

## Appendix

Appendix A  
The Questionnaire of research

## Appendix A: The Questionnaire of research

### Questionnaire

#### The Factors Affecting Effective Organizational Culture Management: A Case Study Hongfu Company in China.

Dear Customer:

I sincerely thank you for your attention and support to Hongfu company, to be able to improve the company's organizational culture management ability, we carry out this questionnaire, I hope you can give objective evaluation, so that the company to improve the management system, improve the company's internal management ability, this survey is anonymous. This survey is anonymous, thank you for your support.

#### Part 1 General information of respondents (Mark in for answers about you)

1. Gender :

Man       Female

2. Age :

19-30 Years old     31-40 Years old

41-50 Years old     than 50 years

3. Academic qualifications :

College     Bachelor's Degree     Postgraduate     Doctorate and above

4. Years of working experience :

0-3 months     4-6 months     7 months-1 year     1-2 years

3-4 years     More than 4 years

#### Parts 2: The factors affecting the effective organizational culture management of environmental protection recycled plastic products.

1. Employee involvement and engagement.						
No	Side issues	5	4	3	2	1
1	Do you have adequate opportunities to participate in organizational decision-making and planning processes?					
2	Do you feel motivated and supported in your work to realize your full potential?					
3	Do you have the opportunity to make suggestions to improve the organization's work processes and work environment?					
4	Do you feel that your work is important to the development and success of the organization?					
5	Do you work in a team that encourages employees to collaborate and share knowledge and experience?					

<b>2. Performance metrics and rewards</b>						
<b>No</b>	<b>Side issues</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Do you believe the organization has clear performance measures and evaluation systems?					
2	Do you have a clear understanding of your work objectives and expectations and how you will be evaluated and rewarded?					
3	Do you think the organization rewards and incentivizes performance fairly and equitably?					
4	Do you believe that rewards and incentives have a positive impact on your motivation and job satisfaction?					
5	Does the organization provide appropriate training and development opportunities to help you improve your performance and earn more rewards?					
<b>3. Organizational structure and communication style.</b>						
<b>No</b>	<b>Side issues</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Do you feel the current organizational structure supports effective communication and collaboration?					
2	Do you feel the organization provides transparent information and communication channels to promote employee engagement and understanding?					
3	Do you feel that the organization provides adequate communication and explanation for important decisions and changes?					
4	Does the organization encourage and support mutual communication and cross-functional cooperation among employees?					
5	Do you think that the way of communication is important for the smooth running of the organization's work and for employee participation?					
<b>4. Leadership and management style.</b>						
<b>No</b>	<b>Side issues</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Do you hold a positive leadership and management style towards the top management of the organization?					
2	Do you think leaders are effective in motivating and supporting employee development and performance?					
3	Do you think leaders demonstrate good communication and positive decision-making skills?					
4	Does the leader give employees enough autonomy to support their participation in decision-making and creativity?					

5	Do you think the leader's behavior is consistent with the organization's values and expectations?					
<b>5. The management and its style of handling the employees</b>						
<b>No</b>	<b>Side issues</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Do you think management's style of treating employees focuses on equality and respect?					
2	Do you feel that management is concerned about the well-being and job satisfaction of employees?					
3	Are you satisfied with management's guidance and support?					
4	Do you think management encourages employees to develop and improve their abilities?					
5	Do you feel that management gives employees enough trust and responsibility?					
<b>6. The nature of the business</b>						
<b>No</b>	<b>Side issues</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Is the business you work in important to the development and growth of the organization?					
2	Do you feel that your work has a direct or indirect impact on the organization's core business?					
3	Do you feel that work of a business nature is given sufficient importance and support by the organization?					
4	Do you have the opportunity to participate in important decision-making and planning processes related to the nature of the business?					
5	Do you believe that understanding and mastering the nature of business has an impact on your effectiveness and career development?					
<b>7. Individual working with the organization</b>						
<b>No</b>	<b>Side issues</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Do the colleagues you work with have a high level of commitment to the development and goals of the organization?					
2	Do you find cooperation and collaboration with team members effective and efficient?					
3	Do you feel that team members support and encourage each other?					
4	Do the people you work with share your organization's values and goals?					
5	How important do you think a good working relationship with your partners is to the success of the organization?					
<b>8. Industry competition and market environment.</b>						

No	Side issues	5	4	3	2	1
1	How do you think the competitive environment of your industry affects the cultural management and development of your organization?					
2	Do you think the organization adapts and responds to industry competition and market changes?					
3	Does the uncertainty and change in the industry challenge the organization's employee engagement and participation?					
4	Do you feel that the organization has responded positively in the face of industry competition and changing market conditions?					
5	Do you feel that understanding the industry competition and market environment is important to your job performance and the success of the organization?					
<b>9. Economic and policy environment.</b>						
No	Side issues	5	4	3	2	1
1	Do you think the current economic and policy environment has any impact on the management and development of culture in the organization?					
2	Do you think the organization adapts and responds to changes in the economic and policy environment?					
3	Does the uncertainty of the economic and policy environment challenge the organization's employee engagement and participation?					
4	Do you feel the organization has responded positively to changes in the economic and policy environment?					
5	Do you feel that understanding the economic and policy environment is important to your job performance and the success of your organization?					
<b>10. Social culture and values.</b>						
No	Side issues	5	4	3	2	1
1	Do you feel that the organization's culture and values are aligned with the culture and values of the community?					
2	Do you think the organization's culture and values have a positive impact on employee involvement and engagement?					
3	Do you feel that the organization interacts and adapts positively to external societal cultures and values?					
4	Do you feel that the organization actively adapts and innovates in the face of changes in societal culture and values?					

5	Do you believe that understanding societal culture and values is important to your performance and the success of the organization?					
<b>11. The clients and the external parties</b>						
<b>No</b>	<b>Side issues</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Do you feel that the organization pays sufficient attention and attention to the needs and expectations of customers and external parties?					
2	Do you feel that the organization's attitude towards customers and external parties and the quality of service are consistent with the organization's culture?					
3	Do you feel that the organization encourages employees to build good relationships with customers and external parties?					
4	Do you feel that maintaining good relationships with customers and external parties is important to the organization's business development and reputation?					
5	Is your work directly or indirectly related to customers and external parties?					
<b>12. Do you think that the above-mentioned factors affect the change and management of cognitive culture in the following subjects?</b>						
<b>No</b>	<b>Side issues</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The goal of organizational culture management and the effective an organizational culture management					

Thank you.

## Biography

**Name:** Mr. Zhan Dongjie

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**Education:**

2017- 2019	Bachelor's degree - Beijing Institute of Science and Technology.
2021-2023	Master of Business Administration (MBA), Business Administration, Dhonburi Rajabhat University, Thailand.

**Position and Office:**

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