

ID Number	A1-2003-0008-Eng
Title	Survey on the Characteristics of Organizational Culture in Korea, 2003

※ The following are questions regarding your personal background. Please answer or mark with a ✓ the answers which match your characteristics.

Respondent's Characteristics

1. Gender

- 1) Male
- 2) Female

2. Age

_____ years old

3. Education

- 1) Middle school or below
- 2) High school (graduated or dropped out)
- 3) Two-year/four-year college (graduated or dropped out)
- 4) Graduate school or higher

4. Marital status

- 1) Never married
- 2) Married
- 3) Divorced
- 4) Widowed
- 5) Other _____

5. Religion

- 1) Buddhist
- 2) Protestant
- 3) Catholic
- 4) No religion
- 5) Other _____

6. Average monthly income
- 1) 1,000,000 won or below
 - 2) 2,000,000 won
 - 3) 3,000,000 won
 - 4) 4,000,000 won
 - 5) 5,000,000 won or more

7. Place of residence
- 1) Seoul, Gangnam
 - 2) Seoul, Gangbuk
 - 3) Gyeonggi-do
 - 4) Other region

8. Number of years employed at your current place of work

_____ years _____ months

9. Number of years in current occupation

_____ years _____ months

10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

Category	Job and type of occupation	Position and specific occupation
Businesses and organizations	<input type="checkbox"/> Business employing more than 100 employees <input type="checkbox"/> Business employing more than 50 but less than 100 employees <input type="checkbox"/> Business employing less than 49 but more than 20 employees <input type="checkbox"/> Business employing less than 19 employees <input type="checkbox"/> Bank <input type="checkbox"/> Other (Specify: _____)	<input type="checkbox"/> CEO, president, owner <input type="checkbox"/> Director level executive <input type="checkbox"/> Head of department <input type="checkbox"/> Manager <input type="checkbox"/> Assistant manager <input type="checkbox"/> Office worker <input type="checkbox"/> Other (Specify: _____)
Government administration	<input type="checkbox"/> Administrative officer (_____) <input type="checkbox"/> Public officers in the judiciary branch (_____) <input type="checkbox"/> Politician (_____) <input type="checkbox"/> Other public agency (Specify: _____)	<input type="checkbox"/> Public officer higher than grade 1 <input type="checkbox"/> Public officer grade 2-3 <input type="checkbox"/> Public officer grade 4-5 <input type="checkbox"/> Public officer below grade 6 <input type="checkbox"/> Other (Specify: _____)
Professional	<input type="checkbox"/> General (Professor, accountant, judge, prosecutor, lawyer, artist, journalist etc.)	Specify: _____
	<input type="checkbox"/> School and education related profession	<input type="checkbox"/> College professor and lecturer, researcher <input type="checkbox"/> teacher <input type="checkbox"/> Private instructor, etc. <input type="checkbox"/> Other (Specify: _____)
	<input type="checkbox"/> Health care related profession	<input type="checkbox"/> Doctor <input type="checkbox"/> Nurse <input type="checkbox"/> Pharmacist <input type="checkbox"/> Other (Specify: _____)
	<input type="checkbox"/> Other profession (Specify: _____)	Specify: _____
Social organizations and other general organizations	<input type="checkbox"/> Social organization <input type="checkbox"/> Other organization (specify)	<input type="checkbox"/> Executive <input type="checkbox"/> General management <input type="checkbox"/> Other (Specify: _____)
Self employment	<input type="checkbox"/> Owner of private business or store with less than 9 employees <input type="checkbox"/> Service worker (store, restaurant, hair salon, barbershop etc.) <input type="checkbox"/> General sales person <input type="checkbox"/> Other (Specify: _____)	
Construction and transportation	<input type="checkbox"/> Construction, machinery and transportation related administration, administrative position <input type="checkbox"/> Transportation related professional such as pilot, vessel operator etc. <input type="checkbox"/> Driver, flight attendant <input type="checkbox"/> Other (Specify: _____)	
Manufacturing and technical	<input type="checkbox"/> Production management executive <input type="checkbox"/> Production supervisor, controller (employee) <input type="checkbox"/> Various technical workers	
Other	<input type="checkbox"/> Other (Specify: _____)	Specify: _____
Unemployed	<input type="checkbox"/> Unemployed	

- A. How would you think and act regarding each of the following statements and situations?
Please mark with a ✓ which most closely represents your own opinion or behavior.

Content	Strongly disagree	Somewh -at disagree	Neither agree nor disagree	Somewh -at agree	Strongly agree
1. In choosing a job I like work that is rewarding and meaningful rather than a job which is just high paying.	1	2	3	4	5
2. I think relationships are more important than rules.	1	2	3	4	5
3. Work is done better collectively, and responsibility should also be shared.	1	2	3	4	5
4. Children should be taught to fulfill their obligations first rather than to do what they want.	1	2	3	4	5
5. I like an occupation which ensures a stable life.	1	2	3	4	5
6. I think of the hierarchy which appears in human relations as natural and respect it.	1	2	3	4	5
7. The materials I own represents how well I am living my life.	1	2	3	4	5
8. I think you suffer losses when you obey the law.	1	2	3	4	5
9. I often use the word "we" in conversations.	1	2	3	4	5
10. I am often more influenced by the opinions of others around me rather than by my own opinion.	1	2	3	4	5
11. Regardless of the type of work, I would choose a job with a high income.	1	2	3	4	5
12. An individual's private life is more important than a job.	1	2	3	4	5
13. I do not judge the value of a person by the material things they own.	1	2	3	4	5
14. It is important to teach children to be able to do what they want.	1	2	3	4	5
15. Even if it is somewhat risky, an occupation with a bright future is better.	1	2	3	4	5
16. People are able to accomplish their work better and more rationally as an individual and it is better to be given sole responsibility.	1	2	3	4	5
17. The recommendations of an expert or prominent figure can be trusted.	1	2	3	4	5
18. I like to live according to my own style regardless of what other people say.	1	2	3	4	5
19. I often have to act out of convention to save face rather than because I truly want to.	1	2	3	4	5
20. It is meaningless to become acquainted with someone without advantages.	1	2	3	4	5
21. I usually use a title, especially if it is one which substantiates my position within an organization (ex. Professor X, President Y, Executive Z etc.)	1	2	3	4	5

22. I cannot help but correct something that is wrong even if it is someone else's work.	1	2	3	4	5
23. It is helpful in life to be humble rather than showing off oneself.	1	2	3	4	5
24. I will give up something I want to do if my family does not want me to do it.	1	2	3	4	5
25. It is best to document financial transactions even if it is between close acquaintances.	1	2	3	4	5

B. How would you think and act regarding each of the following statements and situations?

Content	Strongly disagree	Somewh -at disagree	Neither agree nor disagree	Somewh -at agree	Strongly agree
1. It is appropriate for people to be judged differently according to the abilities they posses.	1	2	3	4	5
2. I want to follow the opinion of the group even if parts of it does not agree with my own opinion.	1	2	3	4	5
3. Success hangs upon luck more so than on one's ability.	1	2	3	4	5
4. When meeting someone for the first time in order to properly converse with them it is important to know information such as age, school attended, place of residence, and hometown etc.	1	2	3	4	5
5. Responsibilities in the workplace takes precedence over personal affairs.	1	2	3	4	5
6. Someone with credibility is someone who takes their own word and contracts seriously.	1	2	3	4	5
7. The mistakes of adults can be condoned more easily than the mistakes made by those who are younger.	1	2	3	4	5
8. The actions and rewards of today is more important than honor after death.	1	2	3	4	5
9. It is rightful to obey social regulations even if personal sacrifices are made.	1	2	3	4	5
10. Someone who is capable in taking care of their own affairs is able to take care of greater affairs in society.	1	2	3	4	5
11. I often use the word "I" when conversing.	1	2	3	4	5
12. When making decisions within an organization, outside pressure, or relations may have an influence.	1	2	3	4	5
13. It is natural to think of one's own interest first in doing something.	1	2	3	4	5

14. In this country, it is more effective to get something done by talking to someone higher up rather than meeting the appropriate person in charge.	1	2	3	4	5
15. In maintaining good relationships keeping face is necessary.	1	2	3	4	5
16. In order to be promoted at work achievements and capabilities are the most important.	1	2	3	4	5
17. I respect cool and calm behavior.	1	2	3	4	5
18. I enjoy working in competition with others.	1	2	3	4	5
19. Being personally acquainted will likely have an influence in doing business.	1	2	3	4	5
20. I have to be excited to do a good job.	1	2	3	4	5
21. In a personal relationship it is more natural to call one's name rather than a title.	1	2	3	4	5
22. It is better for each person to pay for one's own meal.	1	2	3	4	5
23. I strictly adhere to the senior junior relationship at school and the relationship between superiors and subordinates in the workplace.	1	2	3	4	5
24. Even if it is a legal contract, it should be easily changeable.	1	2	3	4	5
25. Even a small illegality should not be hesitantly overlooked.	1	2	3	4	5
26. It is natural to scold when a subordinate acts disrespectfully.	1	2	3	4	5
27. I like to use expression that are passionate and lively rather than gentle and quiet.	1	2	3	4	5

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.

Content	Strongly disagree	Somewh -at disagree	Neither agree nor disagree	Somewh -at agree	Strongly agree
1. Harmony is the greatest value of all in work life.	1	2	3	4	5
2. Promotions in the workplace are decided based on background or gender rather than abilities.	1	2	3	4	5
3. Things work out better in resolving issues when you personally meet with the person in charge.	1	2	3	4	5
4. In the workplace cooperation between departments is more important than doing a good job alone.	1	2	3	4	5

5. In making decisions within an organization principles should be put first rather than the relationships between its members.	1	2	3	4	5
6. Sometimes I use my own money for work related matter.	1	2	3	4	5
7. I like acting based on principles irrespective of the situation or other party involved.	1	2	3	4	5
8. It is more realistic to consider age and other elements rather than an annual salary system based on achievements or capabilities.	1	2	3	4	5
9. Wanting to become closer to other alumni from your alma mater or people from your hometown is a natural phenomenon.	1	2	3	4	5
10. I tend to sacrifice my interests for the benefit of the team or the workplace I belong to.	1	2	3	4	5
11. It is pointless to make efforts to become friendly with people from other departments.	1	2	3	4	5
12. Rather than my own interests, I focus on others such as customers, partners, and colleagues.	1	2	3	4	5
13. It is best to pay for one's own meal after eating together.	1	2	3	4	5
14. It is important that seniority is taken into consideration in promotions within the workplace.	1	2	3	4	5
15. I only use my position in relation to my work.	1	2	3	4	5
16. In the workplace, one only needs to successfully accomplish one's own part.	1	2	3	4	5
17. To strengthen solidarity within the workplace it is advisable to often get together in small groups or by teams to build unity.	1	2	3	4	5
18. The annual salary system which takes achievements and capabilities into consideration is better.	1	2	3	4	5
19. Even if there are no immediate benefits or pleasure, it is advisable to maintain positive relationships with colleagues and superiors from the same team by having meals together etc.	1	2	3	4	5
20. At the workplace, I find people from my hometown or alumni from my alma mater more trustworthy.	1	2	3	4	5
21. I feel offended when my subordinates or juniors do not treat me with respect.	1	2	3	4	5
22. When I make a mistake, I tend to make an awkward or embarrassed face and shrug it off rather than expressing it using words.	1	2	3	4	5
23. It is natural to give special treatment to a subordinate who is an alumni.	1	2	3	4	5

24. I do not take interest in the business of other departments or people.	1	2	3	4	5
25. It is best to respect contracts and one's own words even if one may be seen as uptight or having no flexibility.	1	2	3	4	5
26. Whether directly or indirectly, sharing drinks or meals together is helpful to one's work.	1	2	3	4	5

D. The following questions are regarding relationships in work life.

Content	Strongly disagree	Somewh -at disagree	Neither agree nor disagree	Somewh -at agree	Strongly agree
1. I attend family events(weddings, funerals) of colleagues or superiors with gifts or a monetary gift of equal value.	1	2	3	4	5
2. I respect a superior who takes good care of his subordinates rather than someone who is only competent in his or her work.	1	2	3	4	5
3. It is inappropriate to point out the mistake of a subordinate in front of others.	1	2	3	4	5
4. When faced with difficulties at work I tend to attempt to resolve it by myself rather than asking for the help of colleagues or my superior.	1	2	3	4	5
5. I would participate If there is a meeting of people from my hometown or alma mater within my workplace.	1	2	3	4	5
6. It is the responsibility of the superior to recognize the dissatisfactions or complaints of his or her subordinates.	1	2	3	4	5
7. When there is a conflict of opinions between colleagues it is best to continue the discussion until a lead is found in resolving the problems even if personal feelings are hurt.	1	2	3	4	5
8. It is best to immediately question wrongdoings even if it is by a superior.	1	2	3	4	5
9. I actively help when colleagues or subordinates who are having difficulties with their work ask for help.	1	2	3	4	5
10. I tend to directly express my opinion to my superior.	1	2	3	4	5
11. I respect my colleagues or superiors not based on their position or capabilities but inspired by their character.	1	2	3	4	5
12. One must closely look into the circumstances before scolding the mistakes of subordinates.	1	2	3	4	5

13. When having meals or drinks with colleagues from work I tend to participate until the very end.	1	2	3	4	5
14. I do not want to have drinks with coworkers if I do not like them.	1	2	3	4	5
15. It is best to directly go to your superior even with a trivial complaint or dissatisfaction and resolving any misunderstandings.	1	2	3	4	5
16. When having drinks I tend to leave early at an appropriate moment when the official part of the gathering is over.	1	2	3	4	5
17. Respect for superiors is based on how efficiently they accomplish their work and whether they have sufficient knowledge or not.	1	2	3	4	5
18. I always have a colleague who eats lunch with me.	1	2	3	4	5
19. It is inappropriate for a superior - subordinate relationship within the organization to become tied to familial relations.	1	2	3	4	5
20. Rather than strictly abiding by principles, it is best to respond flexibly and cope well with the changes in a mutual relationship.	1	2	3	4	5
21. I feel offended when my superior contacts my subordinate and assigns them work without letting me know.	1	2	3	4	5
22. It is best to wait until your superior asks, or a chance is given, to express yourself even if you have a good idea or proposal.	1	2	3	4	5
23. When having a meal with colleagues it is best for the superior to pay for the meal.	1	2	3	4	5
24. When opinions are in conflict, it is best to avoid it and wait or look for a different resolution.	1	2	3	4	5
25. It is better to point out a small mistake by a subordinate right away and have them fix it.	1	2	3	4	5
26. It is advisable to extend relationships within the workplace so that families can get along well together as well.	1	2	3	4	5

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

Content	Strongly disagree	Somewh -at disagree	Neither agree nor disagree	Somewh -at agree	Strongly agree
1. Do you feel uncomfortable if you do not clarify between what is good and bad?	1	2	3	4	5
2. Do you tend to focus more on rules rather than human relations?	1	2	3	4	5

3. Do you tend to be generous regarding the mistakes of subordinates or coworkers?	1	2	3	4	5
4. Do you use your leisure time to study to improve your abilities related to your work?	1	2	3	4	5
5. Do you tend to have difficulty in saying no when asked for a favor?	1	2	3	4	5
6. Do you tend to often encourage or console your subordinates?	1	2	3	4	5
7. Do you behave based on principles regardless of the situation or the other party involved?	1	2	3	4	5
8. Do you dislike being imprecise about time or money?	1	2	3	4	5
9. Do you like to help others with their work?	1	2	3	4	5
10. Do you not tend to act emotionally in supervising your subordinates?	1	2	3	4	5
11. Do you tend to get over things between coworkers by having a drink or meal together even if you have hard feelings towards each other?	1	2	3	4	5
12. Do you tend to ingratiate yourself with your subordinates or superiors?	1	2	3	4	5
13. Are you able to say what you want without hesitation?	1	2	3	4	5
14. Do you tend to see the strength in others rather than the shortcoming?	1	2	3	4	5
15. Do you tend to eat alone during lunch time?	1	2	3	4	5
16. Do you think you have a strong sense of responsibility?	1	2	3	4	5
17. Do you tend to focus on yourself or your work first rather than the position of others?	1	2	3	4	5
18. Do you tend to not show what you think or how you feel?	1	2	3	4	5
19. Are you strict in abiding by rules?	1	2	3	4	5
20. Do you tend to excessively adhere to customs or decorum?	1	2	3	4	5
21. Do you tend to pay when having a meal with coworkers?	1	2	3	4	5
22. Do you treat your subordinates strictly?	1	2	3	4	5
23. Do you tend to efficiently and clearly complete your work?	1	2	3	4	5
24. Do you often participate in club activities within the workplace or go out to eat with coworkers after work?	1	2	3	4	5

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

Content	Strongly disagree	Somewh -at disagree	Neither agree nor disagree	Somewh -at agree	Strongly agree
1. There is a lot to learn from the management styles of foreigners	1	2	3	4	5
2. I can feel a sense of “us” even with foreign superiors or colleagues.	1	2	3	4	5
3. As long as they are in our country, foreigners should follow our organizational culture or management style	1	2	3	4	5
4. Nowadays, English skills are more important than any other skills at the workplace.	1	2	3	4	5
5. For similar level positions, it is appropriate to treat foreigners equally to Koreans.	1	2	3	4	5
6. I tend to avoid opportunities to meet or have conversations with foreigners unless it is necessary.	1	2	3	4	5
7. Whenever there is a conflict with a foreign colleague, it is better to concede and try to understand him/her rather than confront him/her directly.	1	2	3	4	5
8. In order to better understand foreigners, it is desirable to create special opportunities, such as dinner invitations.	1	2	3	4	5
9. I am careful with my words and body language when I am having a conversation with foreigners in order to prevent any unnecessary misunderstandings.	1	2	3	4	5
10. I don't want to socialize with foreign colleagues at a drinking party.	1	2	3	4	5
11. If having a meal with foreign colleagues, it is better to pay for your own meal.	1	2	3	4	5
12. It is a mistake for a foreign superior to point out mistakes of a subordinate in front of others.	1	2	3	4	5
13. It would be good to befriend the families of foreign colleagues if possible.	1	2	3	4	5
14. It would feel worse to have a foreign superior point out my mistake than a Korean superior.	1	2	3	4	5
15. Foreigners don't seem to put much value on things other than their duties within the workplace such as relationships with co-workers etc.	1	2	3	4	5
16. Even for a foreign superior, it is better to manage subordinates with methods suitable to Koreans.	1	2	3	4	5
17. I can't think highly of Korean colleagues who try too hard to get especially close to a foreign superior.	1	2	3	4	5

18. It's unnecessary to react too sensitively if a foreign superior points out a trivial matter.	1	2	3	4	5
--	---	---	---	---	---

G. If you are faced with the following situations, what would be your choice of action? Please mark with a ✓ the statement in agreement with your own choice of action.

1. You are coming out of a secret executive meeting at your company. Your brother works for a business related to the company. If the decision of the executive meeting will cause great loss to your brother's business, which would you choose between, your duty to the company or your love for your brother?
 - 1) Inform your brother even if it causes harm to the company.
 - 2) Don't inform your brother because of your duty to the company.

2. Your boss is moving on the upcoming weekend and asked you to help him with the move. However, you already made plans to go on a picnic with your family on the same day. How would you handle your boss' request?
 - 1) He/she is my boss at work but the request is a personal matter. So I would respectfully decline and go on the picnic with my family.
 - 2) My promise to my family is important but the relationship with my boss is important at work and will continue to be important in my future career. Therefore, I would postpone the picnic and help my boss move.

3. The number of companies directly managed by foreigners is increasing in our country. In your opinion, which is the more desirable management leadership?
 - 1) Rather than stressing the uniqueness of Korean culture, it is desirable to follow universally accepted international management techniques.
 - 2) They should manage giving consideration to the distinct Korean organizational culture.

4. More people are sending their children to study abroad at an early age because their generation will live in a global society. Today, Korean society is very critical of the public education system failing to educate children and claim that students are not being educated due to the dysfunctional education system. If you had the financial resources, would you send your child(ren) abroad for early education?
 - 1) I will seek ways to send my child(ren) abroad if I had the financial resources.
 - 2) I will oppose sending my child(ren) to study abroad at an early age because even if the education system is dysfunctional, all students are getting the same education and it is important to get educated as a Korean first.

5. Which type of employees do you prefer? Please fill in the space in order of preference with 1 being the most favored and 7 being the least favored.
 - 1) A reliable person
 - 2) An able and competent person
 - 3) A sincere and diligent person

- 4) An obedient person
- 5) A person who has good interpersonal skills
- 6) A person who puts work ahead of personal life
- 7) Other (Specify _____)

6. What do you think is the most important characteristic of Korean organizational culture in your work life? Please rank the examples below in order of their importance.
- _____ 1) An individual's ability and skills
 - _____ 2) Harmonious relationships with colleagues
 - _____ 3) Loyalty which may lead an individual to sacrifice themselves for the good of the company
 - _____ 4) Personal connections with superiors or authority
 - _____ 5) Other (Specifically: _____)

H. Please give us your opinion on Korean organizational culture using specific examples.

1. Of the unique characteristics of Korean organizational culture, which of them do you think we should be proud of and foreigners may learn from looking at them from a global standard perspective?

2. Of the unique characteristics of Korean organizational culture, which of them should be corrected with urgency on a global standard perspective?

3. Which characteristics of foreign management or organizational culture do you think we should learn from?

4. From a foreigner's point of view, what do you think is the most difficult aspect to understand about Korean organizational culture? Please note specific examples if possible.
