The items below identify characteristics of organizations. Indicate the degree to which you agree/disagree with the statements below by circling the number that best describes your organization. Use the following scale in determining your responses:

1) Strongly Disagree  2) Disagree  3) Neither Agree nor Disagree  4) Agree  5) Strongly Agree.

1. There are opportunities for organization members to have a say in the procedures and processes related to their work.
2. Organization members are comfortable with ambiguous information when solving job-related tasks.
3. People are committed to accomplishing goals.
4. In this organization, the commitment is more to the individual than the team.
5. The organization is more concerned with the future growth and development of the company than with the current year's revenues/profits.
6. The physical layout of the organization does not allow members to have a great deal of contact with one another.
7. In this organization, opportunities for promotion are available for both men and women.
8. Suggestions for improving the way the work is accomplished are encouraged.
9. In carrying out tasks, organization members are comfortable with uncertainty rather than reliance on company rules and regulations.
10. People in the organization are motivated to achieve high levels of performance.
11. Being part of the team is an obligation rather than something to look forward to.

12. The organization is more concerned with long-term problem-solving than with meeting current schedules and deadlines.

13. There tends to be an emphasis on closed doors rather than open doors.

14. Age does not limit one's chances for advancement in this organization.

15. There are opportunities to influence policy regarding how the work is done.

16. Taking promising risks is valued more highly than observing standard operating procedures.

17. Organization members strive to attain performance objectives.

18. Rewards are more individual than - based.

19. The organization is more concerned with long-term planning than with short-term planning.

20. There is an emphasis on private rather than shared space within the organization.

21. In this organization, race or ethnicity does not get in the way of attaining success.

22. Organization members are encouraged to go to their boss with recommendations for changes.

23. The organization does not rely on rules and procedures to define the way the work is conducted.
24. Organization members are achievement-oriented.
   1   2   3   4   5

25. Organization members do not go out of their way to help other members of the work group.
   1   2   3   4   5

26. The organization emphasizes values and beliefs that define a future direction for the company rather than the values and beliefs of leaders from the past.
   1   2   3   4   5

27. Organization members prefer to work in their own area rather than sharing work space with others.
   1   2   3   4   5

28. One's physical characteristics are not a deterrent to moving up in the organization.
   1   2   3   4   5

29. Organization members have an opportunity to influence decision making.
   1   2   3   4   5

30. Risk taking is encouraged without fear of reprisal.
   1   2   3   4   5

31. People in the organization put forth a great amount of effort in their work.
   1   2   3   4   5

32. Organization members prefer to work on their own rather than with others to get things done.
   1   2   3   4   5

33. Informal interactions among members tend to focus on organizational opportunities in the future rather than past successes and failures.
   1   2   3   4   5

34. People tend to be protective of their work space.
   1   2   3   4   5

35. In this organization, family size does not influence promotion decisions.
   1   2   3   4   5