Employee Survey

Thank you for your engagement with this research.

The purpose of this survey is to investigate how organisations introduce and establish new ways of working relating to **processes**, **practices** or **values** affecting people management across their worldwide operations. These new ways of working become new **norms** and may alter or replace existing ways of working. To do this we would like to ask you a series of questions about **your experiences** of cross-national working in [company name].

International working in [company name] requires colleagues to work across countries with colleagues from different functional areas, centres of expertise, time zones, cultures and with different customer needs. This often entails using or adapting pre-existing ways of working on an ongoing basis, or may involve creating new ways of working in response to changing demands.

The questions that follow are designed to understand the different ways in which people experience these common ways of working. We would like you to think about your cross-national working experiences within [company name] when answering the following questions. There will be two sections to complete. Please answer these questions to the best of your ability, even if you are only able to make a guess. You can close the survey at any time and come back later to continue where you left off.

All responses will be anonymised and reported at the aggregate level only. All data will be treated as confidential and will be returned directly to the researchers to be stored in an anonymised database for analysis purposes only.

By clicking the *NEXT* button below, you indicate that you consent to take part in this research.

**NEXT**

Section 1 of 2: Working globally

1 Thinking of on an **average day** in the past week, please estimate how many people you are in contact with in order to do your job (including virtually) who are:

* Colleagues within the firm: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* People external to the firm: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2
Thinking about your experiences of **cross-national working**, please indicate the extent to which you feel that the teams you work in have been involved with the following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not at all | To a very little extent | To some extent | To a large extent | To a very large extent |
| **Creating** new work practices or management processes for working globally.  |  |  |  |  |  |
| **Disseminating** new ways of working globally by spreading knowledge and understanding of new work practices or management process.  |  |  |  |  |  |
| **Implementing** new ways of working globally (e.g. ensuring new work practices, management processes or firm values are incorporated into everyday work practice).  |  |  |  |  |  |
| **Monitoring** the impact of new work practices or management processes for working globally.  |  |  |  |  |  |

3
Thinking about your experiences of cross-national working, please indicate the extent to which you agree or disagree with the following statements:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Strongly disagree | Disagree | Somewhat disagree | Somewhat agree | Agree | Strongly agree |
| I receive quality feedback about the international performance standards expected of me.  |  |  |  |  |  |  |
| I have the opportunity to apply my skills to meet the international business demands.  |  |  |  |  |  |  |
| I have a clear understanding about how my work fits with the international needs of the business.  |  |  |  |  |  |  |
| I have a clear understanding of the business case for globally consistent ways of working.  |  |  |  |  |  |  |
| I have a clear understanding of how the values of the firm fit with how we work globally with other parts of the firm.  |  |  |  |  |  |  |
| I have a clear understanding of how the values of the firm fit with how we work globally with customers and/or external partners.  |  |  |  |  |  |  |
| I am satisfied with the global work demands of my job.  |  |  |  |  |  |  |
| My job performance is enhanced by working with globally common work methods.  |  |  |  |  |  |  |
| The organisation performance is enhanced by adopting globally consistent ways of working.  |  |  |  |  |  |  |
| My job is less complex because we use globally consistent ways of working.  |  |  |  |  |  |  |
| There are clear common ways of working in my cross-national teams.  |  |  |  |  |  |  |
| My technical skills have had to change as a result of changes to how we work globally.  |  |  |  |  |  |  |
| I have become more globally focused in my outlook through my cross-national working experiences.  |  |  |  |  |  |  |
| My relationships skills have been critical in helping me perform effectively to meet my performance expectations.  |  |  |  |  |  |  |
| The globally common ways of working that I am required to follow create problems in my local context.  |  |  |  |  |  |  |

4
Thinking about the last 4 weeks, please indicate how often you think that your experiences of cross-national working have made you feel:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Never | Occasionally | Some of the time | Much of the time | Most of the time | All of the time |
| Anxious  |  |  |  |  |  |  |
| Dull  |  |  |  |  |  |  |
| Worried  |  |  |  |  |  |  |
| Relaxed  |  |  |  |  |  |  |
| Bored  |  |  |  |  |  |  |
| Enthusiastic  |  |  |  |  |  |  |
| At ease  |  |  |  |  |  |  |
| Motivated  |  |  |  |  |  |  |

5
Thinking about your experiences of cross-national working, please indicate the extent to which you agree or disagree with the following statements:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Strongly disagree | Disagree | Somewhat disagree | Somewhat agree | Agree | Strongly agree |
| I share many of the values of my organisation.  |  |  |  |  |  |  |
| I feel loyal to my organisation.  |  |  |  |  |  |  |
| I am proud to tell people who I work for.  |  |  |  |  |  |  |
| I feel satisfied with my job.  |  |  |  |  |  |  |
| Even if the firm were not doing too well financially, I would be reluctant to change to another employer.  |  |  |  |  |  |  |
| The offer of a bit more money with another employer would not seriously make me think of changing my job.  |  |  |  |  |  |  |

6  Thinking about your experiences of cross-national working:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Never | Rarely | Sometimes | Often | Always |
| How often do you dream about getting another job that will better suit your personal needs?  |  |  |  |  |  |
| How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?  |  |  |  |  |  |
| How often have you considered leaving your job?  |  |  |  |  |  |
| How often do you look forward to another day at work?  |  |  |  |  |  |

6e How likely are you to accept another job at the same compensation level, should it be offered to you?

* Highly unlikely
* Unlikely
* Uncertain
* Likely
* Highly likely

7
Please indicate the extent to which you agree or disagree with the following statements:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Strongly disagree | Disagree | Somewhat disagree | Somewhat agree | Agree | Strongly agree |
| I find it easy to put myself in the position of others.  |  |  |  |  |  |  |
| I am keenly aware of how I am perceived by others.  |  |  |  |  |  |  |
| In social situations, it is always clear to me exactly what to say and do.  |  |  |  |  |  |  |
| I am particularly good at sensing the motivations and hidden agendas of others.  |  |  |  |  |  |  |
| I am good at making myself visible with influential people in my organisation.  |  |  |  |  |  |  |
| I am good at reading others’ social cues.  |  |  |  |  |  |  |
| I am able to adjust my behaviour and become the type of person dictated by any situation.  |  |  |  |  |  |  |
| When things are uncertain for me at work, I usually expect the best.  |  |  |  |  |  |  |
| I always look on the bright side of things regarding my job.  |  |  |  |  |  |  |
| I am optimistic about what will happen to me in the future as it pertains to work.  |  |  |  |  |  |  |

Section 2 of 2: About you

8
How many years have you been in your current role?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

9
How many years have you worked for this organisation (including different parts of the organisation)?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

10
What is your job title?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

11
What is your gender?

* Male
* Female

12
What is your age?

* 70 or over
* 60-69
* 50-59
* 40-49
* 30-39
* Under 30

13
How would you define your area of expertise? Please select **all** that apply:

* Technical
* Research
* Design
* Sales
* Strategy
* Engineering
* Marketing
* Services
* Human Resources
* Other

13a Other - please state:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

14
How would you define the **primary** geographical scope of your work role?

* Single country
* Regional
* Multi-regional or global

15
For a typical working week, approximate what proportion of your time is spent working at each of the following locations (please note that your answers must total 100%):

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 0 | 25 | 50 | 75 | 100 |

|  |  |
| --- | --- |
| Your firm-based office.  |  |
| Other offices **nationally** (including [company name] sites, clients, partners and suppliers).  |  |
| Other offices **internationally** (including [company name] sites, clients, partners and suppliers). |  |
| An international virtual office. |  |
| A home-based office. |  |
| While travelling/mobile working. |  |
| Elsewhere/other. |  |