CHAPTER - VII
SUMMARY

Performance is an extremely important criterion that relates to organizational outcomes and success. Job performance is the way employees perform their work. Creating a high performance organization requires understanding as to what factors influence performance. One of the most significant factors is life events. Various negative life events make employees vulnerable to stress. Research shows that stress interferes with human intellectual, emotional, and interpersonal functioning. Stress could have serious consequences for both employees' health and job performance. Stress can cause depression, irritation, anxiety, fatigue, lowered self-esteem, and reduced job satisfaction, among others. It is obvious that these aforementioned conditions can never allow any employee to put up his best in terms of job performance (Mitchel, 1985; Stoner & Freeman, 1989).

Another important factor contributing positively to job performance is happiness. Experiencing more positive emotions at work is associated with higher levels of organizational citizenship as well as better performance. Well-being of employees also results in higher levels of consumer satisfaction (Harter, Schmidt & Hayes, 2002). This positive attitude and job satisfaction also appear to be associated with lower labor turnover rates, lower rates of absenteeism, more punctual attendance and more cooperative behavior (Spector, 1997; George, 1990; & Miner, 2001; Diener & Seligman, 2004).

To understand the behavior of people in organizations, it becomes essential to examine the basic nature of the individual-organization relationship. Understanding this relationship helps us to appreciate the nature of individual differences on two major categories, that is, personality and abilities, which, in turn, play a
Summary

critical role in determining various important workplace behaviours. Personality must be recognized as a potential factor impacting job performance. Personality traits are generally defined as stable patterns of thought, feelings and behaviour (Borghans et al., 2008). Meta analysis has shown certain traits specified by the Big-five personality traits as good predictors of job performance viz. a viz. Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness (Hurtz & Donovan, 2000).

The Big Five personality traits are related to many organizational behavior criteria; each of the five traits has proven its usefulness to understanding individual behavior in organization. Employees who score higher in neuroticism are incompetent and incapable of success and have poor performance (Neff, 1985; Mughal, Walsh, Wilding, 1996; Unworth, Miller, Lukey, Young, Meeks, Campbell & Goodie, 2009). Higher level of extraversion reports higher levels of job satisfaction (Furnham & Zacherl 2002; Miller, Mire, & Kim, 2009) and job success (Smithikrai, 2007).

Third dimension of Big-Five i.e. Openness displays creative behavior and receive positive feedback, and results in better decision making performance (George & Zhou, 2001) and overall team performance (LePine, 2003). Agreeable employees are viewed as more trustworthy and as possessing higher levels of integrity, which aids them in customer's relationship and in access to valued information (Costa & McCrae, 1995; Sackett & De Vote, 2001). Agreeableness along with conscientiousness is the most important predictors of organizational citizenship behaviour (Kumar 2009) and it is positively related to several facets of job satisfaction (Silva, 2006), and task, contextual and assignment specific performance (Rose, 2010).

Individuals who are dependable, reliable, careful, hardworking and achievement oriented tend to have higher job
performance in most if not all occupations. In addition, employees who score higher on conscientiousness develop higher levels of job knowledge, probably because highly conscientious people exert greater levels of effort in their jobs. The higher level of job knowledge then contributes to higher job performance (Robbins, 2010).

Recently emerged organizational condition i.e. contract based recruitment, could also affect the performance of employees in a positive way, as these employees might use their present job status as a stepping stone towards permanent job.

On the basis of above discussion, the present study has been conducted on the employees working in Public sector in order to investigate – (1) the relationship of Life Events, Happiness and Personality in terms of Big-Five with the various Job Performance components; (2) the difference between Regular and Contract based Employees in both the genders on Life Events, Happiness and Job Performance.

7.1 OBJECTIVES OF THE WORK:

The current study deals with following aims:

1) To study the relationship of Life Events (Psychosocial Stress and Stressful Life Events), Happiness and Personality (in terms of Big Five) with the factors of Job Performance among regular and contract based employees.

2) To find out the exact variance explained by Life Events (Psychosocial Stress and Stressful Life Events), Happiness and Personality (in Terms of Big Five) in predicting Job Performance among Regular and Contract based Employees.

3) To study the significance of differences between the means of Regular and Contract based Employees on Life Events (Psychosocial Stress and Stressful Life Events), Happiness and Job Performance and its components.
4) To study the significance of differences between the means of two sexes on Life Events (Psychosocial Stress and Stressful Life Events), Happiness and The Factors of Job Performance.

7.2 HYPOTHESES:

By giving due consideration to the above mentioned aims, the following hypotheses have been formulated:

1. Life Events (Psychosocial Stress and Stressful Life Events) will have a significant and negative relationship with Job Performance and its components, irrespective of job status.

2. Happiness will have a significant and positive relationship with Job Performance and its components, irrespective of job status.

3. (a) Neuroticism (Big-Five Personality Traits domain) will have a significant and negative relationship with Job Performance.

   (b) Extraversion (Big-Five Personality Traits domain) will have a significant and positive relationship with Job Performance and its components.

   (c) Openness (Big-Five Personality Traits domain) will have a significant and positive relationship with Job Performance and its components.

   (d) Agreeableness (Big Five Personality Traits domain) will have a significant and positive relationship with Job Performance and its components.

   (e) Conscientiousness (Big Five Personality Traits domain) will have a significant and positive relationship with Job Performance and its components.

4. Contract based Employees will significantly score higher on Life Events (Psychosocial Stress and Stressful Life Events), because of their uncertain job status.
5. Regular Employees will significantly score higher on Happiness, as they are generally protected in terms of Job security and promotional opportunities.

6. The level of job performance of Contract based Employees will be significantly higher to that of Regular Employee, because contract based job is a stepping-stone towards regular work.

7. As far as gender differences are concerned, null hypotheses stands.

7.3 METHODOLOGY:

Design:

The present investigation was designed to study the relationship of Life Events, Happiness Disposition, and Big Five Personality Dimensions viz. Neuroticism, Extraversion, and Openness, Agreeableness and Conscientiousness with six dimensions of Job Performance i.e. Punctuality, Public Dealing, Efficiency, Obedience, Interpersonal Communication and Knowledge of Office Rules and Regulations among Regular and Contract based Employees with equal number of Males and Females. Hence correlational design was used to see the relationship between these variables and Job Performance. It was further subjected to stepwise regression analysis to find out the exact variance explained by the above mentioned factor in Job Performance.

Finally ANOVA (analysis of variance) was applied to verify if there were significant differences between Regular Males, Regular Females, Contract based Males, and Contract based Females on the variable under study i.e. two factors of Life Events (Psychosocial Stress and Stressful Life Events), Happiness and six dimensions of Job Performance i.e.
Summary


Sample:

A sample of 300 subjects i.e. an equal number of males and females and Regular and Contract based Employees were selected from different government organizations viz. schools, colleges, university, hospitals, banks, I.T. department, forest department etc. in Kullu, Mandi and mainly from the Shimla district of Himachal Pradesh.

Total Sample

Public Sector Employees
(N=300)

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Regular Employees
(N=150)

\[\text{Males (N=75)} \quad \text{Females (N=75)}\]

Contract based Employees
(N=150)

\[\text{Males (N=75)} \quad \text{Females (N=75)}\]

Research Tools Used

In the present study, following tools have been used:

1. Biographical Questionnaire (self developed)
2. ICMR Psychosocial Stress Questionnaire (Srivastava, 1991-92)
3. Chinese Happiness Inventory (Lu & Shih, 1997).
5. Job Performance Questionnaire (Adapted) (Gandhi, & Malhotra, 2003).
Summary

Proposed Statistical Analysis:

1. **Correlation Analysis:** It has been used to see the relationship between different variables.

2. **Stepwise Multiple Regression Analysis:** It has been used to reflect the variance that could be explained by each independent variable in predicting the dependent variables.

3. **Analysis of variance:** It has been used to verify if there were any significant differences between samples i.e. Regular and Contract based Employees in both the genders on the variables under study.

7.4 MAIN FINDINGS OF THE PRESENT INVESTIGATION:

I. **Correlational Analysis and Stepwise Regression Analysis**

**Life events and Job Performance**

The results of regression analysis indicate that there is a significant correlation between life events and various Job Performance components in three samples – Regular employees, Contract based Employees, and Males.

**Regular Employees: Results indicate that**

Psychosocial Stress is significantly and negatively correlated with obedience (OBD) \( r = -.26, p < .01 \) (see table 5.1) and it has explained 3% of variance in obedience \( (F \text{ ratio being } 4.79, p < .05) \) (see table 6.1 details).

**Contract based Employees: Results indicate that**

Psychosocial Stress has significant and negative relationship with Punctuality \( (r= -.41, p < .01) \), Interpersonal Communication \( (r= -.23, p < .01) \), and Obedience \( (r= -.26, p < .01) \) (see table 5.14 for details).

Further, it has explained 17% of variance in Punctuality \( (F \text{ ratio being, } 29.92, p < .01) \), 5% of variance in Interpersonal Communication \( (F \text{ ratio being, } 8.12, p < .01) \) and 4% of variance...
Summary

in obedience (F ratio being, 6.10, p < .05) (see tables 5.9, 5.11, 5.12 for details). Stressful Life Events have a significant and negative relationship with Obedience (r= -.28, p < .01) and Punctuality (r= -.28, p < .01) (see table 5.1). It has explained 8% of variance in Obedience (F ratio being, 12.28, p < .01) and 6% of variance in Punctuality (F ratio being, 10.43, p < .01) (see table 5.9 for details).

Males: Results indicate that

Stressful Life Events have a significant and negative relationship with Knowledge of Office Rules and Regulations (r= -.24, p < .01) Public Dealing (r= -.19, p < .05) and Punctuality (r= -.17, p < .05) (see table 5.14). Further, Stressful Life Events contributes significantly to the variance in all these variables. It explains 6% of variance in Knowledge of rules and regulations (F ratio being 8.89, p <.01), 3% of variance in Public Dealing (F ratio being 4.45, p <.05), and 3% of variance in Punctuality (F ratio being 4.24, p <.05) (see table 5.14, 5.16, 5.18 for details).

Females: Results indicate that

No relationship has emerged between Life Events and Job Performance components (See table5.19 for details).

Overall these results clearly show that Life Events have contributed largely to Job Performance, as these stressful events make them susceptible to stress leading to poor performance.

2. Happiness and Job Performance

Regular Employees: Results indicate that

Happiness has significant and positive relationship with knowledge of Office Rules and Regulations (r=.24, p<.01) by explaining 3% of variance (F ratio being 4.45, p< .05) (see table 6.4 for details).
**Contract based Employees: Results indicate that**

Happiness has a significant and positive relationship with Efficiency ($r=.27, \ p < .01$) and Knowledge of Rules and Regulations ($r=.27, \ p < .01$) (see table 6.2.2), explaining 5% of variance in Efficiency ($F$ ratio being 7.16, $p < .01$) and 3% of variance in Knowledge of Office Rules and Regulations ($F$ ratio being 5.61, $p < .05$) (see table 6.5 for details).

**Males: Results indicate that**

Happiness has a significant and positive relationship with Punctuality ($r=.17, \ p < .05$) and Interpersonal Communication ($r=.16, \ p < .05$) (see table 6.6 for details). Because of low correlations, the regression analysis has shown nil variance.

**Females: Results indicate that**

Happiness is significantly and positively related to only one job performance component i.e. Public Dealing ($r= .19, \ p < .05$). Further it has explained 3% of variance in Public Dealing with $F$ ratio being 5.29, $p < .05$ (see table 6.7 for details).

The findings clearly revealed that Happiness has been linked to higher level of individual work performance, including efficiency, good knowledge about office work, punctuality, enhanced communication at workplace and better public dealing.

3. **Personality and Job Performance**

The results of correlational and regression analysis indicate that there is a significant relationship between Big-Five Personality Dimensions and Job Performance in all the four samples i.e. Regular employees, contract based employees, Males and Females.
Neuroticism and Job Performance

Regular employees: Results indicate that

Neuroticism has a significant and negative relationship with Efficiency (r = -.38, p < .01) and Punctuality (r = -.30, p < .01). It has explained 4% of variance in Efficiency (F ratio being 15.05, p < .01) and 4% of variance in Punctuality (F ratio being 7.12, p < .01) (see table 6.8 for details).

Contract based employees: Results indicate that

Neuroticism has a significant and negative relationship with Efficiency (r = -.25, p < .01) and Punctuality (r = -.18, p < .05) and Knowledge of Rules and Regulations (r = -.18, p < .05). But, in regression Neuroticism did not turn out to be significant (see table 6.3.1b). The variance to be shown by Neuroticism has been taken care by Extraversion, Openness and Agreeableness because of their higher correlations with Efficiency, Punctuality and Knowledge of Rules and Regulations (for details see table 6.9).

Males: Results indicate that

Neuroticism is significantly and negatively related to Public Dealing (r = -.16, p < .05). But, in regression Neuroticism has been found to be insignificant. It may be due to slightly low correlations (for details see table 6.10).

Females: Results indicate that

No significant relationship has emerged between Neuroticism and Job Performance.

Overall it is clear from the results that neurotic employees are more likely to be distracted very easily and cannot focus on the work at hand and sometimes less punctual in the workplace. Moreover, their communication and public dealing is also not satisfactory.
Extraversion and Job Performance

**Regular Employees: Results depict that**

Extraversion has a significant and positive relationship with Knowledge of Office Rules and Regulations ($r = .28, p < .01$) and Interpersonal Communication ($r = .19, p < .05$). It has explained 8% of variance in Knowledge of Office Rules and Regulations ($F$ ratio being 12.28, $p < .01$) and 3% of variance in Interpersonal Communication ($F$ ratio being 4.62, $p < .05$) (see table 6.11 for details).

**Contract based Employees: Results depict that**

Extraversion has a significant and positive relationship with Efficiency ($r = .27, p < .01$) and Punctuality ($r = .32, p < .01$). It has accounted for 8% of variance in Efficiency ($F$ ratio being 11.97, $p < .01$) and 3% of variance in Punctuality ($F$ ratio being 6.10, $p < .05$) (for details see table 6.12).

**Males: Results depict that**

Extraversion has a significant and positive relationship with Public Dealing ($r = .16, p < .05$) and Interpersonal Communication ($r = .16, p < .05$). But it was found to be insignificant in regression (see table 6.13 for details).

**Females: Results depict that**

Extraversion has a significant and positive relationship with Public Dealing ($r = .24, p < .01$). Further, it has shown 6% of variance in Public Dealing (for details see table 6.14).

The findings show that extraversion is a better predictor of job performance. Extraverted employees are efficient, punctual and expectedly have a good knowledge about office work. As well as they are effective and precise in communication, and are found to be better in public dealing at the same time because of their temperament.
Openness to Experience and Job Performance

Regular Employees: Results depict that

Openness to Experience has a significant and positive relationship with Interpersonal Communication ($r = .24$, $p < .01$), Knowledge of Office Rules and Regulations ($r = .31$, $p < .01$), Efficiency ($r = .22$, $p < .01$) and Punctuality ($r = .31$, $p < .01$). It has shown 6% of variance in Interpersonal Communication (F ratio being 8.64, $p < .01$) 4% of variance in Knowledge of Office Rules and Regulations (F ratio being 12.28, $p < .01$), 3% of variance in Efficiency (F ratio being 5.66, $p < .05$) and 2% of variance in Punctuality (F ratio being 4.60, $p < .05$) (see table 6.15 for details).

Contract based Employees: Results depict that

Openness to Experience has a significant and positive relationship with Punctuality ($r = .35$, $p < .01$), Knowledge of Office Rules and Regulations ($r = .30$, $p < .01$) and Efficiency ($r = .25$, $p < .01$). But in regression Openness to Experience did not turn out to be significant, because Openness and Extraversion are intimately and positively related. Similarly, Extraversion is positively and significantly related to Punctuality, Efficiency and Knowledge of Office Rules and Regulations. Hence variance of the factor of Openness to Experience has been taken care by Extraversion (see table 6.16 for details).

Males: Results depict that

Openness to experience has a significant and positive relationship with Interpersonal communication ($r = .17$, $p < .05$) and Punctuality ($r = .16$, $p < .05$). But in regression openness to experience did not turn out to be significant, it is due to very low correlations (see table 6.17).
**Females: Results indicate that**

Openness did not turn out to be significant in correlation as well as in regression.

Overall, the findings have shown that employees who are open to experiences show an active imagination, aesthetic sensitivity, attentiveness to inner feelings and a preference for variety, curiosity, and broadmindedness, all of which explain as to why they are rated higher on their performance at work in terms of efficiency, punctuality, knowledge and interpersonal communication.

**Agreeableness and Job Performance**

*Regular Employees: Results depict that*

Agreeableness has a significant and positive relationship with Punctuality ($r = .46, p < .01$), Obedience ($r = .43, p < .01$) and Public dealing ($r = .20, p < .01$), Knowledge ($r = .25, p < .01$) and Interpersonal Communication. It explains 21% of variance in Punctuality (F ratio being 39.8, $p < .01$), 19% of variance in Obedience (F ratio being 33.76, $p < .01$), 4% of variance in Public dealing (F ratio being 5.95, $p < .05$) (see table 6.18 for details).

*Contract based Employees: Results depict that*

Agreeableness has a significant and positive relationship with Knowledge ($r = .40, p < .01$), Punctuality ($r = .32, p < .01$), and Interpersonal Communication ($r = .16, p < .05$). It explains 16% of variance in Knowledge of Office Rules and Regulations (F ratio being .40, $p < .01$) (see table 619.

**Males: Results depict that**

No significant relationship has emerged between Agreeableness and job performance in males' sample.
Females: *Results depict that*

No significant relationship has emerged between Agreeableness and job performance in Females' sample. The reason being that the gender sample was a mix of regular and contract based employees, so it became clouded, hence no relationship has emerged.

On the other hand irrespective of gender, Agreeable employees are straightforward, tactful, altruistic, co-operative, and honest in their communication, which makes them obedient, punctual, knowledgeable, and accurate in communication and better in dealing with public which can be interpreted in terms of performance, in a positive way.

**Conscientiousness and Job performance**

*Regular Employee: Results depict that*

Conscientiousness has been found to be significant and positively correlated with Knowledge of Office Rules and Regulation ($r=.17, p<.05$). Though in regression it failed to reach the level of significance, it may be because of low correlations (See Table 6.20 for details).

*Contract based Employee: Results depict that*

Conscientiousness is significantly and positively related to Punctuality ($r=.30, p<.01$), Efficiency ($r=.21, p<.01$), and Knowledge of Office Rules and Regulations ($r=.25, p<.01$). But in regression analysis, it did not turn out to be significant, because the variance of Conscientiousness has been taken care by psychosocial Stress, Stressful Life Events, Extraversion and agreeableness in explaining Punctuality, Efficiency and Knowledge of Office Rules and Regulations and Happiness, Extraversion and Openness have shown its variance in explaining Efficiency due to their significant correlation with
Conscientiousness and also with Efficiency (see table 6.21 for details).

**Males: Results depict that**

Conscientiousness is significantly and positively related to Interpersonal Communication ($r=.19$, $p<.05$). Further, it has explained 4% of variance in predicting Interpersonal Communication with F ratio being 5.35, $p<.01$ (see table 6.22).

**Females: Results depict that**

Conscientiousness is significantly and positively related to Public Dealing ($r=.16$, $p<.05$). But in regression analysis it did not turn out to be significant, may be due to comparatively smaller number or because of slightly low correlations (see table 6.23).

Overall the findings have shown that conscientious people are well organized, punctual, efficient, ambitious and hard working. At the same time they exhibit good interpersonal communication at the workplace.

**II. Analysis of Variance:**

(i) **Difference between Regular and Contract based Employees on the basis of Life events (Psychosocial Stressors and Stressful Life Events).**

**Psychosocial Stress: Results depict that**

Contract based employees are experiencing significantly higher stress than regular employees (40.88 v/s 29.27, see general mean table 6.17) with f ratio being 102.45, $p<.01$ (for details of ANOVA see table 6.18).

**Stressful Life Events: Results depict that**

Contract based employees score significantly higher than regular employees for Stressful Life Events (13.86 v/s 11.49), with f ratio being 23.69, $p<.01$. 
Due to insecure job, contract based employees are under constant worry regarding regular position. Moreover, fear of becoming jobless is another factor leading to stress. At the same time there is bewildering effect of job and life stress for these employees. Stress arises due to challenge in balancing work and family life. Whereas, regular employees with secure job, balanced work – family life and an assured source of income are seemed to be less affected with stress.

The main effect of Gender on stressful life events was found to be significant in analysis of variance, with F ratio being 12.22, \( p < .01 \) (see table 6.22). Males' score was found to be significantly higher than Females' (13.52 v/s 11.82 see table 6.20). It shows that males are highly stressed than females because they simply have too much responsibilities, as they are considered to be the bread winners of the family.

Interaction effect of Group × Gender is found to be significant with F ratio being 10.38, \( p < .01 \) (see table 5.24). The interaction depicts that, at females end, regular and contract based females are scoring almost same on stressful life events (11.42 v/s 12.50) whereas the main difference lies at the males' end, where contract based males are significantly higher on stressful life events than regular employees (15.49 v/s 11.56). This is because family is mainly reliant on earnings of the male members. As contract based employees have been exposed to disadvantages in terms of wages, benefits and incentives, so they are not able to meet their own ambitions. Hence, they are experiencing higher stress than regular males with stable and secure jobs. On the other hand, in case of females, both regular and contract based females are almost the same on stress levels. It is because Government job (whether regular or contract based) offers secure work, flexible working pattern and more
opportunities to combine a proper career with caring responsibilities for females at home.

(ii) **Difference between Regular and Contract based employees on the basis of Happiness.**

**Happiness:** Results indicate that

Regular employees are significantly higher on happiness than contract based employees (76.30 vs 64.42) with F ratio being 95.89, p < .01 (see table 5.26). Regular employment not only provides one with economic security, but also a structured life, status and identity. Regular employees with higher income, prestige, status and job security are happier than contract based employees. With the feeling of insecurity and uncertainty, contract based employees are not as happy as their counterparts i.e., regular employees.

(iii) **Difference between Regular and Contract based Employees on the basis of Job Performance.**

**Job Performance:** Results indicate that

In comparison to Regular Employees (Group 1), Contract based employees (Group 2) are significantly very Punctual (15.34 vs 11.30) with F ratio being 135.33, p < .01; effective in Public Dealing (13.64 vs 12.14) with F ratio being 10.71, p < .01; highly Obedient (14.29 vs 11.24) with F ratio being 71.67, p < .01; Efficient (F= -2.67, p<.01) and have a good interpersonal communication (13.66 vs 11.98) with F ratio being 16.35, p < .01. While regular employees are higher on one Job Performance factor i.e. Knowledge of Office Rules and Regulations (14.48 vs 11.09) with F ratio being 86.59, p < .01.

Because of uncertain job conditions, contract based employees have to work hard to prove themselves and hence they perform better. While, Regular employees have better Knowledge of Office Rules and Regulations than contract based employees.
because of longer stay in the organizations and more work experience.

The main effect of Gender on Job Performance components was found to be significant in analysis of variance. Males' were found to be very Punctual (13.92 v/s 12.72) with F ratio being 11.94, p < .01, Efficient (13.12 v/s 12.36) with F ratio being 4.13, p < .01, have a good Knowledge of Office Rules and Regulations (13.32 v/s 12.24) with f ratio being 8.80, p < .01. Whereas, females have scored higher on Public Dealing (13.34 v/s 12.43) with f ratio being 3.97, p < .05 (see tables 6.24). The reason being that Males are competent, achievement-oriented and competitive by temperament. All these characteristics help to boost the performance in terms of punctuality, efficiency and knowledge. Females with friendly, supportive and caring personality traits tend to communicate with more politeness and with greater intimacy and confidence. Hence, they are better in public dealing. Moreover their verbal fluency and flexibility is very high.

Further, the interaction effect of group x gender on public dealing is significant. The F ratio is found to be 7.402, p<.01(see table 5.31). At the males' end, contract based employees are slightly better in public dealing. Similarly at females end, contract based females are significantly higher on public dealing. As these employees are working on contract basis, they would be motivated to make a good impression and would try to enhance their performance through effective public dealing.

In nutshell, the study has brought out as to how the regular and contractual employees work viz. a viz. their job performance as related to different predictors in terms of stress, happiness and personality.
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BIOGRAPHICAL QUESTIONNAIRE

Name
Age
Male/Female
Married/Single
Job experience
Contract/Regular
Designation
Department
Monthly Salary
ICMR PSYCHO-SOCIAL STRESS QUESTIONNAIRE (SRIVASTAVA, 1991-1992)

मनोवैज्ञानिक तनाव व दबाव

(I) स्थितियाँ संकेतों के कारण
1. पारिवारिक कारण
2. अन्य सम्बन्धियों के कारण
3. पडोस के कारण
4. कार्य स्थल के कारण
5. संसूचना / परिवार / साथीयों के कारण

(II) जिम्मेदारियों / दंडादायों / कर्म या अर्थक अपेक्षाओं के कारण
6. परिवार के कारण
7. सम्बन्धियों के कारण
8. पडोसियों के कारण
9. कार्य स्थल के कारण
10. पढाई के कारण

(III) इन मसालों के चलते अर्थीक हिफाजत के कारण तनाव
11. रोटी कपड़ा गर्मन का प्रबंध
12. स्त्यान / परिवार के सदस्यों की पढ़ाई का खर्च
13. अपने या परिवार के सदस्यों के इलाज का खर्च
14. शादी का खर्च
15. सामाजिक जिम्मेदारियों का खर्च
16. बेवबीजानी (जो बौद्धिक चाहते हैं)
17. महण की अदायी
18. देखा देखती हैं खाटीदादारी
(IV) विवाह से संबंधित मसलों के कारण तनाव
19. परिवार सदस्य की शादी (अनेक समाज के बिंदु)
20. अपनी शादी (अनेक समाज के बिंदु)
21. साथ संबंधित की शादी में जटिल समस्या
22. अपनी शादी में जटिल समस्या

(V) स्वास्थ्य संबंधी मुद्दों के कारण
23. अपनी स्वास्थ्य समस्या
24. शारीरिक समस्या
25. परिवार सदस्य के असाध्य रोग

(VI) विपरीत/कठिन परिस्थितियों के कारण तनाव / दबाव
26. सामाजिक क्षण क्षण व्यक्ति के चलते असुरक्षा की भावना
27. दायगत/विदेशी कारणों के चलते असुरक्षा की भावना
28. पुलिस की धारणा
29. शासन फीलाशाही की प्रताड़ना
30. व्यापारिक हंगाम
31. आत्मक जस्थिति हारामे
32. स्वास्थ्य/समस्या/बालआराम/शाकाहारी
33. अपना शारीरिक/मानसिक पंबपन
34. परिवार सदस्य का शारीरिक/मानसिक पंबपन
35. विशिष्ट स्थानों पर संघर्ष (परिवार/कार्य/समाज)
खण्ड "ब"

जीवन में तनाव पूर्ण घटनाक्रम
प्रथा ये घटनाएं विगत एक वर्ष में घटी है यदि हा तो प्रतेक घटना के कारण आप ने कितना तनाव व दबाव महसूस कर रहे हैं
ध्यान किया है?
यदि विगत एक वर्ष के कीर्तान ये घटनाएं नहीं घटी है तो (X) काटा लगा दे।

<table>
<thead>
<tr>
<th>विषय</th>
<th>चौड़ा</th>
<th>लघु</th>
<th>तत्त्व</th>
<th>अन्य विषय</th>
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<tbody>
<tr>
<td>1. नजदीकी रिस्टॉरंट की मृत्यु</td>
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<td>2. अपनी गाँव की बीमारी/दुर्घटना</td>
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<td>3. परिवार लड़की की अस्त्राहय बीमारी/दुर्घटना</td>
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<td>4. अपना आयाम होना/वालाक</td>
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<td>5. सम्बंधी का आयाम होना/वालाक</td>
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<td>6. हिस्सक मुठभेड/ (डैम्जर/शारीरिक हमला/लैरिक दुर्घटना)</td>
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<td>7. चीट/अभिनवकांड</td>
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<td>8. आदर्श आर्थिक घटना</td>
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<td>9. आद ने कर्नी</td>
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<td>10. कानूनी/पुलिस सम्बंधी समस्या</td>
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<td>11. मौकती खो देना</td>
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<td>12. फेल होना</td>
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<td>13. प्रेम सम्बंधों में कटूता</td>
<td>☐</td>
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<td>14. कोई अन्य विषय</td>
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II) प्राप्त / अपेक्षित धारकियों के कारण तनाव/दबाव

36. सामाजिक हैसियत
37. संक्षेप / मारिना
38. व्यवस्थापन सम्बंधी हैसियत
39. आर्थिक हैसियत (आली हैसियत)
40. तैतिक दुरालम्बा का भाव
CHINESE HAPPINESS INVENTORY (Lu & Shih, 1997)

On this questionnaire are group of statements. Please read each statement carefully. Then pick out the one statement in each group which best option you have been feeling in the PAST ONE YEAR:

1 0 I do not feel happy.
1 1 I feel fairly happy.
2 2 I am very happy.
3 3 I am incredibly happy.

2 0 I am not particularly optimistic about the future.
1 1 I feel optimistic about the future.
2 2 I feel I have so much to look forward to.
3 3 I feel that the future is overflowing with hope and promise.

3 0 I am no more satisfied than I use to.
1 1 I am more satisfied with some things now.
2 2 I am much more satisfied with many things nowadays.
3 3 I am totally satisfied with everything.

4 0 I feel I am not especially in control of my life.
1 1 I feel I am at least partly in control of my life.
2 2 I feel I am in control most of the time.
3 3 I feel I am in total control of all aspects of my life.

5 0 I don't feel life is particularly rewarding.
1 1 I feel life is rewarding.
2 2 I feel that life is very rewarding.
3 3 I feel that life is overflowing with rewards.

6 0 I don't particularly pleased with the way I am.
1 1 I am pleased with the way I am.
2 2 I am very pleased with the way I am.
3 3 I am delighted with the away I am.

7 0 I never have good influence on events.
1 1 I occasionally have good influence on events.
2 2 I often have a good influence on events.
3 3 I always have good influence on events.
8 0 I get by in life.
1 Life is good.
2 Life is very good.
3 I love life.

9 0 I am no more interested in other people than usual.
1 I am interested in other people now.
2 I am very interested in other people now a days.
3 I am intensely interested in other people.

10 0 I do not find it easy to make decisions.
1 I find it fairly easy to make some decisions.
2 I find it easy to make most decisions.
3 I can make all decisions very easily.

11 0 I can work well as before.
1 I find it easier to get started at doing things.
2 I find it no effort at all to do things.
3 I feel able to take anything on.

12 0 I don't tend to wake up feeling more rested than I used to.
1 I sometimes wake up feeling more rested than I used to.
2 I frequently wake up feeling more rested than I used to.
3 Now a days I always wake up feeling more rested than I used to.

13 0 I don't feel more energetic than usual.
1 I feel fairly energetic.
2 I feel very energetic.
3 I feel I have boundless energy.

14 0 I don't think things have a particular "sparkle".
1 I find beauty in some things.
2 I find beauty in most things.
3 The whole world looks beautiful to me.

15 0 I do not think I am more healthy than usual.
1 I am more healthy than usual.
2 I feel very healthy now a days.
3 I feel on top of the world.
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<tr>
<td>16</td>
<td>0</td>
<td>I do not have particularly warm feeling towards others.</td>
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<tr>
<td></td>
<td>1</td>
<td>I have some warm feelings towards others.</td>
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<td></td>
<td>2</td>
<td>I have very warm feelings towards others.</td>
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<td></td>
<td>3</td>
<td>I love everybody.</td>
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<tr>
<td>17</td>
<td>0</td>
<td>I do not have particularly happy memories of the past.</td>
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<tr>
<td></td>
<td>1</td>
<td>I have some happy memories of the past.</td>
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<td></td>
<td>2</td>
<td>Most past events seem to have been happy.</td>
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<td></td>
<td>3</td>
<td>All past events seem extremely happy.</td>
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<tr>
<td>18</td>
<td>0</td>
<td>I am never in a state of joy or elation.</td>
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<tr>
<td></td>
<td>1</td>
<td>I sometimes experience joy and elation.</td>
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<td></td>
<td>2</td>
<td>I often experience joy and elation.</td>
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<td></td>
<td>3</td>
<td>I am constantly in a state of joy and elation.</td>
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<td>19</td>
<td>0</td>
<td>There is a gap between what I would like to do, and what I have done.</td>
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<tr>
<td></td>
<td>1</td>
<td>I have done some of the things I wanted.</td>
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<td></td>
<td>2</td>
<td>I have done many of the things I wanted.</td>
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<td></td>
<td>3</td>
<td>I have done everything I ever wanted.</td>
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<tr>
<td>20</td>
<td>0</td>
<td>I can't organize my time, there always seems to be too much or too little of it.</td>
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<tr>
<td></td>
<td>1</td>
<td>I can organize my time fairly well.</td>
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<td>2</td>
<td>I can organize, my time very well.</td>
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<td></td>
<td>3</td>
<td>My time is perfectly organized so that I can fit in all the things I want to do.</td>
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<tr>
<td>21</td>
<td>0</td>
<td>I do not have fun with other people.</td>
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<tr>
<td></td>
<td>1</td>
<td>I sometimes have fun with other people.</td>
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<td></td>
<td>2</td>
<td>I often have fun with other people.</td>
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<td></td>
<td>3</td>
<td>I always have fun with other people.</td>
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<td>22</td>
<td>0</td>
<td>I do not have a cheerful effect on others.</td>
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<td></td>
<td>1</td>
<td>I sometimes have a cheerful effect on others.</td>
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<td>I often have a cheerful effect on others.</td>
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<td></td>
<td>3</td>
<td>I always have a cheerful effect on others.</td>
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<td></td>
<td></td>
<td>I do not have any particular sense of meaning and purpose in my life.</td>
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<tr>
<td>1</td>
<td></td>
<td>I have sense of meaning and purpose.</td>
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<tr>
<td>2</td>
<td></td>
<td>I have a great sense of meaning and purpose.</td>
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<tr>
<td>3</td>
<td></td>
<td>My life is totally meaningful and purposive.</td>
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<td></td>
<td></td>
<td>I do not have particular feelings of commitment and involvement.</td>
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<tr>
<td>1</td>
<td></td>
<td>I sometimes become committed and involved.</td>
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<tr>
<td>2</td>
<td></td>
<td>I often become committed and involved.</td>
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</tr>
<tr>
<td>3</td>
<td></td>
<td>I am always committed and involved.</td>
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<td>I do not think the world is a good place.</td>
<td></td>
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<tr>
<td>1</td>
<td></td>
<td>I think the world is a fairly good place.</td>
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<tr>
<td>2</td>
<td></td>
<td>I think the world is a very good place.</td>
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<td>3</td>
<td></td>
<td>I think the work is an excellent place.</td>
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<td>I rarely laugh.</td>
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<tr>
<td>1</td>
<td></td>
<td>I laugh fairly often.</td>
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<td>2</td>
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<td>I laugh a lot.</td>
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<td>3</td>
<td></td>
<td>I am very laughing.</td>
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<td>I don't think I look attractive.</td>
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<tr>
<td>1</td>
<td></td>
<td>I think I look fairly attractive.</td>
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<tr>
<td>2</td>
<td></td>
<td>I think I look fairly attractive.</td>
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<td>3</td>
<td></td>
<td>I think I look exceptionally attractive.</td>
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<td></td>
<td></td>
<td>I do not find things amusing.</td>
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<tr>
<td>1</td>
<td></td>
<td>I find some things amusing.</td>
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<td>2</td>
<td></td>
<td>I find most things amusing.</td>
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<td>3</td>
<td></td>
<td>I am amused by everything.</td>
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<td>I do not feel interested in being with family members.</td>
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<tr>
<td>1</td>
<td></td>
<td>I seldom feel interested in being with family members.</td>
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<tr>
<td>2</td>
<td></td>
<td>I often feel interested in being with family members.</td>
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<tr>
<td>3</td>
<td></td>
<td>I always feel interested in being with family members.</td>
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</tbody>
</table>
30  0  I do not get on well with friends.
    1  I get on ok with friends.
    2  I get on well with friends.
    3  I get on excellently with friends.

31  0  I do not have good friends who care for me.
    1  I have one or two good friends who care for me.
    2  I have some good friends who care for me.
    3  I have many good friends who care for me.

32  0  I do not feel interested in being with friends.
    1  I seldom feel interested in being with friends.
    2  I often feel interested in being with friends.
    3  I always feel interested in being with friends.

33  0  I have never received any respect from others.
    1  I have seldom received respect from others.
    2  I have often received respect from others.
    3  I have received respect from others all the time.

34  0  I am never praised by others.
    1  I am seldom praised by others.
    2  I am often praised by others.
    3  I am always praised by others.

35  0  I do not have enough money to do what I like to do.
    1  I seldom have enough money to do what I like to do.
    2  I often have enough money to do what I like to do.
    3  I always have enough money to do what I like to do.

36  0  I do not earn enough money.
    1  I earn just enough money.
    2  I often earn more than enough money.
    3  I always earn more than enough money.

37  0  My job does not give me a sense of achievement.
    1  My job seldom gives me a sense of achievement.
    2  My job often gives me a sense of achievement.
    3  My job always gives me a sense of achievement.
38 0 My performance is not recognized.
    1 MY performance is seldom recognized.
    2 My performance is often recognized.
    3 My performance is always recognized.

39 0 I cannot commit to my job.
    1 I can seldom commit to my job
    2 I can often commit to my job.
    3 I can always commit to my job.

40 0 My fortune is worse than others.
    1 My fortune is about the same as others.
    2 My fortune is good.
    3 My fortune is excellent.

41 0 I feel I have a worse life than others.
    1 I feel I have a little better life than others.
    2 I feel I have much better life than others.
    3 I feel I have a wonderful life.

42 0 I am always found out when making mistakes.
    1 I am often found out when making mistakes.
    2 I am seldom found out when making mistakes.
    3 I am never found out when making mistakes.

43 0 My life is not as I wished.
    1 My life is just about as I wished.
    2 My life is quite as I wished.
    3 My life is very much as I wished.

44 0 I do not have a sense of security in life.
    1 I have a little sense of security in life.
    2 I have a strong sense of security in life.
    3 I have a wonderful sense of security in life.

45 0 My life is full of ups and downs.
    1 My life is little smooth.
    2 My life is quite smooth.
    3 My life is very smooth.
| 46 | 0 | I feel life is full of worries. |
|    | 1 | I seldom live the life as I wished. |
|    | 2 | I can often live the life as I wished. |
|    | 3 | I can always live the life as I wished. |

| 47 | 0 | My life is full of worries. |
|    | 1 | My life has some worries. |
|    | 2 | My life has few worries. |
|    | 3 | My life has almost no worry. |

| 48 | 0 | I do not understand the meaning of life. |
|    | 1 | I seldom understand the meaning of life. |
|    | 2 | I often understand the meaning of life. |
|    | 3 | I always understand the meaning of life. |
NEO Five-Factor Inventory™

Test Booklet—Form 8 (Adult)

Paul T. Costa, Jr., PhD, and Robert R. McCrae, PhD

Instructions

Write only where indicated in this booklet. Carefully read all of the instructions before beginning. This questionnaire contains 60 statements. Read each statement carefully. For each statement fill in the circle with the response that best represents your opinion. Make sure that your answer is in the correct box.

Fill in if you strongly disagree or the statement is definitely false.

Fill in if you disagree or the statement is mostly false.

Fill in if you are neutral on the statement, if you cannot decide, or if the statement is about equally true and false.

Fill in if you agree or the statement is mostly true.

Fill in if you strongly agree or the statement is definitely true.

For example, if you strongly disagree or believe that a statement is definitely false, you would fill in for that statement.

Example


Fill in only one response for each statement. Respond to all of the statements, making sure that you fill in the correct response. DO NOT ERASE! If you need to change an answer, make an "X" through the incorrect response and then fill in the correct response.

Note that the responses are numbered in rows. Before responding to the statements, turn to the inside of the booklet and enter your name, age, gender, and today’s date.
1. I am not a worrier.
2. I like to have a lot of people around me.
3. I don't like to waste my time daydreaming.
4. I try to be courteous to everyone I meet.
5. I keep my belongings neat and clean.
6. I often feel inferior to others.
7. I laugh easily.
8. Once I find the right way to do something, I stick to it.
9. I often get into arguments with my family and co-workers.
10. I'm pretty good about pacing myself so as to get things done on time.
11. When I'm under a great deal of stress, sometimes I feel like I'm going to pieces.
12. I don't consider myself especially "light-hearted."
13. I am intrigued by the patterns I find in art and nature.
14. Some people think I'm selfish and egotistical.
15. I am not a very methodical person.
16. I rarely feel lonely or blue.
17. I really enjoy talking to people.
18. I believe letting students hear controversial speakers can only confuse and mislead them.
19. I would rather cooperate with others than compete with them.
20. I try to perform all the tasks assigned to me conscientiously.
21. I often feel tense and jittery.
22. I like to be where the action is.
23. Poetry has little or no effect on me.
24. I tend to be cynical and skeptical of others' intentions.
25. I have a clear set of goals and work toward them in an orderly fashion.
26. Sometimes I feel completely worthless.
27. I usually prefer to do things alone.
28. I often try new and foreign foods.
29. I believe that most people will take advantage of you if you let them.
30. I waste a lot of time before settling down to work.
31. I rarely feel fearful or anxious.
32. I often feel as if I'm bursting with energy.
33. I seldom notice the moods or feelings that different environments produce.
34. Most people I know like me.
35. I work hard to accomplish my goals.
36. I often get angry at the way people treat me.
37. I am a cheerful, high-spirited person.
38. I believe we should look to our religious authorities for decisions on moral issues.
39. Some people think of me as cold and calculating.
40. When I make a commitment, I can always be counted on to follow through.
1. Too often, when things go wrong, I get discouraged and feel like giving up.
2. I am not a cheerful optimist.
3. Sometimes when I am reading poetry or looking at a work of art, I feel a chill or wave of excitement.
4. I'm hard-headed and tough-minded in my attitudes.
5. Sometimes I'm not as dependable or reliable as I should be.
6. I am seldom sad or depressed.
7. My life is fast-paced.
8. I have little interest in speculating on the nature of the universe or the human condition.
9. I generally try to be thoughtful and considerate.
10. I am a productive person who always gets the job done.
11. I often feel helpless and want someone else to solve my problems.
12. I am a very active person.
13. I have a lot of intellectual curiosity.
14. If I don't like people, I let them know it.
15. I never seem to be able to get organized.
16. At times I have been so ashamed I just wanted to hide.
17. I would rather go my own way than be a leader of others.
18. I often enjoy playing with theories or abstract ideas.
19. If necessary, I am willing to manipulate people to get what I want.
20. I strive for excellence in everything I do.

Enter your responses here—remember to enter responses ACROSS the rows.
SD = Strongly Disagree; D = Disagree; N = Neutral; A = Agree; SA = Strongly Agree

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<td>SD</td>
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Did you respond to all of the statements?  Yes  No
Did you enter your responses in the correct boxes?  Yes  No
Did you respond accurately and honestly?  Yes  No
JOB PERFORMANCE QUESTIONNAIRE (ADAPTED) (GANDHI, & MALHOTRA, 2003)

Please read each and every item in the questionnaire carefully. There is no right or wrong answers to any of these questions. It is not a test of your ability. Please do not leave any item unanswered.


1. He/ She is concerned about the customer's convenience. .......................... Yes/ Sometimes/ No
2. He/ She adheres to the policies and procedures of office. ................. Yes/ Sometimes/ No
3. He/ She sometimes waste his time in gossiping. .......................... Yes/ Sometimes/ No
4. He/ She has friendly and caring attitude towards others. ................. Yes/ Sometimes/ No
5. He/ She normally comes and begins his work before the commencement of office hours. Yes/ Sometimes/ No
6. He/ She sometimes shows resistance in adapting to new technologies or new ways to do a task. Yes/ Sometimes/ No
7. He/ She welcomes suggestions from customers. .......................... Yes/ Sometimes/ No
8. He/ She finishes his work before the deadline. .......................... Yes/ Sometimes/ No
9. He/ She has the ability to understand the social and economic scenario of the time and corporate need. Yes/ Sometimes/ No
10. He/ She disobedys the decisions of the offices at times. ................. Yes/ Sometimes/ No
11. He/ She is courteous and helpful to the public/ clients. ................. Yes/ Sometimes/ No
12. He/ She sometimes shows his inability to meet the critical situation of the organization. Yes/ Sometimes/ No
13. He/ She try to implement whatever he learns from the training programmes that are being held from time to time. Yes/ Sometimes/ No
14. He/ She are precise and accurate in his communications. ................. Yes/ Sometimes/ No
15. Sometimes he/ she are impolite with the clients/ public. ................. Yes/ Sometimes/ No
16. He/ She work sincerely to achieve goals assigned to him and he keeps organizational interests at priority. Yes/ Sometimes/ No
17. He/ She likes to spend his free time in informal gatherings. ................. Yes/ Sometimes/ No
18. He/ She obeys the rules and regulations of organization. ................. Yes/ Sometimes/ No
19. He/ She sometime shows his inability to act appropriately during the crisis. Yes/ Sometimes/ No
20. He/ She adjusts to the change quickly. ................. Yes/ Sometimes/ No
21. He/ She maintains the quality and standards of the services. ................. Yes/ Sometimes/ No
22. He/ She give priority to his work. ................. Yes/ Sometimes/ No
23. He/ She has some knowledge of the new technologies. ................. Yes/ Sometimes/ No
24. He/ She satisfy the queries of of the public. Yes/ Sometimes/ No
25. He/ She come with a variety of solutions that may help the organization to overcome the problems. Yes/ Sometimes/ No
26. He/ She sometimes do not like to spend his free time in social gatherings. Yes/ Sometimes/ No
27. He/ She has the ability to act appropriately during the crisis. Yes/ Sometimes/ No
28. He/ She sometimes go against the rules and regulations of the organization. Yes/ Sometimes/ No
29. He/ She is clear about the goals he has to achieve. Yes/ Sometimes/ No
30. He/ She show some rigidity in following time bound schedule. Yes/ Sometimes/ No
31. He/ She does not wilt under pressure. Yes/ Sometimes/ No
32. He/ She is polite to his/ her clients. Yes/ Sometimes/ No
33. He/ She sometimes goes off the track in his communications. Yes/ Sometimes/ No
34. He/ She has a good flair for his work. Yes/ Sometimes/ No
35. He/ She obeys the decision of the organization. Yes/ Sometimes/ No
36. He/ She gets along well with his superiors and colleagues. Yes/ Sometimes/ No
37. At times he/ she finds it difficult to satisfy the queries of public. Yes/ Sometimes/ No
38. He/ She regularly maintains files and records. Yes/ Sometimes/ No
39. He/ She participates in group activities. Yes/ Sometimes/ No
40. He/ She does not waste his time. Yes/ Sometimes/ No
41. He/ She has the full knowledge of welfare schemes that the organization provides to the clients. Yes/ Sometimes/ No
42. He/ She anticipate the problem and plan action in advance to meet critical situations of the organization. Yes/ Sometimes/ No
43. He/ She acts as a catalyst to the orders and functions of superiors effectively. Yes/ Sometimes/ No
44. He/ She sometimes shows reluctance to attend the training programmes that are being held by an organisation from time to time. Yes/ Sometimes/ No
45. He/ She is well acquainted with his work and hardly makes any error. Yes/ Sometimes/ No
46. He/ She comes up with an idea whenever there is any requirement. Yes/ Sometimes/ No
47. He/ She makes effort to improve his relations with his clients. Yes/ Sometimes/ No
48. He/ She strictly follows the time bound schedule. Yes/ Sometimes/ No