

QUESTIONNAIRE

Following are a few questions about your perception about your organization.

It will take about 15- 20 minutes for you to fill it up. I assure you that your responses will be kept confidential and be used only for research purpose.

Your responses will be very crucial and add on to the relevance of my research.

Thank you for your co-operation.

Have a nice day.

Background questions

a	<p>How old are you?</p> <p>Below</p> <p>35 <input type="checkbox"/> 35–44 <input type="checkbox"/> 45–54 <input type="checkbox"/> 55+ <input type="checkbox"/></p>
b	<p>Sex <input type="checkbox"/> Man <input type="checkbox"/> Woman</p>
c	<p>What is the highest level of education that you have completed?</p> <p><input type="checkbox"/> S.S.C</p> <p><input type="checkbox"/> H.S.C</p> <p><input type="checkbox"/> Graduation</p> <p><input type="checkbox"/> Post-Graduation</p>
d	<p>Which sector are you in?</p> <p><input type="checkbox"/> 1 Manufacturing</p> <p><input type="checkbox"/> 2 Information and Communication Technology</p> <p><input type="checkbox"/> 3 University</p> <p><input type="checkbox"/> 4 Health care</p> <p><input type="checkbox"/> 5 Other: _____</p>

e	<p>How many people (approximately) report directly to you?</p> <p>Number of men: _____</p> <p>Number of women: _____</p>
f	<p>Your position:</p> <p><input type="checkbox"/> Junior level manager/executive</p> <p><input type="checkbox"/> Middle level manager</p> <p><input type="checkbox"/> Senior level manager</p> <p><input type="checkbox"/> Other: _____</p>
g	<p>Your experience in years at your current employer (regardless of position)?</p> <p>_____ years</p>

h	<p>Your total experience as a manager (regardless of organisation)?</p> <p>_____ years</p>
i	<p>Your immediate supervisor is</p> <p><input type="checkbox"/> a male <input type="checkbox"/> a female</p>

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About your managerial work

1.	<p>Are there regular management meetings which you attend?</p> <p><input type="checkbox"/> Yes, every week</p> <p><input type="checkbox"/> Yes, every second week</p>
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	<input type="checkbox"/> Yes, every month <input type="checkbox"/> Yes, when needed <input type="checkbox"/> Yes, less regularly <input type="checkbox"/> No, not at all						
2.	<p>How are those meetings best characterized when it comes to the issues discussed?</p> <p><i>(If you belong to more than one management board; please tick the alternative that fits best for the management board where the most important decisions are made regarding your organisation)</i></p> <input type="checkbox"/> Budgetary issues take overhand <input type="checkbox"/> Operational issues take overhand <input type="checkbox"/> Both budgetary and operational issues are equally discussed						
3.	<p>How are those meetings best characterized when it comes to communication?</p> <input type="checkbox"/> By dialogues among all the members <input type="checkbox"/> By “top-down” information <input type="checkbox"/> By “bottom-up” information						
<table border="1"> <tr> <td>4. Are the following issues discussed</td> <td>Very</td> <td>Often</td> <td>Some</td> <td>Seldo</td> <td>Never</td> </tr> </table>		4. Are the following issues discussed	Very	Often	Some	Seldo	Never
4. Are the following issues discussed	Very	Often	Some	Seldo	Never		

in the management meetings which you are a member of?		often		-times	m	
a)	CSR (Corporate Social Responsibility)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b)	Equal opportunities for men and women in the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	Organisational support to combine work and family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d)	To be fair towards employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e)	Competitive performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. How important do you think your organisations attractiveness is for the employees on the following issues?		Very important	Quite important	Neither important nor unimportant	Rather unimportant	Not important
a)	CSR (Corporate Social Responsibility)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b)	Equal opportunities for men and women in the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c)	Organisational support to combine work and family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	To be fair towards employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

d)						
e)	Competitive performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In this questionnaire we ask about your organisation

If you work in **IT- or manufacturing sector** – we want you to think about the organisation to which your unit/department belongs to.

If you work in **university** – we want you to think about your faculty.

If you work in **health care/hospitals** – we want you to think about your clinic/your department.

The following sections pertain to values and culture

How well do the following statements describe the organisation in which you work?

I work in an organisation which...		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.	... shows respect for individual rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	... has a long term approach in employer-employee relationships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	... takes social responsibility for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8.	its employees					
How well do the following statements describe the organisation in which you work?		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
9.	Our organisational policies encourage the employees to develop their skills and careers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	The management of our organisation is primarily concerned with employees' health and wellbeing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	Our organisation supports employees who want to acquire additional education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	The employees in our organisation receive a salary that is enough to maintain an acceptable quality of life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	Our organisation makes investment to create a better life for future generations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	Our organisation targets sustainable growth which considers future generations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	Our organisation supports non-governmental organisations, which are working on social issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16.	Our organisation emphasizes the importance of its social responsibilities for the welfare in the society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.	Our organisation respects customers/students/patients' rights beyond the legal requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	To be viewed favourably by top management, employees in this organisation must put their jobs ahead of their families or personal lives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.	Employees are often expected to take work home at night and/or on weekends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How well do the following statements describe the organisation in which you work?		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
20.	Employees are regularly expected to put their jobs before their families	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.	To turn down a promotion or transfer for family-related reasons will seriously hurt one's career progress in this organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.	To get ahead in this organisation, employees are expected to work more than 50 hours a week, whether at the workplace or at home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work in an organisation...		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
23.	... where men's and women's voices are equally important	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.	... in which men and women are equally respected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25.	... where managers are equally sensitive to men's and women's needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26.	... where colleagues outspokenly reject sexist comments or jokes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work in an organisation which in a trustworthy way strives for...		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
27.	... equal numbers of men and women in all types of jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28.	... men's and women's equal employment opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29.	... men's and women's equal representation in boards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30.	... men's and women's equal representation in managerial positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31.	... men's and women's equal opportunities to job advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32.	... equal evaluation of men's and women's performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33.	... men's and women's equal pay in relation to competence and task	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34.	... men's and women's equal influence over decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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I work in an organisation where all employees are fairly rewarded...		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
35.	... considering the responsibilities that they have	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36.	... in view of amount of experience they have	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37.	... for the amount of effort that they put forth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38.	... for the work that they have achieved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

About the work unit that you have managerial responsibility for

Most people in my work unit feel that around here...		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
39.	... consistent rules and procedures are used by top management to make decisions about things that affect our unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40.	... personal motives or biases do not influence decisions that affect our unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41.	... the top management invites inputs from our unit to take decisions that affect our unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42.	... the top management explains us the reasons behind the decisions taken pertaining our unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43.	... the top management shows concern for the rights of our unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44.	... the top management shows a real interest in trying to be fair to us as a unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How well do the following statements describe the organisation in which you work?

I work in an organisation where managers...		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
45.	... deal with employees honestly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46.	... treat employees kindly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47.	... treat employees with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48.	... refrain from improper remarks or comments about the	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	employees					
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In the following section we ask for your opinion regarding your work situation

The following section includes questions about your household

49.	<p>Are you:</p> <p><input type="checkbox"/> Married and cohabiting</p> <p><input type="checkbox"/> Not married and cohabiting</p> <p><input type="checkbox"/> Single living</p>
50.	<p>How many persons live in your household? _____ persons</p>
51.	<p>How many of those living in your household are under age 18? _____ persons</p>
52.	<p>Are there grown-ups who need your support on a day to day basis?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>

53.	<p>Do you pay someone to clean, cook or otherwise help in the household?</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes, regularly each month</p> <p><input type="checkbox"/> Yes, regularly every week</p> <p><input type="checkbox"/> Yes, on a daily basis</p>
54.	<p>Does your partner have a paid job?</p> <p><input type="checkbox"/> Yes, full time</p> <p><input type="checkbox"/> Yes, part time</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> I am single</p>
55.	<p>How many hours do you have in a normal working day for your own rest and recreation (sleep not included)</p> <p><input type="checkbox"/> 30 minutes <input type="checkbox"/> 2,5 hours</p> <p><input type="checkbox"/> 1 hour <input type="checkbox"/> 3 hours</p> <p><input type="checkbox"/> 1,5 hours <input type="checkbox"/> 3,5 hours</p>

		<input type="checkbox"/> 2 hours <input type="checkbox"/> 4 hours or more				
The following section includes questions about combining work and family/personal life		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
56.	After work, I come home too tired to do some of the things I'd like to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57.	On the job I have so much work to do that it takes away from my personal interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58.	My family/ friends dislike how often I am preoccupied with my work while I am at home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59.	My work takes up time that I'd like to spend with family/friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60.	My work often interferes with my family responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please, make sure that you have answered all the questions!

Thank you for your participation!

Questionnaire 2

Here are a few statements. The responses to which are in no way a reflection of your job and personality. Each statement has five alternatives. Never, Rarely, Sometimes, Frequently, and Always. You are requested to select just one alternative, which expresses your response the best, and encircle the same. Usually the spontaneous choice is the most correct response. Please do not give a longer thought over any statement unnecessarily. Please make sure that you have dealt with all statements and no statement is left unmarked. Your results will be kept confidential.

Example: Q. I go for a morning walk.

1. Never 2. Rarely 3. Sometimes 4. Frequently 5. Always

Write the number of the option “2. Rarely” if that describes you the best i.e. you go for walks but very occasionally.

1. I obey the rules and regulations of my organization
2. I help my co-workers in non-work matters.
3. I complain about petty issues.
4. I prohibit behaviour harmful to my organization.
5. I help my colleagues in completing their tasks.
6. I spend a lot of time complaining about trivial matters.
7. I comply with organization's rules and procedures even when
nobody is watching.
8. I avoid taking actions that hurt others.
9. I assist new colleagues to adjust to the work environment
10. I take my job seriously and rarely make mistakes.
11. I help my colleagues to solve work- related problems.
12. I keep workplace neat and clean..
13. I engage in self-study to increase the quality of work output.
14. I cooperate with my supervisor and colleagues at work.
15. I participate in company- organized group activities.

16. I try to avoid creating problems for colleagues.
17. I fulfil the responsibilities stated in my job description.
18. I maintain harmonious relationships and diffuse conflicts.
19. I perform tasks that are expected of me.
20. I read and follow all announcements, memos and other inputs given out by the
organization.
21. I arrive early and start to work immediately.
22. I take on extra responsibilities.
23. I take steps to avoid problems with other workers.
24. I complain about things which are not important (trivial).
25. I help new workers to adapt even though it is not required for me to do so.
26. I attend meetings that are not compulsory, but are considered important.
27. I find fault with what the organization is doing.
28. I use personal resources to aid the company (eg. Personal social connections.)
29. I focus on what's wrong with the situation, rather than the positive side of it.
30. I make a big issue out of small matters.

Never Rarely Sometimes Frequently Always.

Interview Schedule

Gender:

Age:

Designation:

Marital Status:

1. What is the nature of your work?
2. Total years of experience?
3. On an average how many hours in a day you work?
4. What aspects about the work have affected your personal lives?
5. What factors at home you think affects your work life?
6. Do you think that these aspects have led to significant changes like conflicts?
7. Can you describe the nature of your conflict in details?
8. Do you think you are able to handle your work and you personal life effectively?
9. How often do you take time out with your family?
10. What aspects of your current job you think gives you the opportunity to combine your work and family?
11. How do you consider your coping with such demanding situations?
12. Have you made any efforts to overcome the difficulty?
13. Have you considered quitting the job?
14. What other alternates have you considered?
15. Is there any support from the organization to handle work and family?
16. Have you experienced any health related issues?
17. Are these issues because of work or personal life?
18. What are the various stressors at workplace? (job demands, work conditions, work hours, travelling)
19. How have you been able to handle such demanding situation?
20. What changes at work you would want to be able to effectively handle your life?
21. What changes at your home would want to be able to effectively handle your life?