Journal of Business Studies Quarterly   jbsq.org

Determination of Relevant Attributes of Various Dimensions of Corporate Culture Using Reliability and Factor Analysis: Evidence from Selective Hotels in India

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Abstract
The main aim of this study is to select the attributes under various dimensions of corporate culture and employee's commitment towards the organization on the basis of the response of three categories of employees in hotels. This study is consisted with four dimensions of corporate culture which includes teamwork(TW),training and development (T), rewards and recognition (rr) and communication(C) with employees organizational commitment and pride(OC,OP) among thirteen star category hotels in India . The important attributes of different dimensions of Corporate Culture of Hotels have been selected using Reliability Analysis and Factor Analysis This study identifies the relevant attributes under various dimensions of corporate culture have been identified on the basis of response from three categories of employees from the selected hotels in India.

Keywords: *Corporate Culture, Organizational Commitment, Reliability Analysis, Factor Analysis, Hotels.*

Introduction

Corporate culture is an important theme in management studies and business research for the past few decades for its affect to organization and individual's desired outcomes like commitment, loyalty, turnover intent, and satisfaction" (Chow et al., 2001). The Researchers also suggest that corporate culture is basically management philosophy that talks about how the organizations manage the organization to improve their overall effectiveness and performance (Kotter and Heskett, 1992). In today's competitive environment, corporate culture is been used as a powerful tool to quantify the business functions (Gray et al., 2003). Research has confirmed that corporate culture has its influence on the thoughts, feelings, interactions, and organizational performance (Saeed and Hassan, 2000).

At present, there are few empirical literatures on corporate culture within the context of

the hospitality industry, particularly of hotels. The hotel industry is considered to be one of the major contributors to the global economy. Moreover, this industry differs from other industries in its organizational structures, responses to the environment, and managerial styles.

Limited empirical literature on this corporate culture of hospitality sector motivated to proceed with this research work as in the hospitality industry, hotels are playing a contributory role towards economic development of the globe. It is also noteworthy that the hotel sectors differ from other industries by its structure and management style.

The main aim of this research paper is to identify the relevant variables under various dimensions of corporate culture—teamwork, communication, reward and recognition, training and development and employees' organizational commitment on the basis of response from three categories of employees from the selected hotels in India.

2. Objectives of the Study

The main aim of this study is to identify the major attributes under various dimensions of corporate culture and employees' organizational commitment on the basis of the response from three category of employees in hotels.

3. Literature Review

3.1. Corporate Culture

In the literature relating to organizational behaviour, corporate culture has been defined in numerous ways by various authors and researchers. The essence of corporate culture lies in the set of values, beliefs, and behavior patterns that form the core identity of organizations and that help in shaping their employees' behavior (Rashid et al., 2003; Lund, 2003; Pool, 2000; Schein, 1992).

Corporate culture, as per Lawson and Shen, 1998 is not restricted to aggregation of thoughts, values, and actions, but extends to the unifying patterns that are shared, learnt, aggregated at the group level, and internalized only by organizational members. Schein, 1992 conceptualized corporate culture as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration. These values are then taught to new members in the organization as the correct way to think and feel in relation to those problems.

Corporate culture has the potential to affect a range of organizationally and individually desired outcomes such as commitment, loyalty, turnover intent, and satisfaction and hence been an important theme in management and business research for the past few decades. (Chowet al., 2001). Academicians and professionals of the domain management has the same frame of mind in regards to corporate culture being a management philosophy and is a way of managing organizations to improve their overall effectiveness and performance. In the modern times, corporate culture is used as a powerful tool to quantify the way a business functions (Gray et al., 2003). Also research has confirmed that corporate culture is an influencing force for the thoughts, feelings, interactions, and performance in organizations (Saeed and Hassan, 2000).

In a study based on Semiconductor organizations in Malaysia, it was found that the applications of four dimensions of corporate culture—teamwork, communication, reward and recognition and training and development have direct impact upon the improvement in employees' working conditions, thereby contributing towards their commitment effectively (Ooi Keng Boon and Veeri Arumugam, 2006).

In a study, it was found that organization's well founded culture could contribute to the achievement in every aspect of organizational performance (Maloney and Federle, 1990; Flamholtz and Randle, 1998).

3.2. Organizational Commitment

The relative strength of an individual's identification with, and involvement in, a particular organization is called organizational commitment. (Mowday et al., 1979; Allan and Meyer, 1990). This definition, which is reflecting an individual's affective commitment to the organization, represents a major approach to the study of organizational commitment (Meyer et al., 2002). Employees with strong organizational commitment continue employment with the organization because they desire so (Ghani et al., 2004). Every employee of industry/corporate should have strong commitment towards achieving the desired goals of the organization. By and large the fulfilment of organizational commitment may certainly contribute towards economic development of the society.

4. Questionnaire Design

The questionnaire were designed and tested in a number of phases to ensure the information collection is reliable for the data analysis process

Phase 1: Construction of raw questionnaire is based on basic information which collected in the theoretical models and previous related studies.

Phase 2: Questionnaire's assessment by testing how the questions are clear and understandable. The evaluation is done by sending directly to the colleagues of Hotel institution to evaluate how they answer and understand each question.

Phase 3: Questions revision and survey finalization, and then proceed to send the survey via email to respondents and hard copies directly if needed.

Phase 4: Data collection and filtration. The questions measuring aspects of corporate culture and employee's commitment are based on a survey questionnaire of previous studies.

Table 1: Summary the structure of questionnaires for survey

Section	Measurement
Employees opinion about Corporate Culture Dimensions	Teamwork Training and development, Rewards and recognition Communication
Employees opinion about their commitment	Organization commitment, Organizational Pride

5. Statistical Methods

The sample population of the study collected from various five star hotels situated in different parts of India during July 2013 to Dec 2013 The study has 325 observations. Initially we have observed the Reliability analysis on the data set to make the information more reliable, consistent and authentic. Later on applied Factor analysis using statistical software (SPSS) version 16.0.

6. Reliability Analysis

6.1 Cronbach's Alpha

Reliability is the ability of questionnaire to consistently measure the topic under study at different times and across different populations. There are a number of different ways of assessing reliability. Chronbach's alpha is designed as a measure of internal consistency; that whether all items within the instrument measure the same thing. Alpha is measured on the same scale as a Pearson r (correlation coefficient) and typically varies between 0 and 1. Although a negative value is possible, such a value indicates a scale in which some items measure the opposite of what other items measure. The closer the alpha is to 1.00, the greater the internal consistency of items in the instrument being assessed. At a more conceptual level, coefficient alpha may be thought of as the correlation between a test score and all other tests of equal length that are drawn randomly from the same population of interest. The formula that determines alpha is fairly simple and makes use of the number of items in the scale (k) and the average correlation between pairs of items

r: $\alpha = \dfrac{kr}{1+(k-1)r}$

The number of items in the scale (k) increases, the value of α becomes larger. Also, if the inter- correlation between items is large, the corresponding α will also be large.

6.2. Principal Components Analysis (PCA) (Johnson and Wichern, 2009, page 431 – 461)

A set of variables is transformed into a new set of factors that are uncorrelated with each other through this method. This is the most frequently used approach. These factors are constructed by finding the best linear combination of variables that accounts for the maximum possible variation in the data. Each factor is defined as the best linear combination of variables in terms of explaining the variance not accounted for by the preceding factor. Additional factors may be selected till all the variance is accounted for. Usually the factor extraction process is stopped after the unexplained variance is below a specified level. This statistical method explains the variance covariance structure of a set of variables through a few linear combinations of these variables. The basic objectives of PCA are:(i) Data reduction (ii) Interpretation .The set of variables are transformed into a new set of factors that are uncorrelated with each other. The factors with the maximum variance explained, may have the best linear combinations of the variables. Usually the formation of factors is being stopped only when it reveals the unexplained variance in the factor extraction method. This method helps to identify or reduce the number of factors without losing any logical relationships of the variables may render the same information to the researchers.

Suppose the random vector $X^{\wedge\prime} = [X_1, X_2 \ldots \ldots, X_p]$ have the covariance matrix $\sum$ with eigenvalues $\lambda_1 \geq \lambda_2 \geq \lambda_3 \geq 0$.

Now considering the linear combinations have

$Y_1 = a_1' X = a_{11}X_1 + a_{12}X_2 + \ldots + a_{1p}X_p$
$Y_2 = a_2' X = a_{21}X_1 + a_{22}X_2 + \ldots + a_{2p}X_p$ ------(1)
$Y_p = a_p' X = a_p X_1 + a_{p2}X_2 + \ldots + a_{pp}X_p$

Then, obtain

Var $(Y_i) = a_i' \sum a_i'$ i = 1, 2,......p -------------- (2)
Cov $(Y_i, Y_k) = a_i' \sum a_k$ i, k = 1,2,......p ----------(3)

The principal components are those uncorrelated linear combinations Y_1, Y_2, ..., Y_p whose variances in (2) are as maximum as possible. The first principal component is with maximum variance. That is, it maximizes:

Var $(Y_i) = a_i' \sum a_i$. It is clear that Var $(Y_i) = a_i' \sum a_i$ can be increased by multiplying any a1 by some constant. To eliminate this indeterminacy, it is convenient to restrict attention to coefficient vectors of unit length. It is therefore can be defined as:

First principal component = linear combination a_1 X that maximizes

Var $(a_1'X)$ subject to $a_1' a_1 = 1$
Second principal component = = linear combination $a_2'X$ that maximizes
Var $(a_2'X)$ subject to $a_2' a_2 = 1$ and Cov $(a_1' X, a_2' X) = 0$

At the *i*th step,
*i*th principal component = linear combination $a_i'X$ that maximizes

Var (a_i'X)   subject to $a_i'a_i = 1$ and Cov (a_i' X, a_k' X) = 0   k < i

The linear combination Z = CX have = E (Z) = E (CX) = Cμ_x ----------- (4)

Σ_z = Cov (Z) = Cov (Cx) = C $\Sigma_x C'$

6.3. Implication of Key Terms Used in Factor Analysis

6.3.1. Variance

A factor analysis tries to best fit factors to a scatter diagram of responses in such a way that factors explain the variance associated with responses to each statement. It aim to get factors in such a way that as much variance associated with each statement in the study could be explained

6.3.2. Kaiser-Meyer-Olkin (KMO) statistics

Kaiser-Meyer-Olkin (KMO) statistics, predicts if data are likely to factor well, based on correlation and partial correlation. There is a KMO statistic for each individual variable, and their sum is the KMO overall statistic. KMO varies from 0 to 1.0 and KMO overall should be 0.60 or higher to proceed with factor analysis. If it is not, drop the indicator variables with the lowest individual KMO statistic values, until KMO overall rises above 0.60 (some researchers use a more lenient 0.50 cut-off). To compute KMO overall, the numerator is the sum of squared correlations of all variables in the analysis (except the 1.0 self-correlations of variables with themselves, of course). The denominator is same sum plus the sum of squared partial correlations of each variable i with each variable j, controlling for others in the analysis. A value close to 1 indicates that patterns of correlations are relatively compact and so factor analysis should yield distinct and reliable factors. Kaiser (1974) recommends accepting values greater than 0.5 as barely acceptable (values below this should lead you to either collect more data or rethink which variables to include). Furthermore, values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb (Hutcheson & Sofroniou, 1999).

6.3.3. Bartlett test of sphericity statistics

The Bartlett test of sphericity, is a statistical test for the presence of correlations among the variables. It provides the statistical probablity that the correlation matrix has significant correlations amount at least some of the variables

6.3.4. Eigenvalues

Also called characteristic roots. The eigenvalue for a given factor measures the variance in all the variables which is accounted for by that factor. The ratio of eigenvalues is the ratio of explanatory importance of the factors with respect to the variables.

If a factor has a low eigenvalue, then it is contributing little to the explanation of variances in the variables and may be ignored as redundant with more important factors. The most common

6.3.5. Varimax

Rotation are the most common rotation option .It is an orthogonal rotation of the factor axes to maximize the variance of the squared loadings of a factor (column) on all the variables (rows) in a factor matrix, which has the effect of differentiating the original variables by extracted factor. Each factor will tend to have either large or small loadings of any particular variable. A varimax

solution yields results which make it as easy as possible to identify each variable with a single factor.

6.3.6. Factor loading:

The factor loadings, also called component loadings in PCA, are the correlation coefficient between the variables (rows) and factors (columns). Analogous to Pearson's r the squared factor loading is the percent of variance in that indicator variable explained by the factor. To get the percent of variance in all the variables accounted for by each factor, add the sum of the squared factor loadings for that factor (column) and divide by the number of variables.

6.3.7. Communality:

The proportion of common variance present in a variable is known as the communality. As such, a variable that has no specific variance (or random variance) would have a communality of 1; a variable that shares none of its variance with any other variable would have a communality of 0. In factor analysis, interest in finding common underlying dimensions within the data and primary interest only in the common variance. Therefore, during the run a factor analysis it is fundamental that it is known how much of the variance present in our data common variance is. This presents a logical impasse: to do the factor analysis, need to know the proportion of common variance present in the data, yet the only way to find out the extent of the common variance is by carrying out a factor analysis.

Once the underlying factors have been extracted, new communalities can be calculated that represent the multiple correlation between each variable and the factors extracted. Therefore, the communality is a measure of the proportion of variance explained by the extracted factors.

6.3.8. Extraction:

The process by which the factors are determined from a large set of variables. Initial eigenvalues after extraction are same for PCA extraction, but for other extraction methods, eigenvalues after extraction will be lower than their initial counterparts. SPSS also prints "Rotation Sums of Squared Loadings" and even for PCA, these eigen values will differ from initial and extraction eigen values, though their total will be the same.

6.3.9. Total Variance explained criteria:

Some researchers simply use the rule of keeping enough factors to account for 90% (sometimes 80%) of the variation. Where the researcher's goal emphasizes Parsimony (explaining variance with as few factors as possible), the criterion could be as low as 50%.

Table 2: Reduction of variables under various dimensions using Reliability & Factor Analysis for Employee Category: 1

Item	Initial variables	Reliability	Modified variables	Eigen Value	% age Explained	Communalities
T Training	T1, T2, T3, T4, T5, T6, T7, T8, T9, T10, T11, T12, T13, T14, T15	n=15,α=.898 n=10,α=.903 n=6,α=.857	TI, T3, T4, T7, T8, T10	3.735	62.243	T1=.545, T3=.570, T4=.682, T7=.723, T8=.599,

Item	Initial variables	Reliability	Modified variables	Eigen Value	% age Explained	Communalities
						T10=.616
TW Team Work	TW1,TW2,TW3,TW4, TW5,TW6TW7,TW8, TW9 TW10	n=10,α=.796 n=4,α=.724	TW1, TW2 TW9, W10	2.189	54.731	TWI =.509, TW2 =.587, TW9=.576, TW10=.518
C (Communication)	C1, C2, C3, C4, C5, C6, C7, C8, C9, C10	n=10,α=.694 n=7,α=.697 n=6,α=.702 n=4,α=.691 n=3,α=.643	C3, C8, C9	1.765	58.836	C3=.565, C8=.626 C9=.574
Rr (Reward & Recognition)	rr1, rr2, rr3, rr4, rr5, rr6, rr7, rr8, rr9, rr10, rr11, rr12, rr13, rr14, rr15	n=15,α=.846 n=11,α=.880 n=9,α=.876	rr2, rr6, rr8 rr9, rr10	3.085	61.696	rr2=.507, rr6=.661, rr9=.623, rr10=.700
OC,OP (Organizational commitment and Organizational Pride)	OC1, OC2, OC3, OC4, OC5, OC6, OC7, OC8, OC9, OC10, OC11, C12, OC13, OC14, OC15, OP1, OP2, OP3, OP4, OP5, OP6, OP7, OP8, OP9	n=24,α=.805 n=15,α=.805 n=10,α=.778 n n=5,α=.783 n=7,α=.781	OP5, OP7 OP8	1.941	64.696	OP5=.610

Table 3 Reduction of variables under different dimensions using Reliability & Factor Analysis for Employee Category: 2

Item	Initial variables	Reliability	Modified variables	Eigen Value	% age Explained	Communalities
T (Training)	T1, T2, T3, T4, T5, T6, T7, T8, T9, T10, T11, T12, T13, T14, T15	n=15,α=.908 n=10,α=.909 n=6,α=.912	TI ,T2,T3 T4,T7,T8 T9,T10,T11	5.295 1.013	36.862 33.222 70.084	TI =.646, T2 =.624, T3=.776, T4=.794,T7=.653, T8=.620, T9=.742, T10=.622, T11=.830
TW (Team Work)	TW1, TW2, TW3, TW4, TW5, TW6, TW7, TW8, TW9 TW10	n=10,α=.806 n=5,α=.770 n=4,α=.762 n=3,α=.750	TW3 TW4 TW7	2.000	66.655	TW3 =.674, TW4 =.633, TW7=.692
C (Communicatio n)	C1, C2, C3, C4, C5, C6, C7, C8, C9, C10	n=10,α=.820 n=7,α=.826 n=6,α=.814 n=5,α=.804	C3, C7, C9 C10	2.440	61.004	C3=.653, C7=..582 C9=.584, C10=.621
Rr (Reward & Recognition)	rr1, rr2, rr3, rr4, rr5, rr6, rr7, rr8, rr9, rr10, rr11, rr12, rr13, rr14, rr15	n=15,α=.882 n=10,α=.906 n=9,α=.906	rr2, rr3, rr4 rr5, r6, rr8 rr9	4.295	61.364	rr2=.596, rr3=.622 rr4=.577, rr5=.637 rr6=.690, rr8=.621 rr9=.552
OC ,OP (Organizational commitment and Pride)	OC1, OC2, OC3, OC4, OC5, OC6, OC7, OC8, OC9, OC10, OC11,OC12, OC13,	n=24,α=.873 n=10,α=.825 n=8,α=.816 n=7,α=.806	OC13 OC14 OP2 OP4	2.662	53.232	OC13=.532, OC14=.494, OP2=.605, OP4=.527

	OC14, OC15,OP1, OP2, OP3, OP4, OP5, OP6, OP7, OP8, OP9	n=5,α=.795	OP5			OP5=.504

Table : 4   Reduction of variables under different dimensions using Reliability & Factor Analysis for Employee Category : 3

Item	Initial variables	Reliability	Modified variables	Eigen Value	% age Explained	Communalities
T (Training)	TI, T2, T3, T4, T5, T6, T7, T8, T9, T10, T11, T12, T13, T14, T15	n=15,α=.960 n=14,α=.961 n=13,α=.962 n=12,α=.963 n=11,α=.964	TI, T2, T3, T4, T5, T6, T8, T9, T10, T11	7.544	75.436	TI =.675, T2 =.766 T3=.844, T4=.685 T5=.880, T6=.631 T8=.784, T9=.850 T10=.827, T11=.664
TW (Team Work)	TW1, TW2, TW3, TW4, TW5, TW6, TW7, TW8 TW9, TW10	n=10,α=.795 n=5,α=.870	TW3, TW5 TW6, TW9 TW10	3.330	66.606	TW3 =.713, TW5=.706 TW6=.629, TW9=.645 TW10=.638
C (Communication)	C1, C2, C3, C4 C5, C6, C7, C8 C9, C10	n=10,α=.812 n=6,α=.855 n=5,α=.869	C6, C7, C9 C10	2.971	74.263	C6=.750, C7=..726 C9=.685, C10=.810
Rr (Reward & Recognition)	rr1, rr2, rr3, rr4, rr5, r6 rr7, rr8, r9, rr10, r11, rr12, rr13, r14, rr15	n=15,α=.895 n=11,α=.892 n=10,α=.892	rr2, rr4, rr8, rr9, rr10, rr13, rr14, rr15	4.485 1.059	38.478 30.827 69.305	rr4=.579, rr8=.733 rr9=.527, rr10=.551 rr12=.728, rr13=.648 rr14=.657, rr15=.722
OC,OP (Organizational commitment and Organizational Pride	OC1, OC2, OC3, OC4, OC5, OC6, OC7, OC8, OC9, OC10, OC11, OC12, OC13, OC14, OC15, OP1, OP2,OP3, OP4, OP5, OP6, OP7, OP8, OP9	n=24,α=879 n=20,α=.881 n=14,α=.871 n=11,α=.881 n=9,α=.888	OC4, OC5 OC11, OP3, OP4 OP5, OP6	4.072	58.169	OC4=.651, OC5=.467 OC11=.535, OP3=.613, OP4=.712 OP5=.552, OP6=.542

7. Analysis of the above table:

Initially the questionnaire have been framed on the basis of the Training (T) with 15 Questions, Team Work (TW) with 10 Questions ,Communication (C) with 10 Questions, Rewards & Recognition (rr) with 15 Questions, Organizational Commitment (OC) with 15 Questions and Organizational Pride (OP) of 9 Questions.

After having the Reliability analysis and Factor Analysis on the basis of respondents answer using 5 point Liker Scale (from 1 to5) the relevant questions are proved under different dimensions, which are given in Table 2: Employee category 1, Table 3: Employee category 2 and Table 4: Employee category 3. The attributes used in this study have been featured in Annexure I.

Conclusion:

The results of the study based on application of statistical tools showed reasonably significant on the determination of the attributes of various dimensions of corporate culture. The limitations of the paper is the number of the observations, otherwise it could have depicted more elaborately. The attributes identified by this analysis may contribute towards fulfilling the organizational commitments as well.

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Annexure –I

CORPORATE CULTURE DIMENTIONS	ATTRIBUTES	COMPONENTS
TRAINING AND DEVELOPMENT	VT1	My organization encourages and provide training for the development of all employees
	VT2	There is a well equipped training department and professional trainer to take care of the learning needs.
	VT3	.
	VT4	Training need assessment is conducted on a regular basis and the training programmes are designed in accordance to the need analysis
	VT5	Training sessions are conducted in a well organized and professional manner.
	VT6	Output of such training sessions are measured and acted upon.
	VT7	Where necessary the organization also supports use of outsourced training and trainers.
	VT8	These training sessions are both knowledge based for up gradation as well as skill based for improvement of existing levels.
	VT9	There is appropriate standards for various tasks and training need analysis is based on meeting the benchmark standards.
	VT10	Training is linked to the performance appraisal system and employees are suitably rewarded/ticked off based on their performance.
	VT11	My job provides ample opportunity to learn new areas
	VT12	My company provides Cross Training for exposure in other units of the chain
	VT13	Specific work-skills training are given to all employees
	VT14	I believe that I have the skill to match the best in the industry.
	VT15	Most employees in this company are trained on how to use quality management tools
REWARDS AND RECOGNITION	rr1	In your organization there is a policy for rewarding and recognizing employee performance.
	rr2	All employees have a clear and well defined target to work upon with in the time frame.
	rr3	These targets are set at the commencement of the period of evaluation with clearly defined measurable parameters and on mutual consent.
	rr4	Employees have the right to ask for any training or support they may require for the fulfillment of their targets.
	rr5	Employees are aware of the rewards/recognition they will receive on achievement of their respective targets.
	rr6	There is also a practice to recognize employees who achieve more and give value added growth to the organization
	rr7	Non performance is also treated with proper downsizing/ticking off or withdrawal of allowances.
	rr8	Rewards are not necessarily in terms of money. There may be promotions or other incentives.
	rr9	The organization meets the expectations of employees who fulfill the target mutually agreed upon.
	rr10	The policies are regularly upgraded to meet the changing environment of the corporate business world
	rr11	What is your level of satisfaction with regard to the remuneration and other benefits given to you?
	rr12	The company improves working condition in order to recognize employees quality improvement efforts
	rr13	The company's compensation system encourages team and individual contribution
	rr14	Do you think that existing rewards and remuneration are adequate enough to motivate you and other team members of your company ?
	rr15	Do you think that the remuneration and rewards are commeasurable to your role and responsibility in the organization ?
ORGNIGATIONAL COMMITMENT	oc1	I express my loyalty towards my Company during interaction with others
	oc2	I really care about the fate of my organization
	oc3	I am ready to accept any task assigned to me
	oc4	I always speak highly about my Organization
	oc5	I am really sincere towards striving for maximum commitment

	oc6	Organizational commitment is ultimate outcome of individual as well as the organizational contribution
	oc7	I set a good example by being punctual and adhering to time schedule
	oc8	I have full trust in my organization
Organizational Pride	oc9	My job role is matched to accomplish Organizational commitment.
	oc10	I am properly evaluated for fulfilling the Organizational commitment in due time
	oc11	How satisfied are you on the co-operation and support you get from your organization to perform your duties?
	oc12	How do you rate the overall work environment of your organization ?
	oc13	I would accept almost any type of job assignment in order to keep working for this organization
	oc14	I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization be successful
	oc15	Does the working hours and shifts permit you to balance your personal and professional life ?
	oc16	How do you rate the overall work environment of your organization?
	OP1	If anyone talks bad about my company I feel hurt.
	OP2	I feel glad and proud to work in this organization..
	OP3	My company has high reputation and positive image in the market
	OP4	We are aware of our unit priorities
	OP5	My unit is able to take new challenges.
	OP6	My organization cares for the society
	OP7	My organization is concerned for the clean and safe working environment for the employees.
	OP8	My organization use to adhere the legal stipulation as regards to health , hygience,safety of work environment and workplace.
	OP9	My organization render quality service to our customers
Organizational Communication	c1	In this organization there is clarity in all communication, upward, downward as well as linear
	c2	Upward communication is encouraged through the proper channel.
	c3	Channels of communication are clearly defined and all employees are aware of the respective channel they have to follow
	c4	All communication in this organization is documented.
	c5	Continuously improve communications between management and staff is stated as an important company objective and being practiced
	c6	Parameters of the unit are clearly stated and communicated to the employees
	c7	My HOD/Seniors regularly brief on the departmental performance and target
	c8	We have regular open forums
	c9	Grapevine communication is not encouraged by the management
	c10	In the system there are checks to control access to information and appropriate information is communicated in time
Team Work	TW1	My work is rather teamwork based, mainly organized by the members of the team themselves
	TW2	The company believes in teamwork and ensures support to promote the same
	TW3	Regular team building exercises are carried out to promote better bonding
	TW4	I am more comfortable working in a team rather than individually.
	TW5	Team members have a healthy social relationship with each other even outside the confines of the organization.
	TW6	Good atmosphere and team spirit promotes individuals to perform better and achieve more.
	TW7	Other Units/ Departments always co-operative with me when I need assistance.
	TW8	In this organization, work place decisions are made through consensus.
	TW9	Individual goals are linked to the team goals as well as the organizational commitments.
	TW10	Non adhesiveness with other members of your team is taken very seriously by the organization.