

APPENDIX A - QUESTIONNAIRE

Dear respondent, you are requested to participate in a survey to provide information that will help improve the working environment for Employees. Participation in this survey is voluntary and confidentially is assured. No individual data will be reported. THANK YOU!

Demographic Questions

The following questions concern your position and other personal information. Completion of this information is voluntary and confidentially is assured. No individual data will be reported.

THANK YOU!

Tick where appropriate

1. What is your Sex? 1. Male () 2. Female ()
2. What is your Marital Status? 1. Married () 2. Single () 3. Widowed () 4. Divorced ()
5. Separated ()
3. What position do you hold in BOA-U? 1. Senior Manager () 2. Middle Manager ()
3. Banking Officer () 4. Support Staff ()
4. How long have you worked for BOA-U? _____ Years _____ Months
5. What is your Age Group? **1:** Under 26 (), **2:** 26 - 35 **3:** 36 – 45 (), **4:** 46 - 55 (),
5: 56 -65 (), **6:** 66 or older ()
6. What is your highest level of Education?
1: Ordinary level () 2: Advanced level () 3: Certificate () 4: Diploma ()
5: Undergraduate degree () 6: Post graduate degree () 7: Others/ specify ()

This scale measures the degree to which employees are committed, or attached, to their organisation . Please indicate the extent of your agreement or disagreement with each statement by putting a tick against a number from 1 to 5.

The following statements concern how you feel about the department where you work. Please indicate the extent of your agreement or disagreement with each statement by putting a tick against a number from 1 to 5.

Key: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

		1	2	3	4	5
A	Career development.					
1	I do not expect to change organizations in my career.					
2	There're many career opportunities I expect to explore after I leave my job					
3	I am really looking for an organization to spend my entire career with					
4	My job has good career prospects					
5	I get support when I want to learn new skills					
6	My employer considers my goals and values					
B	Team building.					
7	We have such good work relations at the work place that I would not easily conceive the idea of leaving					
8	My relationship with the supervisors is so good that I am always motivated to do my work					
9	In our department, we have been trained to work as a team					
10	I really feel as if this department's problems are my own					
11	My supervisor instills pride in me for being associated with him/her					
12	I do not feel like "part of the family" in my department					
13	I do not feel a strong sense of "belonging" to my department					
14	My department has a great deal of personal meaning for me					
15	I do not feel "emotionally attached" to this department					
C	Communication.					
16	Management is open, free and transparent to all staff					
17	Employees in my organization are free to express themselves					
18	In my organization, communication is followed by feed back					
19	Am satisfied with the communication system in my organisation					
20	The goal, objectives and values of the organization are very clear to me					
21	I know exactly what is expected of me, my tasks are clear					
D	Pay and rewards.					
22	My pay is fair compared to staff doing similar work in other organisations					

		1	2	3	4	5
23	I get fair pay for the responsibilities in my job					
24	My pay increases to maintain my standard of living					
25	I am content with level of pay					
26	My pay is an adequate reflection of my performance					
27	The salary is low, and still does not suffice, even with benefits					
28	I will continue working in Bank of Africa because my pay is fair					
E	Employee commitment.					
29	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.					
30	I talk up this organization to my friends as a great organization to work for.					
31	I feel very little loyalty to this organization.					
32	I would accept almost any type of job assignment in order to keep working for this organization.					
33	I find that my values and the organization's values are very similar.					
34	Am proud to tell others I am part of this organization.					
35	I could just as well be working for a different organization as long as the type of work was similar.					
36	This organization really inspires the very best in me in the way of job performance.					
37	This organization really inspires the very best in me in the way of job performance.					
38	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.					
39	There is not much to be gained by sticking with this organization indefinitely.					
40	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.					
41	I really care about the fate of this organization.					
42	For me, this is the best of all possible organizations for which to work.					
43	Deciding to work for this organization was a definite mistake on my part.					