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## Appendix – A Sample Questionnaire

### Questionnaire prepared for the MBA in MOT final research

The questionnaire below is prepared to identify Individual values and Organizational Values along with organization current strategy in IT industry Sri Lanka.

**Note: 1 for Very low importance and 5 for Very high importance**

01 Individual values		Below are the individual values that employees can possess. Rate the degree of importance that you believe you should have when applying for a post in current place.					
1.1	My Attitude	The positive manner used in addressing others and analyzing environmental changes.	1	2	3	4	5
1.2	My Team work orientation	Ability and interest to work in a team.	1	2	3	4	5
1.3	My Creativity	A conscious effort to see things differently, to break out of habits and outdated beliefs to find new ways of thinking, doing and being.	1	2	3	4	5
1.4	My Integrity in life	Working hard, keeping promises, sharing success.	1	2	3	4	5
1.5	How much I concern on Individual development	Taking the initiative to improve one by broadening one's knowledge and skills.	1	2	3	4	5
1.6	My Accountability on work	The willingness to acknowledge responsibility to others, and the willingness to fully accept responsibility.	1	2	3	4	5
1.7	My Productivity	Maximizing output without wasting resources or compromising quality.	1	2	3	4	5
1.8	My Flexibility to change	Recognizing that change is inevitable and adjusting approach behaviors appropriately.	1	2	3	4	5
1.9	How much I am strong In Work Ethic	In addition to working hard it is also important to work smart. This means learning the most	1	2	3	4	5

		efficient way to complete tasks and finding ways to save time while completing daily assignments.							
1.10	Dependability and Responsibility of my work	Employers value employees who come to work on time, are there when they are suppose to be, and are responsible for their actions and behavior.		1	2	3	4	5	
1.11	I am a Positive Thinker	Take the initiative and have the motivation to get the job done in a reasonable period of time.		1	2	3	4	5	
1.12	My Adaptability to new things	Adaptable and maintain flexibility in completing tasks in an ever changing environment.		1	2	3	4	5	
1.13	Quality of my work	When working for an employer they want to know that they can trust what you say and what you do.		1	2	3	4	5	
1.14	Self – Motivated	Require little supervision and direction to get the work done in a timely and professional manner.		1	2	3	4	5	
1.15	Strong Self Confidence	You are very much sure about what you are doing.		1	2	3	4	5	
1.16	My Professionalism	Professional behavior includes learning every aspect of a job and doing it to the best of one's ability.		1	2	3	4	5	
1.17	My Loyalty to employer	Employers value employees they can trust and who exhibit loyalty to the company.		1	2	3	4	5	
1.18	My Simplicity	Taking the time to simplify anything that is overly complex is a very helpful skill in these rapidly accelerating times.		1	2	3	4	5	
1.19	My Harmony at work	Harmony is the coming together of disparate elements for common purpose.		1	2	3	4	5	
1.20	How much I am Concern for Others	How much you concern for our fellow human beings.		1	2	3	4	5	
1.21	How much I am Practical	Any attempt on one's part to be more practical will rapidly catapult one from one's current status towards the pinnacle of success.		1	2	3	4	5	
1.22	I am a Results	How much your activities that you are engaged		1	2	3	4	5	

	-Oriented person	leads to a constructive, useful purpose.							
1.23	I am Hard Working	How much extra effort you pay for a task and how much additional effort you scarify to learn something difficult.		1	2	3	4	5	
1.24	My Continuous Improvement	Continuous urge to increase one's knowledge And skills in an area, a desire to improve one's Attitudes and temperament, or a desire to do things better the best out of things.		1	2	3	4	5	
1.25	Respect for others	Irrespective of others position or capacity how much you respect others for their values.		1	2	3	4	5	
<b>02</b>	<b>Organizational values</b>								
	Below are some organizational values that most of the organizations posses. Rate the importance that your present workplace has given for the following areas when selecting their employees to the work place.								
2.1	Team work	Working in a team give more results and it is encouraging in culture.		1	2	3	4	5	
2.2	Honesty	Organization culture is open and honest in all the dealings & maintaining the highest integrity at all times.		1	2	3	4	5	
2.3	Work excellence	Always doing what we say we will and striving for excellence and quality in everything we do		1	2	3	4	5	
2.4	Commitment	Working with urgency and commitment to be Successful with minimum supervision.		1	2	3	4	5	
2.5	Ownership	Taking ownership of our customers' needs and being accountable for delivering friendly and professional service.		1	2	3	4	5	
2.6	Recognition	Recognizing and rewarding (culture) each other's contributions and efforts.		1	2	3	4	5	
2.7	Customer Service	Company enjoys their custom and so they deserve our service -timely, responsive, proactive, meeting their needs and aiming to delight.		1	2	3	4	5	
2.8	Professionalism	At all times company acts with integrity, providing quality service, being reliable and responsible.		1	2	3	4	5	
2.9	Personal development	Company values learning, feedback, coaching and mentoring.		1	2	3	4	5	

2.10	Accountability	All individuals, departments and divisions accountable for performance, results, problems, and so on.	1	2	3	4	5
2.11	Communications	Up, down, and sideways within the company, with customers and vendors, in terms of openness, frankness, clarity, frequency, accuracy, timeliness, and brevity.	1	2	3	4	5
2.12	Cooperation (Team)	Cooperative culture among individuals, departments, divisions, branches, and so on.	1	2	3	4	5
2.13	Coordination	Horizontally between departments in terms of plans, activities, and systems.	1	2	3	4	5
2.14	Discipline	Companies value the adherence to company policy, rules, systems, procedures, schedules, standards, ethics, and so on.	1	2	3	4	5
2.15	Freedom for Initial Employees	Company encourage employees to make suggestions, develop plans, make decisions, carry out or modify actions, and so on.	1	2	3	4	5
2.16	Integration	For smooth operation vertically and horizontally between different levels of the organization in terms of plans, decisions, and priorities.	1	2	3	4	5
2.17	Standardization	How company follow standards in terms of forms, files, procedures, reports, performance evaluations, equipment, training, recruitment, orientations, communications, and so on.	1	2	3	4	5
2.18	Systemization	How company applies systems in sales, marketing, customer service, accounting, research, production, engineering, estimating, recruitment, training, promotions, communications, coordination, reporting, and so on.	1	2	3	4	5
03	<b>Organization Strategy</b>						
3.1	Please select the most appropriate strategy that your organization follows in current business						
	Defender	Analyzer	Prospector	Reactor			
	None of the above - If your organization follows none of the above strategy please mark yes in next field						
	Defender	• Aggressively maintain prominence within its chosen market segment					

	<ul style="list-style-type: none"> <li>Ignore developments outside of this domain</li> <li>Penetrate deeper into current markets</li> <li>Normally, growth occurs cautiously and incrementally</li> <li>A mixture of products and markets, some stable, others changing</li> <li>Successful imitation through extensive marketing surveillance</li> <li>Avid follower of change</li> <li>Growth normally occurs through market penetration</li> <li>Growth may also occur through product and market development</li> </ul>				
Analyzer	<ul style="list-style-type: none"> <li>Broad domain, in a continuous state of development</li> <li>Monitors a wide range of environmental conditions, trends, and events</li> <li>Creators of change in their industries</li> <li>Growth primarily from new markets and new products</li> <li>Uneven, spurt-like growth</li> </ul>				
Prospector	<ul style="list-style-type: none"> <li>Management fails to articulate a viable organizational strategy</li> <li>Management articulates an appropriate strategy, but technology, structure, and process are not linked to strategy appropriately</li> <li>Management adheres to a particular strategy-structure relationship that is not relevant to the environment</li> </ul>				
Reactor					
<b>04</b>	<b>Demographic Values</b>				
4.1	Age as of December 30 <sup>th</sup> 2011				
4.2	Gender <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">Male</td> <td style="width: 50%; text-align: center;">Female</td> </tr> </table>	Male	Female		
Male	Female				
4.3	Industry experience as of December 30 <sup>th</sup> 2011 (No of years)				
4.4	Qualification <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">PhD</td> <td style="width: 25%; text-align: center;">Master degree</td> <td style="width: 25%; text-align: center;">BSc</td> <td style="width: 25%; text-align: center;">Other</td> </tr> </table>	PhD	Master degree	BSc	Other
PhD	Master degree	BSc	Other		
	Please specify Other qualification				
4.5	No of permanent employees in the organization				
4.6	How long has the business been established?				
4.7	Please choose all the areas the business covers <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">Local</td> <td style="width: 50%; text-align: center;">Regional</td> </tr> <tr> <td style="width: 50%; text-align: center;">National</td> <td style="width: 50%; text-align: center;">International</td> </tr> </table>	Local	Regional	National	International
Local	Regional				
National	International				
	What geographical area does your business cover?				

## Appendix - B Reliability Test of Variables

Reliability test for individual variables

Before removing the negative variables

Reliability Statistics

Cronbach's Alpha	N of Items
.732	25

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
My Attitude	100.71	19.776	.631	.689
My Team work orientation	100.93	20.610	.527	.700
My Creativity	101.05	22.419	.333	.719
My Integrity in life	100.36	22.105	.534	.709
How much I concern on Individual development	100.75	22.341	.399	.715
My Accountability on work	100.58	21.724	.453	.710
My Productivity	100.59	21.750	.530	.706
My Flexibility to change	100.83	20.402	.663	.691
How much I am strong In Work Ethic	100.59	27.821	-.670	.780
Dependability and Responsibility of my work	100.92	21.106	.607	.699
I am a Positive Thinker	100.75	22.769	.283	.723
My Adaptability to new things	101.06	23.113	.228	.727
Quality of my work	100.54	23.416	.180	.730



SelfMotivated	100.89	20.087	.827	.681
Strong Self Confidence	100.87	20.284	.833	.683
My Professionalism	100.68	22.049	.483	.710
My Loyalty to employer	101.49	26.000	-.302	.765
My Simplicity	101.00	25.287	-.297	.746
My Harmony at work	101.47	25.533	-.227	.760
How much I am Concern for 4s	100.91	24.853	-.123	.744
How much I am Practical	101.27	23.580	.212	.728
I am a Results -Oriented person	100.83	25.281	-.214	.751
I am Hard Working	101.17	22.865	.201	.730
My Continuous Improvement	100.85	21.116	.535	.702
Respect for 4s	101.05	25.195	-.201	.749

### Reliability test for organizational variables

#### Before removing the negative variables

#### Reliability Statistics

Cronbach's Alpha	N of Items
.887	18

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Team work	68.01	41.152	.878	.870
Honesty	68.10	41.452	.727	.874
Work excellence	68.04	41.788	.584	.879
Com3ment	68.13	39.889	.894	.868
Ownership	68.09	43.804	.327	.890
Recognition	68.22	41.257	.660	.876
Customer Service	67.81	43.187	.582	.880
Professionalism	67.78	44.584	.350	.887
Personal development	68.33	44.116	.423	.885
Accountability	67.54	44.994	.418	.885
Communications	68.22	39.965	.810	.870
Cooperation	68.16	39.047	.849	.868
Coordination	68.10	39.820	.805	.870
Discipline	67.73	42.430	.784	.875
Freedom for Initiative of Employees	68.28	37.862	.905	.865
Integration	68.41	45.768	.328	.887
Standardization	68.40	52.563	-.720	.910
Systemization	68.48	52.484	-.669	.910

## Appendix – C Short Codes for Individual and Organizational values

Below 2 tables illustrates the short codes used to describe the individual and organizational values in the research.

<b>Individual Values</b>	<b>Short Code</b>
My Attitude	I-01
My Team work orientation	I-02
My Creativity	I-03
My Integrity in life	I-04
How much I concern on Individual development	I-05
My Accountability on work	I-06
My Productivity	I-07
My Flexibility to change	I-08
Dependability and Responsibility of my work	I-09
I am a Positive Thinker	I-10
My Adaptability to new things	I-11
Quality of my work	I-12
Self Motivated	I-13
Strong Self Confidence	I-14
My Professionalism	I-15
How much I am Practical	I-16
I am Hard Working	I-17
My Continuous Improvement	I-18

<b>Organizational Values</b>	<b>Short Code</b>
Team work	O-01
Honesty	O-02
Work excellence	O-03
Commitment	O-04
Ownership	O-05
Recognition	O-06
Customer Service	O-07
Professionalism	O-08
Personal development	O-09
Accountability	O-10
Communication	O-11
Cooperation	O-12
Coordination	O-13
Discipline	O-14
Freedom for Initiative of Employees	O-15
Integration	O-16

