APPENDIX I

INSTITUTIONAL PERCEPTION INVENTORY FOR ITS NEEDS

The inventory contains 40 statements which might apply to your institution; look at each one and decide whether it is broadly true or not. As you work through the statements in the inventory; use the grid sheets to record your views, marking an X on the appropriate square of the grid if the statement is broadly true about your institution (make no marks in a square where the statement is not broadly true).

Don’t spend too long in pondering each statement: a few seconds should be long enough.

The results will be worthwhile only if you are truthful, and the more people in your institution that complete the inventory grid the more accurate the results are likely to be. A wide spread of representation is also desirable for best results, e.g. Senior and junior staff, new staff.

Institutional Perception inventory grid sheet

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Each number in grid corresponds to a statement in the inventory. Mark an X through the square if you think the statement is broadly true about your institution. If it is not true, leave the square blank. Fill in the top line first, working from left to right; then fill in the second line, and so on.
1. It appears that only mediocre are appointed as professional man.

2. None is in a position to have grip over a variety of reasons plaguing problems of the institute.

3. It would be very much conducive on the part of staff to manifest more interest in their working.

4. The chief/management/personnel have to think that staff is working for their remuneration only.

5. There is no efficient successor to personnel with a strategic knowledge/skills in a college.

6. Exploitation of staff is rampant in as much as they are not rewarded commensurate with their considerable contribution made in college.

7. Jobs and responsibilities have not been spelt out clearly.

8. There is considerable difference of opinion with regard to responsibility allowance or pay scale of posts.

9. Group of staff and management at times, do not go along to confront a problem on mutual ground.

10. There is not enough delegation.

11. You are rarely rewarded for innovative ideas or practice here.

12. One of my basic problems is that I am unaware as to what is my role I in this college.

13. New recruits take very long time to establish grip over new atmosphere and attain required level of performance.

14. Staff appears to face brickbats than bouquet from higher authorities.
15. The management team/principal functioning doesn’t justify required time for in-service training seriously.

16. Personnel with high potentiality go unnoticed resulting into development coming to standstill.

17. Staffs are confided on something but they are judged on other factor.

18. There is no real scheme of incentives to boost performance with the result that staff is reluctant to act.

19. The higher echelons of management are of the firm opinion that people are basically lethargic.

20. The College structure is such that it gives the impression that the existing ideas are outdated and deserves overhauling i.e. needs updating.

21. Personal ambition and objectives of staff show very less mutual interest vis-à-vis college vision.

22. A number of staff is incompetent in reality with regard to their work.

23. It appears that qualification and expertise are waning of new staff in succeeding years.

24. I am fully confident that head/management team is bent upon turning the clock back to the bygone era where discipline got precedence over staff.

25. The attitude of different departments/sections of the college regarding in-service training and development of staff is positive but some do not subscribe to this.

26. Undeserving staff appears to have been promoted on our college.

27. Vital information required to arrive at decisions is rarely readily available.

28. Staff is not willing to divulge what they think in reality.
29. Top personnel in the college need to learn the hard way or face the reality prevailing.

30. Additional work done out of gambit of duty is rarely accepted for the purpose of rewards/ incentives or verbally appreciating the act.

31. Staff is appraised on the basis of personnel characteristics and not in the light of their contribution in the college.

32. Staff here is in dark to explain the mode of valuation of their performance.

33. Different sections of department have no coordination and pull in diametrically opposite direction.

34. The head /management team is unaware of the cost to the college in case of member of staff being unhappy and discontented.

35. Few staff is overburdened whereas some have easy passage of life.

36. The head /management team do not realized that staff is interested in quality work of their ideas and paid accordingly.

37. People are unaware of what is in store for them in future in the heart of the head.

38. Other colleges are having better ideas compared to our institution.

39. Personnel manning the top position are not aware of potential intelligence present in the staff.

40. Meeting of staff and committees are unpopular since they do not bring desired result any time because of lack of resources.
ORGANISATIONAL ROLE STRESS (ORS) SCALE

Please do not write anything on these pages. Responses should be given on a separate answer sheet provided to you.

People have different feelings about their roles. Statements describing some such feelings are given below. Use the answer sheet to write your responses. Read each statement and indicate in the space against the corresponding number in the answer sheet how often you have the feeling expressed in the statement in the relation to indicate your own feelings.

If you find that the category to be used in answering does not adequately indicate your own feelings. Use the one which is closest to the way you feel. Do not leave any item unanswered. Answer the items in the order given below.

Write 0 if you never or rarely feel this way

1  if you occasionally (a few times) feel this way

2  if you some time feel this way

3  if you frequently feel this way

4  if you very frequently or always feel this way

1. My role tends to interfere with my family life.

2. I am afraid I am not learning enough in my present role for taking up higher responsibility.

3. I am not able to satisfy the conflicting demands of various people over me.

4. My role has recently been reduced in importance.

5. My workload is too heavy
6. Other role occupants do not give enough attention and time to my role.

7. I do not have adequate knowledge to handle the responsibilities in my role.

8. I have to do things in my role that are against my better judgments.

9. I am not clear on the scope and responsibilities of my role (job).

10. I do not get information needed to carry out responsibilities assigned to me.

11. I have various other interests (social, religious, etc.) which remain neglected because I do not get time to attend to these.

12. I am too preoccupied with my present role responsibility to be able to prepare for taking higher responsibility.

13. I am not able to satisfy conflicting demands of various peer level people and juniors.

14. Many functions of what should be a part of my role have been assigned to some other role.

15. The amount of work I have to do interferes with the quality I want to maintain.

16. There is not enough interaction between my role and other roles.

17. I wish I had more skills to handle the responsibilities of my role.

18. I am not able to use my training and expertise in my role.

19. I do not know what the people I work with expect of me.

20. I do not get enough resources to be effective in my role.

21. My role does not allow me to have enough time with my family.

22. I do not have time and opportunities to prepare myself for future challenges of my role.
23. I am not able to satisfy the demands of clients and others. Since these are conflicting with one another.

24. I would link to take more responsibility than I am handing at present.

25. I have been given too much responsibility.

26. I wish there was more consultation between my role and other roles.

27. I have not had pertinent for my role.

28. The work I do in the organization is not related to my interests.

29. Several aspects of my role are vague and unclear.

30. I do not have enough people to work with me in my role.

31. My organizational responsibilities interfere with my extra organizational role.

32. There is very little scope for personal growth in my role.

33. The expectations of my seniors conflict with those of my juniors.

34. I can do much more than what I have been assigned.

35. There is a need to reduce some parts of my role.

36. There is no evidence of involvement of several roles (including my role) in joint problem solving or collaboration in planning action.

37. I wish I had prepared myself well for my role.

38. If I had full freedom to define my role I would be doing some things different from what I do now.

39. My role has not been defined clearly and in details.

40. I am rather worried that I lack the necessary facilities needed in my role.
41. My family and my friends complain that I do not spend time with them due to heavy
demands of my work role.

42. I feel stagnant in my role.

43. I am bothered with the contradictory expectations different people have from my role.

44. I wish I had been given more challenging tasks to do.

45. I feel overburden in my life.

46. Even when I take initiative for discussion or help. There is not much response from
other roles.

47. I need more training and preparation to be effective in my role.

48. I experience conflict between my values and what I have to do in my role.

49. I am not clear as to what are priorities in my life.

50. I wish I had more financial resources for the work assigned to me.
ANSWERSEET ORS SCALE:

Read instructions carefully before responding on this sheet.

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APPENDIX III

TOOL: HUMAN SERVICES SURVEY

This scale helps you measure how you feel about your job and the students you teach.

On the following pages are several statements of profession related feelings you might have. Please read each statement carefully and decide if you ever feel this was about your profession. If you have never had this feeling, check the box marked ‘never’ and go on to the next statement. However, if you have experienced this feeling, indicate how often you feel it by circling the appropriate number on the 6 point scale. Then decide how strong the feeling is when you experience it by circling the appropriate number on the 7 point scale. An example is shown here.

Frequency of feeling: How strong:

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<th>4</th>
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<th>6</th>
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<tbody>
<tr>
<td>Never ( )</td>
<td>A few times a year</td>
<td>Once a month or less</td>
<td>A few times a month</td>
<td>Once a week</td>
<td>A few times a week</td>
<td>Every Day</td>
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Intensity of feeling: HOW STRONG

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<tr>
<td>Never ( )</td>
<td>Very mild, barely noticeably</td>
<td></td>
<td>Moderate</td>
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<td>Major, very strong</td>
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Example:

00. I feel depressed at work.

Never How often : 1 2 3 4 5 6

( ) How strong : 1 2 3 4 5 6 7
If you occasionally feel depressed at work (say a few times a month you would circle the number 3. if, when you do feel depressed, it is a fairly strong feeling, but not as strong as you can imagine, you would circle a 6. Kindly fill in every item of both ‘frequency’ and ‘intensity’ of feeling.

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<td>Monthly</td>
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<td>A few times a month</td>
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<td>A few times a week</td>
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<td>Daily</td>
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<td><strong>How strong:</strong></td>
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<tr>
<td>Very mild</td>
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<td>Accurate</td>
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<td>Very strong</td>
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01. I feel emotionally drained from my work.

   Never   How often : 1 2 3 4 5 6

   ( )      How strong : 1 2 3 4 5 6 7

02. I feel exhausted at the end of the workday.

   Never   How often : 1 2 3 4 5 6

   ( )      How strong : 1 2 3 4 5 6 7

03. I feel fatigued when I get up in the morning and have to face another day on job.

   Never   How often : 1 2 3 4 5 6

   ( )      How strong : 1 2 3 4 5 6 7

04. I can easily understand how my students feel about things.

   Never   How often : 1 2 3 4 5 6

   ( )      How strong : 1 2 3 4 5 6 7
05. I feel I treat some students as if they were impersonal ‘objects’.

Never How often : 1 2 3 4 5 6

( ) How strong : 1 2 3 4 5 6 7

06. working with students all day is really a strain for me

Never How often : 1 2 3 4 5 6

( ) How strong : 1 2 3 4 5 6 7

07. I feel burned out from my work.

Never How often : 1 2 3 4 5 6

( ) How strong : 1 2 3 4 5 6 7

08. I feel I am positively influencing other people’ life through my work

Never How often : 1 2 3 4 5 6

( ) How strong : 1 2 3 4 5 6 7

09. I feel burned out from my work.

Never How often : 1 2 3 4 5 6

( ) How strong : 1 2 3 4 5 6 7

10. I have become more callous ( hard insensitive indifferent)

Never How often : 1 2 3 4 5 6

( ) How strong : 1 2 3 4 5 6 7
11. I worry that this job is hardening me emotionally.

Never     How often : 1 2 3 4 5 6
( )     How strong : 1 2 3 4 5 6 7

12. I feel very energetic.

Never     How often : 1 2 3 4 5 6
( )     How strong : 1 2 3 4 5 6 7

13. I feel frustrated by my job.

Never     How often : 1 2 3 4 5 6
( )     How strong : 1 2 3 4 5 6 7

14. I feel I am working too hard on my job.

Never     How often : 1 2 3 4 5 6
( )     How strong : 1 2 3 4 5 6 7

15. I don’t really care what happens to some students.

Never     How often : 1 2 3 4 5 6
( )     How strong : 1 2 3 4 5 6 7

16. Working directly with people puts too much stress on me.

Never     How often : 1 2 3 4 5 6
( )     How strong : 1 2 3 4 5 6 7

17. I can easily create a relaxed atmosphere with my students

Never     How often : 1 2 3 4 5 6
( )     How strong : 1 2 3 4 5 6 7
18. I feel exhilarated (cheered/gladdened/elated) after working closely with my students.

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<td>How strong</td>
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19. I have accomplished many worthwhile things in this job.

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<td>How strong</td>
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20. I feel like I am at the end of my rope (end of my endurance/ at the limit)

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<td>How strong</td>
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21. In my work, I deal with emotional problems very calmly.

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22. I feel students blame me for some of their problem.

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APPENDIX IV
Role Pics

Instructions:

The purpose of this instrument is to find how different persons perceive different situations involving Institutional roles. In this booklet 24 situations are shown. In each situation two persons are talking. The statement made by one person is printed and the space for the statement made by the other person is vacant. Imagine what the other person have said, and write this down in the blank space. There is no right or wrong answers. Please write down your first reactions. Do not leave any situation unanswered and go to the next and go to the next situation after you have responded to the previous one.

So you have been burdened with a number of classes to attend

It is surprising that while our principal expects of me something my colleagues think opposite.

202
It is an irony that you being very senior opportunity still await you for discharging heavy responsibility in this institution.

You appear to have been sidelined and feel confined in the institution.

I am not in a position to utilize my full knowledge in carrying out my task assigned to me.

I am in fact overloaded and have no time left to be in midst my friends and family.

You have lack of necessary infrastructure for doing good work in the given area.

The powers that be have snatched some principal Functions from your role and have
delegated to others A sizable number of people wish a lot from me.

What is required of me about my job is incomprehensible.

I deserved to be more effective and result oriented in my existing job.

I am so busy to spare time for interaction with other rules.

I hope you are having special training on the discipline will be useful for assigned job.

Your ever busy schedule has disrupted your family structure for want of your involvement in the family.
I cherished if I had greater expertise to execute this job.

I am more interested to shoulder much more roles than assigned to me presently.

Knowing that you are overloaded, I have no option than to allot a new job also to you.

You have double mind as far as requirement of your job is concerned.

You are not putting your best wisdom in your roles.
You are too engrossed in your working to have sufficient time for your family.

It would be premature to thrust more responsibility.

You are having no cordial relations with others in the organization.

You don’t possess required technical knowhow and necessary experience for the job.

I am of the opinion that the Particular Job you wished to execute has to be assigned to someone else.
APPENDIX V

SEMI STRUCTURED INTERVIEW:

1. How did you become the lecturer? By choice or by chance?
2. Do you have the feeling that your administrator/employer do not have craze for intellectual pursuit?
3. How do you find your profession challenging/monotonous, why?
4. It is often said that teachers are the makers of a nation and it is one of the most satisfying profession. Do you agree with the statement? Why?
5. Do you find teaching is a wise career plan? Why and how?
6. How is your contact/relationship with your institutional head?
7. Do you have good contact with your colleague?
8. Do you enjoy your job? Describe briefly.
9. Do your commitments manifested in your job profession?
10. Do you think that your job gives enough freedom to innovate and experiment?
11. Do you think that the way you are working is good?
12. Are you satisfied with your service condition and remuneration given to you?
13. Do you ever feel the burned-out?
14. Do you think that you are blessed with supportive family members and social relationship?
15. Do you aspire for the day you shall leave teaching profession?