

# CORPORATE CULTURE QUESTIONNAIRE

Code 1-3 Please give your honest opinion to each question. There are no right or wrong answers. Your opinion is what is important. Your cooperation in filling out the questionnaire is appreciated.

I. From the list below, please rank these job goals in the order of importance to you. (Put a numeral 1 beside your first choice, a numeral 2 by your second choice, and so on to numeral 8.)

- 4 A. \_\_\_\_\_ Satisfying my boss's expectations
- 5 B. \_\_\_\_\_ Prestige and status
- 6 C. \_\_\_\_\_ Job security
- 7 D. \_\_\_\_\_ Opportunity for independent thought and action
- 8 E. \_\_\_\_\_ Higher salary, more benefits, or both
- 9 F. \_\_\_\_\_ Recognition for good performance
- 10 G. \_\_\_\_\_ Promotion to a better job
- 11 H. \_\_\_\_\_ Personal growth and development

II. I believe I would be more effective on the job if I had: (Circle the numeral to indicate answer.)

		Not at all	Slightly	Moderately	Considerably	Very Much So
12	A. More job training	1	2	3	4	5
13	B. Better supervision	1	2	3	4	5
14	C. More control over my subordinates	1	2	3	4	5
15	D. Greater personal commitment to produce more	1	2	3	4	5
16	E. More clearly defined job description and duties	1	2	3	4	5
17	F. More freedom to use my own judgement	1	2	3	4	5
18	G. Better conception of how my boss evaluates my work	1	2	3	4	5
19	H. Clearer goals to work toward	1	2	3	4	5
20	I. Better understanding of organization's purpose or mission	1	2	3	4	5
21	J. Better resources (facilities, equipment, tools, etc.) to work with	1	2	3	4	5
22	K. Better team to work with	1	2	3	4	5

III. *I believe that: (Circle the numeral to indicate answer.)*

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
23	A. My pay is based on my performance	1	2	3	4	5
24	B. My promotion(s) was deserved	1	2	3	4	5
25	C. I am unhappy with my job	1	2	3	4	5
26	D. My anxiety of my manager(s) is high	1	2	3	4	5
27	E. My fringe benefits are poor	1	2	3	4	5
28	F. My morale is low	1	2	3	4	5
29	G. My suggestions are listened to	1	2	3	4	5
30	H. I am free to make improvements on the job	1	2	3	4	5
31	I. My capabilities are fully utilized	1	2	3	4	5
32	J. I am recognized for good work	1	2	3	4	5
33	K. The organization is interested in my welfare	1	2	3	4	5
34	L. Two-way communication is present	1	2	3	4	5
35	M. My supervisor cares about my personal needs	1	2	3	4	5
36	N. I conform to accepted professional standards of conduct	1	2	3	4	5

IV. *I believe my immediate boss would rank my job goals in this order: (Put a numeral 1 beside your first choice, a numeral 2 beside your second choice, and so on to numeral 8.)*

- 37 A. \_\_\_\_\_ Satisfying my boss's expectations
- 38 B. \_\_\_\_\_ Prestige and status
- 39 C. \_\_\_\_\_ Job security
- 40 D. \_\_\_\_\_ Opportunity for independent thought and action
- 41 E. \_\_\_\_\_ Higher salary, more benefits, or both
- 42 F. \_\_\_\_\_ Recognition for good performance
- 43 G. \_\_\_\_\_ Promotion to a better job
- 44 H. \_\_\_\_\_ Personal growth and development

V. *In this organization: (Circle the numeral to indicate the answer.)*

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
45	A. Employee's pay is based on performance	1	2	3	4	5
46	B. Promotions are given to those who deserve them	1	2	3	4	5
47	C. Employees are unhappy with their job	1	2	3	4	5
48	D. The anxiety of managers is high	1	2	3	4	5
49	E. Employee's fringe benefits are poor	1	2	3	4	5
50	F. Employee's morale is low	1	2	3	4	5
51	G. Employee's suggestions are listened to	1	2	3	4	5
52	H. Employees are encouraged to make improvements on the job	1	2	3	4	5
53	I. Employee's capabilities are fully utilized	1	2	3	4	5
54	J. Employees are recognized for good work	1	2	3	4	5
55	K. The organization is interested in the employee's welfare	1	2	3	4	5
56	L. Two-way communication is present	1	2	3	4	5
57	M. Supervisors care about employees' personal needs	1	2	3	4	5
58	N. Employees conform to accepted professional standards of conduct	1	2	3	4	5

VI. *Check one response for each of the following questions:*

- 59 A. How well does your organization keep employees informed on matters important to employee interests?
- \_\_\_\_\_ <sup>1</sup> Practically no effort is made to keep employees informed
- \_\_\_\_\_ <sup>2</sup> Tries to keep us somewhat informed
- \_\_\_\_\_ <sup>3</sup> Tries to keep us moderately informed
- \_\_\_\_\_ <sup>4</sup> Tries to keep us usually informed
- \_\_\_\_\_ <sup>5</sup> Tries to keep us always informed
- 60 B. To what extent can employees have faith that the information distributed by management is believable?
- \_\_\_\_\_ <sup>1</sup> Information distributed is practically never believable.
- \_\_\_\_\_ <sup>2</sup> Information distributed is somewhat believable.
- \_\_\_\_\_ <sup>3</sup> Information distributed is moderately believable.
- \_\_\_\_\_ <sup>4</sup> Information distributed is usually believable.
- \_\_\_\_\_ <sup>5</sup> Information distributed is always believable.

61 C. *How satisfied are you with your face-to-face communication with your supervisor (superior) about your job needs?*

- \_\_\_\_\_ 1 Not at all satisfied
- \_\_\_\_\_ 2 Somewhat satisfied
- \_\_\_\_\_ 3 Moderately satisfied
- \_\_\_\_\_ 4 Usually satisfied
- \_\_\_\_\_ 5 Always satisfied

62 D. *Which one of these statements would you say reflects the attitude of upper management in getting opinions/information from employees?*

- \_\_\_\_\_ 1 They have practically no interest in employees' opinions/information
- \_\_\_\_\_ 2 They are somewhat interested in employee's opinions/information
- \_\_\_\_\_ 3 They are moderately interested in employees' opinions/information
- \_\_\_\_\_ 4 They are usually interested in employees' opinions/information
- \_\_\_\_\_ 5 They are always interested in employees' opinions/information

63 E. *How would you describe the overall atmosphere existing in your organization for open and free exchange of information and ideas?*

- \_\_\_\_\_ 1 Poor
- \_\_\_\_\_ 2 Fair
- \_\_\_\_\_ 3 Average
- \_\_\_\_\_ 4 Good
- \_\_\_\_\_ 5 Excellent

64 F. *How well do persons in different departments (work groups) share information for the purpose of coordinating their job efforts?*

- \_\_\_\_\_ 1 Poor
- \_\_\_\_\_ 2 Fair
- \_\_\_\_\_ 3 Average
- \_\_\_\_\_ 4 Good
- \_\_\_\_\_ 5 Excellent

VII. From the list below, please rank how you believe the persons directly reporting to you would rank their goals: (Put a numeral 1 beside your first choice, a numeral 2 beside your second choice, and so on to numeral 8).

- 65 A. \_\_\_\_\_ Satisfying my boss's expectations
- 66 B. \_\_\_\_\_ Prestige and status
- 67 C. \_\_\_\_\_ Job security
- 68 D. \_\_\_\_\_ Opportunity for independent thought and action
- 69 E. \_\_\_\_\_ Higher salary, more benefits, or both
- 70 F. \_\_\_\_\_ Recognition for good performance
- 71 G. \_\_\_\_\_ Promotion to a better job
- 72 H. \_\_\_\_\_ Personal growth and development

VIII. I have heard of the terms "management by objectives (MBO), strategic planning, and/or accountability management" and know what they are: (circle answer)

	<b>Strongly Disagree</b>		<b>Neutral</b>		<b>Strongly Agree</b>
	1	2	3	4	5

IX. The planning and control system of management (Strategic Planning or something like it) in my organization has accomplished the following in the past few years: (circle answer)

		Not at all	Slightly	Moderately	Considerably	Very Much So
		1	2	3	4	5
74	A. Gives me more opportunity for personal recognition	1	2	3	4	5
75	B. Has increased enthusiasm on the job	1	2	3	4	5
76	C. Has helped me know what is expected of me	1	2	3	4	5
77	D. Has reduced the need for tight, personal control	1	2	3	4	5
78	E. Has resulted in better planning	1	2	3	4	5
79	F. Has contributed to better teamwork	1	2	3	4	5
80	G. Promotion is now based on performance	1	2	3	4	5

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X. *In which of the following ways could our planning and control system of management be improved?  
(circle answer)*

		Not at all	Slightly	Moderately	Considerably	Very Much So
4	A. More top-management support	1	2	3	4	5
5	B. Less influence by outside departments	1	2	3	4	5
6	C. System should be more widely encouraged and promoted	1	2	3	4	5
7	D. Better feedback of results	1	2	3	4	5
8	E. Bring in outside consultant	1	2	3	4	5
9	F. More formalized planning system	1	2	3	4	5
10	G. Reduce the amount of paperwork	1	2	3	4	5
11	H. Promotions and pay should follow achievement	1	2	3	4	5
12	I. Increase opportunity to discuss and negotiate job and personal goals with my boss	1	2	3	4	5
13	J. More time is needed to implement such a system	1	2	3	4	5
14	K. More clearly defined purpose	1	2	3	4	5
15	L. Make goal setting easier	1	2	3	4	5

XI. *In terms of planning: (Circle the numeral to indicate answer.)*

		Never	Seldom	Sometimes	Usually	Always
16	A. I make a total plan as a road map to go by each year	1	2	3	4	5
17	B. My contribution is needed in making my boss's plans	1	2	3	4	5
18	C. We really strive to follow yearly plans	1	2	3	4	5

19 XII. *Check all items (listed A through D) which are applicable to you.*

- A. \_\_\_\_\_ Performance and personal objectives are set for the coming year.
- B. \_\_\_\_\_ These objective are submitted to your boss, discussed and negotiated, and then you are held accountable for achieving.
- C. \_\_\_\_\_ Progress toward meeting the objectives is reviewed periodically.
- D. \_\_\_\_\_ At year-end actual performance is compared with objectives.

\_\_\_\_\_ **Total checks (Enter "0" if no checks.)**

Circle the numeral that most closely describes your feelings on Questions XIII-XXXI.

20	XIII. An organization should use the type of management described in Question XII (Items A through D).	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5
		<b>Poor</b>	<b>Fair</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>
21	XIV. I would rate the effectiveness of our entire management team as:	1	2	3	4	5
		<b>Poor</b>	<b>Fair</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>
22	XV. I would rate the communication in our organization as:	1	2	3	4	5
		<b>Poor</b>	<b>Fair</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>
23	XVI. I would rate the planning in our organization as:	1	2	3	4	5
		<b>Poor</b>	<b>Fair</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>
24	XVII. I would rate the performance appraisal system in this organization as:	1	2	3	4	5
25	XVIII. This organization has a positive value system that people understand and believe in.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5
26	XIX. I believe I am accepted as part of the "team" in this organization.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5
		<b>Poor</b>	<b>Fair</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>
27	XX. Feedback in this organization is:	1	2	3	4	5
28	XXI. People in this organization have the opportunity to be involved in the decision-making process.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5

29	XXII. I believe our organization is open to change.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5
30	XXIII. People in our organization widely share the same philosophy.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5
31	XXIV. I believe the work environment of our organization is:	<b>Very Negative</b>	<b>Negative</b>	<b>Neutral</b>	<b>Positive</b>	<b>Very Positive</b>
		1	2	3	4	5
32	XXV. I believe this organization offers sufficient job training for employees.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5
33	XXVI. People in this organization share a common set of moral principles.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5
34	XXVII. I am pleased with the opportunities I have to be promoted in this organization.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5
35	XXVIII. Most leaders in the organization symbolize the values and beliefs of this organization.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5
36	XXIX. Your company does its fair share to support community projects.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5
37	XXX. Management values the employees of this organization.	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5



XXXI. *In your opinion.*

		Strongly Non-Favorable	Non- Favorable	Neutral	Favorable	Strongly Favorable
38	A. How do city, state, and federal government officials feel about the organization?	1	2	3	4	5
39	B. How do suppliers feel about the organization?	1	2	3	4	5
40	C. How do your neighbors and friends feel about the organization?	1	2	3	4	5
41	D. How does the press (TV, radio, newspapers, etc.) feel about the organization?	1	2	3	4	5

42 XXXII. Into which marital category do you fit?

\_\_\_\_\_ <sup>1</sup> Single                      \_\_\_\_\_ <sup>3</sup> Widowed  
\_\_\_\_\_ <sup>2</sup> Married                      \_\_\_\_\_ <sup>4</sup> Separated or Divorced

43 XXXIII. Into which age category do you fit?

\_\_\_\_\_ <sup>1</sup> Under 25                      \_\_\_\_\_ <sup>4</sup> 45-54  
\_\_\_\_\_ <sup>2</sup> 25-34                      \_\_\_\_\_ <sup>5</sup> 55-64  
\_\_\_\_\_ <sup>3</sup> 35-44                      \_\_\_\_\_ <sup>6</sup> 65 and older

44 XXXIV. What is the highest level of education you have obtained?

\_\_\_\_\_ <sup>1</sup> Didn't complete high school                      \_\_\_\_\_ <sup>4</sup> College graduate  
\_\_\_\_\_ <sup>2</sup> High school graduate                      \_\_\_\_\_ <sup>5</sup> Some graduate work  
\_\_\_\_\_ <sup>3</sup> Some college                      \_\_\_\_\_ <sup>6</sup> Graduate degree holder

45 XXXV. Into which race category do you fit?

\_\_\_\_\_ <sup>1</sup> American Indian                      \_\_\_\_\_ <sup>4</sup> Caucasian  
\_\_\_\_\_ <sup>2</sup> Asian                      \_\_\_\_\_ <sup>5</sup> Other, please specify:  
\_\_\_\_\_ <sup>3</sup> Black

46 XXXVI. What is your sex?

\_\_\_\_\_ <sup>1</sup> Female                      \_\_\_\_\_ <sup>2</sup> Male

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48 XXXVII. What is the name of your department? (optional)

**Thank you for your cooperation. Please write any additional comments that you would like to make on the back of this page.**