

## APPENDIX 1



UNIVERSITY OF MALAYA  
The Faculty of Business & Accountancy  
Master of Business Administration

**THE ASSOCIATION BETWEEN CORPORATE CULTURE AND ORGANIZATIONAL COMMITMENT : EXAMINING THE MEDIATING EFFECT OF PERSON-ENVIRONMENT FIT**

Dear Sir/Madam,

This survey is conducted as part of a research project which shall be submitted in partial fulfillment towards the completion of the Master of Business Administration degree from the University of Malaya.

The general purpose of the study is to examine the association between corporate culture and organizational commitment with person-environment fit as mediator.

Hence, I sincerely invite you to participate in this survey by filling up the attached questionnaire. The questionnaire should take not more than 10 minutes of your valuable time. Please be advised that all information given will be treated with the strictest confidentiality and only the aggregate data will be analyzed.

Kindly answer all the questions and return the completed questionnaire. Thank you for your cooperation and valuable assistance in participating and completing this survey.

Kayathry A/P Veerapandian  
(eternal\_jb@yahoo.com)

This research is supervised by,  
Dr. Kamarul Zaman bin Ahmad  
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## SECTION 1 : CORPORATE CULTURE

For each statement, please indicate how strongly you agree or disagree by using the following scale. Please **TICK (✓)** the number of your choice. There is no right or wrong answer.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree

NO	DESCRIPTION	1	2	3	4	5	6	7
1.	Employees are encouraged to accept education and training within the organization.							
2.	Adequate resources are available for employees' training and development within the organization.							
3.	Employees are encouraged to apply skills after training.							
4.	This organization improves working conditions in order to recognize employee efforts.							
5.	The organization's compensation system encourages team and individual contributions.							
6.	Reward and recognition system within the organization rewards relationship and task accomplishments based on work quality.							
7.	All suggestions are appropriately rewarded in cash and kind.							
8.	Employees' rewards and penalties are clearly communicated.							
9.	Works within this department is appointed around groups.							
10.	I am more comfortable working in a team rather than individually.							
11.	In this organization, workplace decisions are made through consensus.							
12.	Other units or departments always co-operate with me when I need assistance.							
13.	I am satisfied with the way my organization provides me with feedback.							
14.	Continuously improving communications between management and employee is stated as an important organization objective and is being practiced.							
15.	The organization's communication is effective in communicating things that are relevant to employees'.							

## SECTION 2 : PERSON ENVIRONMENT FIT

For each statement, please indicate how strongly you agree or disagree by using the following scale. Please **TICK (✓)** the number of your choice for each statement. There is no right or wrong answer.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree

NO	DESCRIPTION	1	2	3	4	5	6	7
1.	My organization's values and culture provide a good fit with the things that I value in life.							
2.	The things that I value in life are very similar to the things that my organization values.							
3.	My personal values match my organization's values and culture.							
4.	My current organization meets the needs I expect an organization to meet.							
5.	There is a good fit between what my job offers me and what I am looking for in a job.							
6.	The attributes that I look for in a job are fulfilled very well by my present job.							
7.	The job that I currently hold gives me just about everything that I want from a job.							
8.	My abilities and training are a good fit with the requirements of my job.							
9.	Working with the other people in my group is one of the best parts of this job.							
10.	I get along well with the people I work with on a day-to-day basis.							
11.	There is not much conflict among the members of my group.							
12.	I have a good working relationship with my co-workers often socializing together outside work							

### SECTION 3 : EMPLOYEE OUTCOMES

The following items are designed to understand your feelings towards your organization. Please **TICK (✓)** the number of your choice for each statement. There is no right or wrong answer.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree

NO	DESCRIPTION	1	2	3	4	5	6	7
1.	All in all, I am satisfied with my job.							
2.	In general, I do not like my job.							
3.	In general, I like working here.							
4.	I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization be successful.							
5.	I speak highly of this organization to my friends as a great organization to work for.							
6.	I am very loyal to this organization.							
7.	I would accept almost any type of job assignment in order to keep working for this organization.							
8.	I really care about the fate of my organization.							
9.	I am proud to tell others that I am part of this organization							
10.	This organization really inspires the very best in me in the way of job performance							
11.	Often, I find it easy to agree with this organization's policies on important matters relating to its employees							
12.	For me this is the best of all possible organizations for which to work.							
13.	I probably look for a new job in the near future.							
14.	I will likely search for a new job in the near future.							
15.	I often think of leaving the organization.							

## SECTION 4 : DEMOGRAPHIC INFORMATION

The following questions are included only to help interpret your responses on other questions. Please **TICK (✓)** in the box corresponding to the category which most closely describes yourself or your organization.

1. Age

  


20 - 29 years

40 - 49 years

  


30 – 39 years

50 years and above

2. Gender

Male

Female

3. Marital Status

  


Single

Divorced/Separated/Widowed

Married

4. Ethnicity

  


Malay

Indian

  


Chinese

Others

5. Highest Level of Education

  


Secondary or below

Degree/Professional

  


Certificate/Diploma

Post Graduate

6. Current Job Position

  


Top Management  
(MD, CEO, Director, GM)

Middle Management (Senior Manager,  
Manager, Executives)

Technical Employee  
(Technician, Electrician, etc.)

  


Non Management (Administration,  
Clerical, etc.)

Skilled Professional (Doctor,  
Programmer, Consultant, etc.)

Others

Others (Please specify): \_\_\_\_\_

7. Length of Service In Current Organization

  
  


Less than 1 year

3 - 4 years

8 – 10 years

  
  


1 - 2 years

5 - 7 years

More than 10 years

8. Organization Type

  
  


Services

Government/Government Agency

Construction

  
  


Manufacturing

Property Development

Others

Others (Please specify): \_\_\_\_\_

# THANK YOU

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12. Ethnicity

 Malay  
 Indian

 Chinese  
 Others

13. Highest Level of Education

 Secondary or below  
 Degree/Professional

 Certificate/Diploma  
 Post Graduate

14. Current Job Position

 Top Management  
(MD, CEO, Director, GM)

 Middle Management (Senior Manager,  
Manager, Executives)

 Technical Employee  
(Technician, Electrician, etc.)

 Non Management (Administration,  
Clerical, etc.)

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16. Organization Type

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 Government/Government Agency  
 Construction

 Manufacturing  
 Property Development  
 Others

Others (Please specify): \_\_\_\_\_

**THANK YOU**