22. \_\_\_\_\_ Obeying and checking with seniors rather than acting on one's own.
23. \_\_\_\_\_ Performing immediate tasks rather than being concerned about large organizational goals.
24. \_\_\_\_\_ Making genuine attempts to change behavior on the basis of feedback received.

**For statements 25 to 40, write 4 if it is highly valued;**

**3 if it is given a fairly high value;**

**2 if it given fairly low value;**

**1 if it is given very low value.**

25. \_\_\_\_\_ Effective managers put a lid on their feelings.
26. \_\_\_\_\_ Pass the buck tactfully when there is a problem.

27. \_\_\_\_\_ Trust begets trust.
28. \_\_\_\_\_ Telling a polite lie is preferable to telling the unpleasant truth.
29. \_\_\_\_\_ Prevention is better than cure.
30. \_\_\_\_\_ Freedom to employees breeds indiscipline.
31. \_\_\_\_\_ Usually emphasis on team work dilutes individual accountability.
32. \_\_\_\_\_ Thinking out and doing new things tones up organizational vitality.
33. \_\_\_\_\_ Free and frank communication between various levels helps in solving problems.
34. \_\_\_\_\_ Surfacing problems is not enough; we should find the solutions.
35. \_\_\_\_\_ when the chips are down you have to fend for yourself.
36. \_\_\_\_\_ People are what they seem to be.
37. \_\_\_\_\_ A stitch in time saves nine.
38. \_\_\_\_\_ A good way to motivate employees is to give them autonomy to plan their work.
39. \_\_\_\_\_ Employees involvement in developing organizational mission and goals contributes to productivity.
40. \_\_\_\_\_ In today's competitive situation consolidation and stability are more important than experimentation.