

Aycan, Z. & Kanungo, R.N., Mendonca, M.; Yu, K., Deller, J.; Stahl, G.; Khursid, A. (2000). Impact of culture on human resource management practices: A ten country comparison. Applied Psychology: An International Review, 49(1), 192-220.

WORK OPINION SURVEY

The questionnaire contains a number of statements describing how people think about different situations. Please indicate how characteristic or descriptive each statement is about your opinion by circling the appropriate response. If you are not working currently, please respond on the basis of your previous work experience. Please DO NOT write your name on the questionnaire.

The response categories are as follows:

6 = strongly agree	3 = mildly disagree
5 = moderately agree	2 = moderately disagree
4 = mildly agree	1 = strongly disagree

In my country, people generally believe that:

- | | | | | | | |
|---|---|---|---|---|---|---|
| 1. The ideal boss is like a parent in our society. | 6 | 5 | 4 | 3 | 2 | 1 |
| 2. There needs to be a hierarchy of authority in our society. | 6 | 5 | 4 | 3 | 2 | 1 |
| 3. Most of the time, it doesn't pay to try hard because things never turn out right anyway. | 6 | 5 | 4 | 3 | 2 | 1 |
| 4. Inequality of status among individuals is not acceptable in our society. | 6 | 5 | 4 | 3 | 2 | 1 |
| 5. Even when the demands of one's ingroup (family, relatives, close friends) are costly, one has to stay with it. | 6 | 5 | 4 | 3 | 2 | 1 |
| 6. Superiors in our society know best what is good for their subordinates. | 6 | 5 | 4 | 3 | 2 | 1 |
| 7. Planning only makes a person unhappy since your plans hardly ever work out anyway. | 6 | 5 | 4 | 3 | 2 | 1 |
| 8. In our culture, one is expected to be loyal to his or her community even if one is inconvenienced by the demands of the community. | 6 | 5 | 4 | 3 | 2 | 1 |
| 9. One should always obey the person in authority. | 6 | 5 | 4 | 3 | 2 | 1 |
| 10. When bad things are going to happen they just are going to happen no matter what you do to stop them. | 6 | 5 | 4 | 3 | 2 | 1 |
| 11. In our society, managers should provide fatherly advice and directions to their | 6 | 5 | 4 | 3 | 2 | 1 |

subordinates.

12. One has to be loyal to his/her community if one seeks their support and protection.	6	5	4	3	2	1
13. People having authority should be respected because of their position.	6	5	4	3	2	1
14. People in authority in our society should take care of their subordinates as they would take care of their children.	6	5	4	3	2	1
15. When one is born, the success or failure one is going to have is already in one's destiny, so one might as well accept.	6	5	4	3	2	1
16. The wise person lives for today and lets tomorrow take care of itself.	6	5	4	3	2	1
17. In our culture, group interests take precedence over personal interests.	6	5	4	3	2	1
18. In our society, the experience and wisdom of superiors are the best guidelines for subordinates.	6	5	4	3	2	1

In my organization, managers generally believe that:

19. There is no limit for those employees who really want to improve their skills.	6	5	4	3	2	1
20. People must be controlled and directed, in order to make them work.	6	5	4	3	2	1
21. Employees should be evaluated on the basis of their concern for the co-workers.	6	5	4	3	2	1
22. In organizational context, helping others is more important than helping oneself.	6	5	4	3	2	1
23. Taking on responsibility in one's job is nothing but a burden.	6	5	4	3	2	1
24. You cannot train people to change their work habits.	6	5	4	3	2	1
25. Organizations should provide flexibility for employees to do their jobs in their own way.	6	5	4	3	2	1
26. Effects of meeting family and social obligations on work performance should be given due weight while evaluating employees.	6	5	4	3	2	1
27. In organizations, employees should be encouraged to comply to the decisions made by authorities at the top.	6	5	4	3	2	1
28. Employees in organizations by nature do not	6	5	4	3	2	1

change, no matter how much one provides opportunities for development.

29. In organizations, neatness and control should be encouraged among employees.	6	5	4	3	2	1
30. People lack ambition and initiative and avoid responsibility on the job.	6	5	4	3	2	1
31. As a matter of policy employees should have a say in all decisions which affect them.	6	5	4	3	2	1
32. People like to be consulted on matters that affect them in their job.	6	5	4	3	2	1
33. Employees have the capacity to change themselves at every stage in life.	6	5	4	3	2	1
34. It is preferable not to do one's job in a manner different from what has been assigned to him or her.	6	5	4	3	2	1
35. In organizations, there should be an emphasis on delegation at all levels.	6	5	4	3	2	1
36. Employees should feel obliged to maintain harmonious relationships with their co-workers.	6	5	4	3	2	1
37. Personal characteristics of employees when they enter the organization do not undergo change over the years.	6	5	4	3	2	1
38. Employees achieve task objectives when they do the job in their own way rather than told how to do it.	6	5	4	3	2	1
39. People not only accept but seek responsibility on the job.	6	5	4	3	2	1
40. Taking on additional responsibilities leads to personal growth on the job.	6	5	4	3	2	1

Regarding my job, I believe that:

41. In my job I do not have complete responsibility for deciding how and when the work is done.	6	5	4	3	2	1
42. Although I put in more time and effort in my job than my peers, I am paid the same as my peers.	6	5	4	3	2	1
43. My supervisor and I jointly set specific goals (what and how much I should do on my job).	6	5	4	3	2	1
44. I am proud to belong to the department where I work because it produces good quality	6	5	4	3	2	1

7. What is the nature of the organization you represent? _____ public
_____ private

CODING

VARIABLE	QUESTIONS	REVERSE CODED
Paternalism	1, 6, 11, 14, 18	-
Power Distance	2, 4, 9, 13	4
Fatalism	3, 7, 10, 15, 16	-
Loyalty toward Community	5, 8, 12, 17	-
Malleability	19, 24, 28, 33, 37	24, 28, 37
Proactivity	20, 25, 29, 34, 38	20, 29, 34
Obligation towards others	21, 22, 26, 36	-
Responsibility seeking	23, 30, 39, 40	23, 30
Participation	27, 31, 32, 35	27
Autonomy	41, 45	41, 45
Feedback	54	54
Goal setting	43, 47	-
Performance-extrinsic reward contingency	42, 51	42
Performance-intrinsic reward contingency	55	-
Task significance	50, 57	50, 57
Empowerment	48, 52	52
Self-control	49, 44	-
Supervisory control	53, 56	53, 56
Skill variety	46	46