

## *Appendices*

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**APPENDIX**  
**QUESTIONNAIRE**

Dear Sir/Madam,

I am pursuing my PhD on the topic ‘Investigating the factors influencing Organizational Citizenship Behavior’ among the employees in Service industries. I request you to kindly spare your valuable time and provide response to the questions given below. I assure you that the responses obtained will be used for academic purpose only and kept confidential.

Please circle the appropriate choice which you feel is the right response.

**Demographic Profile**

1. Age:

- a) Below 25 years                      b) 26-35 years                      c) 36-45 years  
d) 46 - 55 years                      e) Above 55 years

2. Gender:

- a) Male                                      b) Female

3. Marital Status:

- a) Married                                  b) Unmarried                      c) Separated

4. Education:

- a) UG Arts & Science                      b) UG Engineering  
c) PG Arts & Science                      d) PG Engineering

5. Designation:

- a) Manager                                  b) Senior Manager  
c) Assistant Manager                      d) Front Office Staffs

6. Experience in the Current Organization :

- a) 1-5 years                                  b) 6 - 10 years                      c) 11 - 15 years  
d) 16-20 years                                  e) More than 20 years

For the questions given below kindly circle your level of agreement on a **5-point scale**:

**5 – Strongly Agree; 4 – Agree; 3 - Neutral; 2 - Disagree; and 1 – Strongly Disagree**

The question below relates to the perception of your work and your own individual contribution for the outcome expected from you.

JC1	Job content enhances my knowledge and gives opportunity for my development	5	4	3	2	1
JC2	Goals have been set clearly	5	4	3	2	1
JC3	My job has several challenging responsibilities	5	4	3	2	1
JC4	The manager allocates job fairly	5	4	3	2	1
JC5	Work load is quite fair	5	4	3	2	1
JC6	Opportunities for Job rotations are provided	5	4	3	2	1
JC7	Opportunities to use personal talents and initiatives in the job is provided	5	4	3	2	1
JC8	Options to choose my job is given	5	4	3	2	1
JC9	My ideas and suggestions/interests have been taken seriously by top management	5	4	3	2	1

The questions given below are concerned with the employees' perceptions of justice in work-related matters.

DS1	My work schedule is fair	5	4	3	2	1
DS2	I think my level of pay is fair	5	4	3	2	1
DS3	I consider my work load to be quite fair	5	4	3	2	1
DS4	Generally, the rewards I receive here are quite fair	5	4	3	2	1
DS5	I think my job has several responsibilities	5	4	3	2	1
PR6	Job decisions are made by the manager in biased manner	5	4	3	2	1
PR7	My manager makes sure that all the employee concerns are heard before job decisions are made	5	4	3	2	1
PR8	To make job decisions my manager collects accurate and complete information	5	4	3	2	1
PR9	My manager clarifies decisions and provides additional information when requested by employees	5	4	3	2	1

PR10	All jobs decisions are consistent to all employees	5	4	3	2	1
PR11	Employees are allowed to challenge or appeal job decisions made by their managers	5	4	3	2	1
IN 1	When decisions are made about my job, the manager treats me with kindness and consideration	5	4	3	2	1
IN 2	When decisions are made about my job, the manager treats me with respect and dignity	5	4	3	2	1
IN 3	When decisions are made about my job, the manager is sensitive to my personal needs	5	4	3	2	1
IN 4	When decisions are made about my job, the manager deals with me in a truthful manner	5	4	3	2	1
IN 5	When decisions are made about my job, the manager shows concern for my rights as an employee	5	4	3	2	1
IN 6	Concerning decisions made about my job, the manager discusses the implications of the decisions with me	5	4	3	2	1
IN 7	The manager offers adequate justification for decisions made about my job	5	4	3	2	1
IN 8	When making decisions about my job, the manager offers explanations that make sense to me	5	4	3	2	1
IN 9	My manager explains very clearly any decision made about my job	5	4	3	2	1

The questions below corresponded to the mentoring support provided by the organization

FS1	Specific guidance for achieving my career goals are provided	5	4	3	2	1
FS2	Assignments that prepare me for a higher position are given	5	4	3	2	1
FS3	Specific strategies to accomplish work objectives are suggested	5	4	3	2	1
FS4	Work risks that could threaten the possibility of advancement are reduced	5	4	3	2	1
FS5	Exchange of experiences to improve job problems in the workplace is facilitated	5	4	3	2	1

The questions given below relate to the career growth prospects in the current organization

CG1	It is likely that I will be promoted within this firm	5	4	3	2	1
CG2	It is likely that I will learn and grow within the current job	5	4	3	2	1

CG3	Opportunities for promotion in this firm is limited	5	4	3	2	1
CG4	It is likely that my responsibilities within the current job will increase significantly in the future	5	4	3	2	1
CG5	It is likely that my job will require me continually to expand my abilities and knowledge	5	4	3	2	1
CG6	It is likely that my job will be a constant challenge for me	5	4	3	2	1

The questions given below relate to the employee's perception, behaviors and attitudes at the work place

OCR1	Taking reasonable risks is acceptable in this organization	5	4	3	2	1
OCR2	Tolerating mistakes when trying new ideas is accepted in this organization	5	4	3	2	1
OCT3	Employees trust that the organization is concerned about their welfare	5	4	3	2	1
OCT4	We follow what we commit to do in this organization	5	4	3	2	1
OCT5	Levels of trust among employees in this organization are generally high	5	4	3	2	1
OCO6	It is best not to tell others too much in this organization	5	4	3	2	1
OCO7	Constructive comment is well received among colleagues	5	4	3	2	1
OCO8	People are not reluctant to speak out when in meetings	5	4	3	2	1
OCW9	It is best not to take credit for your ideas in case they do not work out	5	4	3	2	1
OCW10	People who offer innovative ideas really get ahead in this organization	5	4	3	2	1
OCW11	Expressing original ideas is encouraged in this organization	5	4	3	2	1

The questions below are related to the degree to which their talents, interests, and expectations are taken into consideration in the way HR implements the practice

HRM1	Selection tests are a part of recruitment process	5	4	3	2	1
HRM2	Interviews are held during recruitment	5	4	3	2	1
HRM3	Formal induction programme is conducted for new recruits	5	4	3	2	1
HRM4	Off-the job training are arranged and financed by the organization	5	4	3	2	1

HRM5	Provided with on-the-job training	5	4	3	2	1
HRM6	The organization has a regular (e.g. annual or 6-monthly) formal performance appraisal	5	4	3	2	1
HRM7	Are covered by a bonus scheme based on the performance of the work group, department or team	5	4	3	2	1
HRM8	Are covered by a bonus scheme based on the performance of the establishment or organization as a whole	5	4	3	2	1
HRM9	Are normally (in more than half the cases) filled by internal promotion from within the organization rather than by recruiting from outside	5	4	3	2	1
HRM10	Involved in regular quality circles or similar problem solving groups discussing quality and/or workflow issues	5	4	3	2	1
HRM11	The organization conducts an employee attitude survey on a regular basis (e.g. annually)	5	4	3	2	1
HRM12	The organization has an information sharing programme (eg. employee newsletter or briefings)	5	4	3	2	1

The questions given below relate to the work behavior outside the formal job situation, but valued highly by the employees.

OCBA1	Employees help new workers to adapt, even though not required	5	4	3	2	1
OCBA2	Employees willingly help others with their work	5	4	3	2	1
OCBA3	Employees help others who have heavy workload	5	4	3	2	1
OCBA4	Employees are always ready to offer help to others	5	4	3	2	1
OCBA5	Employees help co-workers who are unable to come to work	5	4	3	2	1
OCBCN6	Employees perform tasks that are expected out of the role assigned	5	4	3	2	1
OCBCN7	Employees always fulfill the responsibilities stated in the job description	5	4	3	2	1
OCBCN8	Employees always meet formal performance requirements of the job	5	4	3	2	1
OCBCN9	Employees are involved in activities relevant to performance appraisal	5	4	3	2	1
OCBCN10	Employees always prevent themselves from creating problems	5	4	3	2	1

OCBC11	Employees always consider the impact of their actions on co-workers	5	4	3	2	1
OCBC12	Employees take steps to avoid problems with their workers	5	4	3	2	1
OCBC13	Employees always read and follow all announcements, memos and others	5	4	3	2	1
OCBC14	Employees keep updated with changes in the organization	5	4	3	2	1
OCBC15	Employees are confident that honest delivery of the job will be rewarded	5	4	3	2	1
OCBCV16	Employees attend meetings that are not compulsory, but important	5	4	3	2	1
OCBCV17	Employees don't take extra time for break	5	4	3	2	1
OCBCV18	Employees often work beyond office hours even though not asked to	5	4	3	2	1
OCBCV19	Organizations has most honest employees	5	4	3	2	1
OCBS20	Employees always complain about things which are not important	5	4	3	2	1
OCBS21	Employees makes a big issue out of small matters	5	4	3	2	1
OCBS22	Employees finds fault with what the organization is doing	5	4	3	2	1
OCBS23	Employees pays attention to matters that are negative rather than positive	5	4	3	2	1
OCBS24	Employees always complain about work	5	4	3	2	1

#### Intention to Stay of an Employee

IS 1	Within this company my work gives me satisfaction	5	4	3	2	1
IS 2	If I wanted to do another job or function, I would look first at the possibilities within this company	5	4	3	2	1
IS 3	I see a future for myself within this company	5	4	3	2	1
IS 4	If it were up to me, I will definitely be working for this company for the next five years	5	4	3	2	1
IS 5	The work I am doing is very important to me	5	4	3	2	1
IS 6	I love working for this company	5	4	3	2	1

**Thank you for sparing your valuable time**