Appendix B

**The Organizational Culture Assessment Instrument**

|  |  |  |
| --- | --- | --- |
| **1. Dominant Characteristics** | **Now** |  |
| A | The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves. |  |  |
| B | The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks. |  |  |
| C | The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented. |  |  |
| D | The organization is a very controlled and structured place. Formal procedures generally govern what people do. |  |  |
|  | Total |  |  |
| **2. Organizational Leadership** | **Now** |  |
| A | The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing. |  |  |
| B | The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking. |  |  |
| C | The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus. |  |  |
| D | The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency. |  |  |
|  | Total |  |  |
| **3. Management of Employees** | **Now** |  |
| A | The management style in the organization is characterized by teamwork, consensus, and participation. |  |  |
| B | The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness. |  |  |
| C | The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement. |  |  |
| D | The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships. |  |  |
|  | Total |  |  |
| **4. Organization Glue** | **Now** |  |
| A | The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high. |  |  |
| B | The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge. |  |  |
| C | The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes. |  |  |
| D | The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important. |  |  |
|  | Total |  |  |
| **5. Strategic Emphases** | **Now** |  |
| A | The organization emphasizes human development. High trust, openness, and participation persist. |  |  |
| B | The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. |  |  |
| C | The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. |  |  |
| D | The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important. |  |  |
|  | Total |  |  |
| **6. Criteria of Success** | **Now** |  |
| A | The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people. |  |  |
| B | The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator. |  |  |
| C | The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key. |  |  |
| D | The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical. |  |  |
|  | Total |  |  |

**The Big Five Personality Trait Inventory (BFI-10)**

Instruction:Howwelldothefollowingstatements describeyourpersonality?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Iseemyselfassomeonewho | Disagreestrongly | Disagreealittle | Neitheragreenordisagree | Agreealittle | Agreestrongly |
| isreserved | (1) | (2) | (3) | (4) | (5) |
| isgenerallytrusting | (1) | (2) | (3) | (4) | (5) |
| tendstobelazy | (1) | (2) | (3) | (4) | (5) |
| isrelaxed,handlesstresswell | (1) | (2) | (3) | (4) | (5) |
| hasfewartisticinterests | (1) | (2) | (3) | (4) | (5) |
| isoutgoing,sociable | (1) | (2) | (3) | (4) | (5) |
| tendstofindfaultwithothers | (1) | (2) | (3) | (4) | (5) |
| doesathoroughjob | (1) | (2) | (3) | (4) | (5) |
| getsnervouseasily | (1) | (2) | (3) | (4) | (5) |
| hasanactiveimagination | (1) | (2) | (3) | (4) | (5) |

**Turnover Intentions Scale (Tiscale) Items**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Disagreestrongly | Disagreealittle | Neitheragreenordisagree | Agreealittle | Agreestrongly |

S.No.

1**.** Iintend to ask people about new job opportunities.

2. My current job is not addressing my important personal needs.

3. Very often are opportunities to achieve my most important goals at work jeopardized.

4. I intend to search for a position with another employer.

5. I occasionally think about leaving this organization.

6. Very often I think about becoming an entrepreneur.