Respected Sir/Madam,

This is a research study conducted by undersigned to assess “A Study of Personality Factors, Self-Efficacy and Locus of Control on Organizational Effectiveness.” It is further requested you to extend your kind co-operation in fulfilling the questionnaires enclosed here with. It is assured that information collected by you will be remain confidential and will be used only for the academic purpose.

Thanking You

Charli
(Research Scholar)
Department Of Psychology
A.M.U Aligarh
**NEO FIVE FACTORS INVENTORY**

**Instructions:** This scale is meant for a psychological investigation. It contains 60 statements. Five alternative responses have been given for each statement. Read carefully all the statements and chooses one either of these five responses by making the tick mark (√) which best characterizes you.

Please respond to all of the statements, making sure that you fill in the correct response. All your responses will be treated as confidential. So give your responses frankly.

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I am not a worrier.</td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Neutral</td>
<td>Agree</td>
</tr>
<tr>
<td>2. I like to have a lot of people around me.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. I don't like to waste my time daydreaming.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. I try to be courteous to everyone I meet.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. I keep my belongings neat and clean.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. I often feel inferior to others.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. I laugh easily.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Once I find the right way to do something, I stick to it.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. I often get into arguments with my family and co-workers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. I am pretty good about pacing myself so as to get things done on time.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. When I'm under a great deal of stress, sometimes I feel like I'm going to pieces.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. I don't consider myself especially &quot;light-hearted&quot;.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. I am intrigued by the patterns I find in art and nature.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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. ( ) ( ) ( ) ( ) ( ) ( )

41. Too often, when things go wrong, I get discouraged and feel like giving up. ( ) ( ) ( ) ( ) ( ) ( )

42. I am not a cheerful optimist. ( ) ( ) ( ) ( ) ( ) ( )

43. Sometimes when I am reading poetry or looking at a work of art, I feel a chill or wave of excitement. ( ) ( ) ( ) ( ) ( ) ( )

44. I am hard-headed and tough-minded in my attitudes. ( ) ( ) ( ) ( ) ( ) ( )

45. Sometimes I’m not as dependable or reliable as I should be. ( ) ( ) ( ) ( ) ( ) ( )

46. I am seldom sad or depressed. ( ) ( ) ( ) ( ) ( ) ( )

47. My life is fast-paced. ( ) ( ) ( ) ( ) ( ) ( )

48. I have little interest in speculating on the nature of the universe or the human condition. ( ) ( ) ( ) ( ) ( ) ( )
49. I generally try to be thoughtful and considerate. ( ) ( ) ( ) ( ) ( )
50. I am a productive person who always gets the job done. ( ) ( ) ( ) ( ) ( )
51. I often feel helpless and want someone else to solve my problems. ( ) ( ) ( ) ( ) ( )
52. I am a very active person. ( ) ( ) ( ) ( ) ( )
53. I have a lot of intellectual curiosity. ( ) ( ) ( ) ( ) ( )
54. If I don’t like people, I let them know it. ( ) ( ) ( ) ( ) ( )
55. I never seem to be able to get organized. ( ) ( ) ( ) ( ) ( )
56. At times I have been so ashamed I just wanted to hide. ( ) ( ) ( ) ( ) ( )
57. I would rather go my own way than be a leader of others. ( ) ( ) ( ) ( ) ( )
58. I often enjoy playing with theories or abstract ideas. ( ) ( ) ( ) ( ) ( )
59. If necessary, I am willing to manipulate people to get what I want. ( ) ( ) ( ) ( ) ( )
60. I strive for excellence in everything I do. ( ) ( ) ( ) ( ) ( )
# PERSONAL EFFICACY SCALE

**Instructions:** In this scale there are some questions, which are related to you. There are five possible answers of each question below which brackets are given. According to your opinion, give the right answer by making tick mark (✔) within the bracket.

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I do the most risky work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I fix the more difficult goal in my work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I like to persist in any work for a long time.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I always involve myself in the work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I get success in my work due to my own abilities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>I fail due to lack of my efforts.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Others expect that I will be successful.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>I accept that I am responsible for my failure.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>I accept that lack of self-confidence is the cause of my failure.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>I accept that lack of expectation and aspiration is the cause of my failure.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>I have the capability to perform my job properly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>I have the ability to do my work without supervision.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>I have the ability to do the different kinds of job.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>I do not depend on others for my own work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
15 I have the ability to plan my work in proper way. ( ) ( ) ( ) ( ) ( ) ( )
16 I have the ability to initiate any new work. ( ) ( ) ( ) ( ) ( ) ( )
17 I do not feel burdened in my work. ( ) ( ) ( ) ( ) ( ) ( )
18 I like to do extra works. ( ) ( ) ( ) ( ) ( ) ( )
19 Usually my work is not completed. ( ) ( ) ( ) ( ) ( ) ( )
20 I feel boredom in my work. ( ) ( ) ( ) ( ) ( ) ( )
21 Generally my speed of work is fast. ( ) ( ) ( ) ( ) ( ) ( )
22 Lack of money is the cause of my failure. ( ) ( ) ( ) ( ) ( ) ( )
23 Physical fatigue reduces my working capacity. ( ) ( ) ( ) ( ) ( ) ( )
24 Social cooperation helps me in getting success. ( ) ( ) ( ) ( ) ( ) ( )
25 When I do not get salary in matching to my abilities then my work is affected. ( ) ( ) ( ) ( ) ( ) ( )
26 I succeed when I get opportunity to increase efficiency. ( ) ( ) ( ) ( ) ( ) ( )
27 Monotony and lack of freedom are responsible for my failures in the work. ( ) ( ) ( ) ( ) ( ) ( )
28 Knowledge about the instruments and rules of the company helps in getting success. ( ) ( ) ( ) ( ) ( ) ( )
Appendix-III

ROTTER’S LOCUS OF CONTROL SCALE

Instructions: This scale measures the extent of a person’s internal or external reinforcement beliefs. It consists a number of questions. In every question there are 2 statements (lettered a or b). You are requested to choose only 1 statement of each question which you believe to be true, despite what you may wish to be true. There are no right or wrong answers. So answer all the questions. Your answers would be kept confidential.

1. a. Children get into trouble because their parents punish them too much.
   b. The trouble with most children now days is that their parents are too easy with them.

2. a. Many of the unhappy things in people’s lives are partly due to bad luck.
   b. People’s misfortunes result from the mistakes they make.

3. a. One of the major reasons why we have wars is because people don’t take enough interest in politics.
   b. There will always be wars, no matter how hard people try to prevent them.

4. a. In the long run people get the respect they deserve in this world.
   b. Unfortunately, an individual’s worth often passes unrecognized no matter how hard he tries.

5. a. The idea that teachers are unfair to students is nonsense.
   b. Most students don’t realize the extent to which their grades are influenced by accidental happenings.

6. a. Without the right breaks one cannot be an effective leader.
   b. Capable people who fail to become leaders have not taken advantage of their opportunities.

7. a. No matter how hard you try some people just don’t like you.
   b. People who can’t get others to like them don’t understand how to get along with others.

8. a. Heredity plays the major role in determining one’s personality.
   b. It is mainly one’s experiences in life which determine what they’re like.

9. a. I have often found that what is going to happen will happen.
   b. Trusting to fate has never turned out as well for me as making a decision to take a definite course of action.

10. a. In the case of the well prepared student there is rarely if ever such a thing as an unfair test.
    b. Many times exam questions tend to be so unrelated to course work that studying is really useless.
11. a. Becoming a success is a matter of hard work, luck has little or nothing to do with it.
   b. Getting a good job depends mainly on being in the right place at the right time.

12. a. The average citizen can have an influence in government decisions.
   b. This world is run by the few people in power, and there is not much the little guy can do about it.

13. a. When I make plans, I am almost certain that I can make them work.
   b. It is not always wise to plan too far ahead because many things turn out to be a matter of good or bad fortune anyhow.

14. a. There are certain people who are just no good.
   b. There is some good in everybody.

15. a. In my case getting what I want has little or nothing to do with luck.
   b. Many times we might just as well decide what to do by flipping a coin.

16. a. Who gets to be the boss often depends on who was lucky enough to be in the right place first.
   b. Getting people to do the right thing depends upon ability, luck has little or nothing to do with it.

17. a. As far as world affairs are concerned, most of us are the victims of forces we can neither understand, nor control.
   b. By taking an active part in political and social affairs the people can control world events.

18. a. Most people don’t realize the extent to which their lives are controlled by accidental happenings.
   b. There really is no such thing as “luck”.

19. a. One should always be willing to admit mistakes.
   b. It is usually best to cover up one’s mistakes.

20. a. It is hard to know whether or not a person really likes you.
   b. How many friends you have depends upon how nice a person you are.

21. a. In the long run the bad things that happen to us are balanced by the good ones.
   b. Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.

22. a. With enough effort we can wipe out political corruption.
   b. It is difficult for people to have much control over the things politicians do in office.
23. a. Sometimes I can’t understand how teachers arrive at the grades they give.
b. There is a direct relationship between how hard I study and the grades I get.

24. a. A good leader expects people to decide for themselves what they should do.
b. A good leader makes it clear to everybody what their jobs are.

25. a. Many times I feel that I have little influence over the things that happen to me.
b. It is impossible for me to believe that chance or luck plays an important role in my life.

26. a. People are lonely because they don’t try to be friendly.
b. There’s not much use in trying too hard to please people, if they like you, they like you.

27. a. There is too much emphasis on athletics in high school.
b. Team sports are an excellent way to build character.

28. a. What happens to me is my own doing.
b. Sometimes I feel that I don’t have enough control over the direction my life is taking.

29. a. Most of the time I can’t understand why politicians behave the way they do.
b. In the long run people are responsible for bad government on a national as well as on a local level.
ORGANIZATIONAL EFFECTIVENESS SCALE

Instructions: The present inventory is prepared for a psychological investigation. It consists of a number of statements describing various aspects and characteristics of industrial or service organizations. Five alternative responses have been given for each statement, such as, Absolutely true/Almost true/Partially true/Almost wrong/Absolutely wrong

Please indicate, by marking (✓) only one of the responses against each statement, the extent to which they stand true or wrong about the organization in which you work. Kindly give your objective and accurate rating for each statement. Your responses would be kept confidential.

1. The objectives and policies of the organization are elaborated and clearly defined.  
   Absolutely True  Almost True  Partially True  Almost Wrong  Absolutely Wrong
   ( ) ( ) ( ) ( )

2. Fair dealings and encouraging treatments of authorities of the organization generate the feelings of security and confidence among its employees.  
   Absolutely True  Almost True  Partially True  Almost Wrong  Absolutely Wrong
   ( ) ( ) ( ) ( )

3. Employees of different levels here unconstraintly interact and cooperate with each other to achieve the goals of the organization.  
   Absolutely True  Almost True  Partially True  Almost Wrong  Absolutely Wrong
   ( ) ( ) ( ) ( )

4. Efforts are made at each level for maximum utilization of available resources and facilities.  
   Absolutely True  Almost True  Partially True  Almost Wrong  Absolutely Wrong
   ( ) ( ) ( ) ( )

5. Employees feel satisfied here for being a member of well functioning team.  
   Absolutely True  Almost True  Partially True  Almost Wrong  Absolutely Wrong
   ( ) ( ) ( ) ( )

6. The organization is dynamic in nature. Continuous efforts are made here to effectively adapt to new situations and demands.  
   Absolutely True  Almost True  Partially True  Almost Wrong  Absolutely Wrong
   ( ) ( ) ( ) ( )

7. The organization has been able to attract and retain competent persons due to its healthy and harmonious atmosphere.  
   Absolutely True  Almost True  Partially True  Almost Wrong  Absolutely Wrong
   ( ) ( ) ( ) ( )
8. Organization’s policy of free and frank discussions at every level has been quite effective in preventing or easily resolving most of its problems.

9. Functions and jurisdiction of each department, sections of the organization are clearly defined and specified.

10. Managerial personnels here make effective supervision and regular appraisal of the performance of their subordinates.

11. Cordial relationship between management and workers has created conducive work environment in the organization.

12. Quality/Efficiency is the keynote of the culture of this organization.

13. Attractive incentives offered to competent and efficient employees have retained/bound them in the organization.

14. The organization is sufficiently dynamic and progressive in its approaches.

15. The organization has a highly disciplined but relaxed and easy-going work climate.

16. Well planned structure and efficient system of the organization prevent inter-departmental conflicts.

17. The organization has an effective communication system with feedback mechanism.

18. Executives here show enormous drive and enthusiasm in carrying out their job responsibilities.
19. When someone is on a difficult assignment he can usually count on getting assistance from his superiors and colleagues.

20. Employees here constantly strive to reach new heights of performance and achievements.

21. Employees of the organization are deeply involved in their jobs.

22. Prompt adaptation of improved systems and work methods has helped the organization in achieving greater efficiency.

23. Atmosphere here is quite congenial and people have great concern for one another.

24. In major crisis situation employees of the organization bind together and make efforts till the crisis situation is over.

25. Clearly defined and logically structured jobs of the employees of each level facilitate the smooth functioning of the organization.

26. Supervisory personnel here use their expertise and competence rather than formal authorities in controlling their subordinates.

27. A predominant concern of the organization is to encourage friendly relations among its employees.

28. The organization is deeply committed to provide high quality products/efficient services to its clients.

29. Employees of each level in the organization are sincere and committed to their job responsibilities.
30. Innovations in the organization are implemented through highly compliment and result-oriented employees.

31. Management here takes into consideration the feelings and expectations of the employees in general while making new or modifying existent policies.

32. Most inter-departmental conflicts in the organization arise only out of striving for higher achievements.

33. Our productivity/performance never suffers from lack of proper planning and coordination.

34. The authorities also follow the rules, norms and ideals which they frame for general employees.

35. Informal interaction of intra and inter-cadre employees here help resolving most of the problems of industrial relations and coordination.

36. The thrust of the organization is on getting results through dedication and participation of its employees.

37. Absenteeism rate at every level is markedly low in the organization.

38. System and policies of the organization are continuously reviewed and modified to cope or suit with new situations and challenges.

39. Prevailing atmosphere of mutual support and cooperation in the organization attenuates the strains of excessive workload.
40. Employees’ demands and grievances are settled by taking them in confidence.

41. Effective coordination has resulted in excellent collaborative achievements by the organization as a whole.

42. Management here makes prompt and rigorous implementation of new plans and policies.

43. Cordial relations and mutual trust among the employees have boosted up their morale.

44. Employees here are provided with all necessary sources, information and facilities required for efficient performance.

45. Employees here are given reward and recognition in proportion to the excellence of their job performance.

46. Management here does not hesitate in making drastic/major changes in organizational structure and system for its growth and advancement.

47. Members of the organization consider the organization’s achievements as their personal success.

48. Management’s promptness to attend and resolve employees’ complaints and problems avoid many serious consequences.

49. Interdepartmental coordination and control system are so maintained here as to make maximum utilization of human resources.
50. Effective leadership in the organization may be given maximum credit for organization’s excellent achievements. 

51. Good interpersonal relations prevailing in the organization has been helpful in its smooth functioning. 

52. Employees here try their level best to complete their assigned tasks within the deadline fixed for them. 

53. Employees’ high morale, resulted from ‘we-feeling’ prevailing here, has helped achieving organizational goals to a considerable extent. 

54. Leadership here is quite dynamic. It modifies its style and approach in accordance with the demands of the situations and times. 

55. Authorities’ sympathetic and supportive attitude towards employees out weight the threats and criticism of employees while at work. 

56. Authorities here don’t avoid or linger the problems faced by the organization. They take prompt actions to resolve them.
Personal Data Sheet

Please furnish the following information:-

- Age: ............................................................
- Sex: ............................................................
- Religion: ............................................................
- State/city: ............................................................
- Educational Qualification: ............................................................
- Rural/Urban: ............................................................
- Present position: ............................................................
- Work experience in the present position: ............................................................
- Work experience in the present Organization: ............................................................
- Organization type (Private/Public): ............................................................
- Total work experience: ............................................................
- Number of promotions earned: ............................................................
- Marital status: ............................................................
- Number of dependents: ............................................................
- General Health (Very Good/Good/Neutral/Poor/Very Poor): ............................................................
- Name of the Organization (Optional): ............................................................