

APPENDIX 1: Questionnaire 1

Organization Culture and Firm Performance Survey: Employee Version

Q1. How long has your tenure with your present company been?

- Less than 6 months
- 1 year-2 year
- 2 year to 3 years
- 3 years to 4 years
- 4 years to 5 years
- More than 5 years

Q2. What is the average employee strength of your organization?

- Less than 6 months
- 1-49
- 50-99
- 100-249
- 250-499
- More than 500

Q3. Does your organization have clearly written mission and vision statements?

- Yes
- No

IF Yes,

Q4. Do you believe that the mission statement provides a clear picture of objectives that the company might want to achieve in the future?

- Yes
- No
- Can't Comment

154 participants. This includes 30 management officials and 124 employees in total

Q5. Please indicate if you agree with the following statements. '1' signifies hardly agree while '5' signifies 'strongly agree'.

| | 1 | 2 | 3 | 4 | 5 | X |
|---|---|---|---|---|---|---|
| Mission of the organization has been communicated to us and it has enhanced our understanding of final goal that we seek to achieve | | | | | | |
| Our goals and responsibilities are aligned with overall mission of the organization | | | | | | |
| Presence of a strong mission statement helps in keeping us motivated and driven | | | | | | |
| Presence of a strong mission statement helps in setting realistic performance milestones | | | | | | |

IF No

Q6. Please indicate if you agree with the following statements. '1' signifies hardly agree while '5' signifies 'strongly agree'.

| | 1 | 2 | 3 | 4 | 5 | X |
|---|---|---|---|---|---|---|
| Lack of a clear mission statement causes improper delegation of responsibilities | | | | | | |
| Lack of a clear mission statement makes it harder for us to align our professional goals | | | | | | |
| Lack of a clear mission statement results in adoption of autocratic leadership styles throughout the organization | | | | | | |
| Lack of a clear mission statement makes it harder to work as a team | | | | | | |

Q7. Is the culture in your organization flexible and sensitive to employee needs?

Yes

No

IF YES

Q8. Which aspects of flexibility have been integrated within the organizational culture?

- Flexible shift timings
 - Work from home facilities
 - Flexible leadership
 - Others, Please Specify
-
-

Q9. Please indicate if you agree with the following statements. '1' signifies hardly agree while '5' signifies 'strongly agree'.

| Statement | 1 | 2 | 3 | 4 | 5 | X |
|--|---|---|---|---|---|---|
| A flexible work-environment is progressive and provides us the required autonomy | | | | | | |
| A flexible work environment helps us in maintain our work-life balance thereby ensuring that we perform to the best of our abilities | | | | | | |
| A flexible work environment allows us to approach our management with our questions and concerns | | | | | | |
| A flexible work environment allows us to respond better to the needs of our organization | | | | | | |

IF NO

Q10. Do you believe that a flexible work environment would enhance your level of productivity?

- Yes
- No
- Can't Comment

Q11. Please comment on the manner in which a flexible work environment would help make your organization a better place to work with

Q 12. Do you believe that the organization that you work successfully adapts to changing needs of business and its employees? Please elaborate by citing an example

Q13. Please indicate if you agree with the following statements. ‘1’ signifies hardly agree while ‘5’ signifies ‘strongly agree’.

| Statement | 1 | 2 | 3 | 4 | 5 | X |
|--|---|---|---|---|---|---|
| Our organization depends heavily on policies and rules | | | | | | |
| Our organization upholds a bureaucratic approach to management | | | | | | |
| Our organization makes use of the command and control style so as to manage employees | | | | | | |
| Our organization facilitates a dynamic and creative work environment | | | | | | |
| We take risks while managing our work without the fear of being penalized for the same | | | | | | |
| We work as a strong team within the organization | | | | | | |

Q14. Do you believe that policies, procedures and management styles in your organization are consistent?

- Yes
- No
- Can't Comment

Others, Please Specify

Q15. Please indicate if you agree with the following statements. '1' signifies hardly agree while '5' signifies 'strongly agree'.

| Statement | 1 | 2 | 3 | 4 | 5 | X |
|---|---|---|---|---|---|---|
| Consistent product and service offerings help us developing client oriented and focused strategies | | | | | | |
| Consistent policies and procedures provide us with a friendly environment and makes it easy for us to align our personal and professional goals | | | | | | |
| Consistently followed styles of management allow us to device effective strategies of communication | | | | | | |
| Consistency in our organization helps us in taking informed decisions | | | | | | |
| Consistency in our organization makes us contribute towards the workplace in a positive manner | | | | | | |

Q16. How likely are you to keep working with your current company?

- Very Likely
- Likely
- Neither Likely nor Unlikely
- Unlikely
- Very Unlikely

Q16. How likely are you to recommend the organization that you work with to a friend?

- Very Likely
- Likely

Neither Likely nor Unlikely

Unlikely

Very Unlikely

Please Specify your reasons for the same

THANKYOU FOR YOUR TIME!!!

Appendix 2: Questionnaire 2

Organization Culture and Firm Performance Survey: Management Version

Q1. For how long have you been working with your present company?

Less than 6 months

1 year-2 year

2 year to 3 years

3 years to 4 years

4 years to 5 years

More than 5 years

Q2. What is the average number of employees in your organization?

- Less than 6 months
- 1-49
- 50-99
- 100-249
- 250-499
- More than 500

Q3. Does your company have an explicitly written mission statement?

- Yes
- No

If Yes,

Q4. How is the mission statement communicated to employees?

- Personal briefing
- Team briefing
- Workshops or conferences
- Written memos
- Emails
- Company website
- Not Communicated

Q5. Please indicate the degree to which you agree with the following statements with 1 meaning strongly agreeing with the statements and 5 meaning hardly agreeing with the statement?

| Statement | 1 | 2 | 3 | 4 | 5 | X |
|---|---|---|---|---|---|---|
| An explicit mission statement has helped aligning employees with goals and objectives of the organisation | | | | | | |
| An explicit mission statement has helped in motivating employees | | | | | | |

| | | | | | | |
|--|--|--|--|--|--|--|
| An explicit mission statement has helped in retaining employees | | | | | | |
| An explicit mission statement has helped the organisation in streamlining long and short term objectives | | | | | | |

Q6. Do you believe that your organizational model is flexible and has the capability to adjust to environmental pressures?

Yes

No

IF Yes

Q7. Please indicate a scenario where your organization demonstrated the capability to change in accordance with changing circumstances?

Q8. Please indicate the degree to which you agree with the following statements with 1 meaning strongly agreeing with the statements and 5 meaning hardly agreeing with the statement?

| Statement | 1 | 2 | 3 | 4 | 5 | X |
|---|---|---|---|---|---|---|
| Being flexible helps keep employees in their comfort zone | | | | | | |
| Being flexible increases the rate of survival of the organization | | | | | | |
| Being flexible makes change management easier | | | | | | |
| Being flexible improves financial performance of the organization | | | | | | |

IF No

Q9. Do you feel that being flexible would help your organization perform better financially?

Q10. Please enlist some of the employee involvement strategies that are followed in your organization?

Q11. Please indicate the degree to which you agree with the following statements with 1 meaning strongly agreeing with the statements and 5 meaning hardly agreeing with the statement?

| Statement | 1 | 2 | 3 | 4 | 5 | X |
|---|---|---|---|---|---|---|
| Keeping employees involved helps improve their level of motivation | | | | | | |
| Keeping employees involved helps improve their commitment towards the organization | | | | | | |
| Involvement helps employees develop leadership abilities and develop accountability for their actions | | | | | | |
| Involvement helps in aligning employee actions in line with broader aims and objectives of the organization thereby improving financial performance | | | | | | |

Q12. Please comment on the implication of adaptability on organizational performance?

Q13. Please indicate if you agree with the following statements. '1' signifies hardly agree while '5' signifies 'strongly agree'.

| Statement | 1 | 2 | 3 | 4 | 5 | X |
|--|---|---|---|---|---|---|
| Leaders in the organization act as coaches and help employees in realizing their true potential | | | | | | |
| Leaders in the organization are supportive and employees are provided with the required freedom to assume complete ownership of their work | | | | | | |

| | | | | | | |
|---|--|--|--|--|--|--|
| Employees in the organization are empowered so that they develop the capability for developing practical solutions to suit any kind of situation that they might face | | | | | | |
| Innovation and experimentation is encouraged within the organization | | | | | | |
| Employees are encouraged to take calculated risks and be accountable for the same | | | | | | |
| We work as a strong team within the organization | | | | | | |

Q13. How likely are you to keep working with your current company?

- Very Likely
- Likely
- Neither Likely nor Unlikely
- Unlikely
- Very Unlikely

Q13. How likely are you to recommend the organization that you work with to your friends?

- Very Likely
- Likely
- Neither Likely nor Unlikely
- Unlikely
- Very Unlikely

Please Specify your reasons for the same

THANKYOU FOR YOUR TIME!!!

Appendix 3: Consent Form 1

FORM OF INFORMED CONSENT

Study Name

Relationship between organization culture and its performance: Insights from the UK manufacturing Industry

Researcher(s)

Mr. Q

Study undertaken in partial fulfilment of requirements of:

(Please mention name of course that you are enrolled in and University)

Email Address

(Official/ University email Id of the researcher)

Purpose of this Research

This research was undertaken with the objective of investigating the manner in which four specific aspects (consistency, involvement, adaptability and mission) of organizational culture impact overall performance of the firm. This research would be focused on the manufacturing industry in UK. Results obtained from this research would be used for the purpose of making recommendations for performance improvement.

Your Role

The participants will be requested to fill out questionnaires (which would contain both objective as well as subjective questions). It is expected that the questionnaire might consume between 15-20 minutes of your time. Participants however will not be asked to provide that might be personal in nature. Participants will also not be asked for any information that might be private and sensitive to the organization.

Discomforts and Risks

The participants might not experience any risk or discomfort while being a part of this research.

Voluntary Participation

Participants might wish to contribute to this research at their own will. They might also wish to withdraw from this research at any time they might want to. Participants would not be required to inform the researcher about withdrawal of their consent. The researcher would ensure that participants who wish to drop out of the study are not contacted in the future.

Confidentiality

Confidentiality is of prime importance for the researcher and the university that he is associated with. In this context, questionnaire responses received would be kept confidential at all times. The researcher would not share this information with anyone and the same shall not be used for any purpose other than this research.

Handling of Information

Results of questionnaires obtained would be stored in the researcher's personal computer. The computer will be kept protected with the help of a password at all times and the same would not be shared with anyone.

For Questions and Concerns

For any questions or concerns regarding the study, participants may wish to contact the research supervisor at:

(Please fill in the name of your supervisor along with his email address and office phone number)

Alternately, university authorities might be contacted at:

(Please fill in the name, email address and office phone number of university admin)

Legal Signatures:

I, hereby provide my consent for participating in the study titled 'Relationship between organization culture and its performance: Insights from the UK manufacturing Industry' conducted under direct supervision of (Supervisor name). My signature below validates my consent for the research. However, I reserve my legal rights to not respond to questions asked and drop out of the research at any time.

(Participant Signature)

(Date)

Appendix 4: Consent Form 2

FORM OF INFORMED CONSENT

Study Name

Relationship between organization culture and its performance: Insights from the UK manufacturing Industry

Researcher(s)

Mr. Q

Study undertaken in partial fulfilment of requirements of:

(Please mention name of course that you are enrolled in and University)

Email Address

(Official/ University email Id of the researcher)

Purpose of this Research

This research was undertaken with the objective of investigating the manner in which four specific aspects (consistency, involvement, adaptability and mission) of organizational culture impact overall performance of the firm. This research would be focused on the manufacturing industry in UK. Results obtained from this research would be used for the purpose of making recommendations for performance improvement.

Your Role

The participants will be requested to be a part of a brief interaction with the researcher. This interaction would take the form of a telephonic interview. Each interview might be 30-45 minutes in duration. The researcher would take down necessary notes during the interview. The entire interview would also be recorded with the help of a video recorder so as to keep a clear track of the proceedings.

Discomforts and Risks

Research participants might experience a mild discomfort while interacting with the researcher as they are aware of the fact that interview proceedings are being recorded. The researcher however would try and provide maximum comfort by keeping the conversation as polite and professional as possible.

Voluntary Participation

Participants might wish to contribute to this research at their own will. They might also wish to withdraw from this research at any time they might want to. Participants would not be required to inform the researcher about withdrawal of their consent. The researcher would ensure that participants who wish to drop out of the study are not contacted in the future.

Confidentiality

Confidentiality is of prime importance for the researcher and the university that he is associated with. In this context, interview transcripts and voice recordings would be kept confidential at all times. The researcher would not share this information with anyone and the same shall not be used for any purpose other than this research.

Handling of Information

Results obtained in the form of interview transcripts and voice recordings would be stored in the researcher's personal computer. The computer will be kept protected with the help of a password at all times and the same would not be shared with anyone.

For Questions and Concerns

For any questions or concerns regarding the study, participants may wish to contact the research supervisor at:

(Please fill in the name of your supervisor along with his email address and office phone number)

Alternately, university authorities might be contacted at:

(Please fill in the name, email address and office phone number of university admin)

Legal Signatures:

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(Participant Signature)

(Date)