Appendix-IV

Organisational Climate Questionnaire

For each of the seven organisation climate dimensions described below place an (E) above the number that indicates your assessment of the organisation's current position on that dimension and an (I) above the number that indicates your choice of where the unit should ideally be on this dimension.

1. **CONFORMITY : Rules, Regulations etc.**

The feeling that there are many externally imposed constraints in the unit; the degree to which members feel that there are many rules, procedures, policies, and practices to which they have to conform rather than being able to do their work as they see fit.

Conformity is not characteristic of this unit 1 2 3 4 5 6 7 8 9 10 There is a great emphasis on rules and procedures.

2. **RESPONSIBILITY :**

Members of the unit are given personal responsibility to achieve their part of the unit's goals; the degree to which members feel that they can make decisions and solve problems without checking with superiors each step of the way.

No responsibility is given 1 2 3 4 5 6 7 8 9 10 Personal responsibility is greatly emphasised.

3. **STANDARDS :**

The emphasis the organization places on quality performance and outstanding achievement including setting challenging goals for organizations and communicating these goal commitments to members.

Standards are very low 1 2 3 4 5 6 7 8 9 10 High challenging standards are set in the unit or non-existent in the unit.
4. **REWARDS** :

The degree to which members feel that they are being recognized and rewarded for good work rather than being ignored, criticized, or punished when something goes wrong.

Members are ignored, 1 2 3 4 5 6 7 8 9 10 Members are recognized and rewarded positively.

5. **CLARITY** :

Things are well organized and goals are clearly defined rather than being disorderly, confused or chaotic.

The organization is 1 2 3 4 5 6 7 8 9 10 The Unit is well organized with clearly defined goals.

6. **WARMTH AND SUPPORT** :

Friendship is a valued norm & members trust each other and offer support. Good relationship prevail in the work environment.

There is no warmth & support in the organisation, Warmth & support are very characteristic of the unit.

7. **LEADERSHIP** :

The willingness of members to accept leadership and direction from qualified others. Members are free to take leadership roles and are rewarded for successful leadership. Leadership is based on expertise. The organisation is not dominated by or dependent on, one or two individuals.

Leadership is not rewarded Members are dominated or dependent and resist leadership attempts.

I indicates 'Ideal'
E indicates 'Existing'