APPENDIX
Date :

Name : Sex :

Age :

Organization :

Total Income (monthly) :

Type of Family :

No. of family members :

Marital status :

No. of children :

Their age :

(1)

(2)

(3)

(4)

Rural / Urban background :

Distance of place of work from residence :

Distance from place of posting to place of domicile :

Length of service :

When did you join this job and in what capacity ?

Previous job :
Directions:

Following is a series of attitude statements. Each represents a commonly held opinion and there are no right or wrong answers. You will probably disagree with some items and agree with others. We are interested in the extent to which you agree or disagree with such matters of opinion.

Read each statement carefully. Then indicate the extent to which you agree or disagree by tick marking (✓) in front of each statement.

First impressions are usually best in such matters. Read each statement, decide if you agree or disagree and the strength of your opinion, and then tick mark under the appropriate category in front of the statement.

Give your opinion on every statement.

If you find that the category to be used in answering does not adequately indicate your own opinion, use the one which is closest to the way you feel.
1. Whether or not I get to be a leader depends mostly on my ability.

2. To a great extent my life is controlled by accidental happenings.

3. I feel like what happens in my life is mostly determined by powerful people.

4. Whether or not I get into a road accident depends mostly on how careful I am when I walk or drive a car.

5. When I make plans, I am almost certain to make them work.

6. Often there is no chance of protecting my personal interest from bad luck happenings.

7. When I get what I want, it's usually because I am lucky.

8. Although I might have good ability, I will not be given leadership responsibility without appealing to those in positions of power.

9. How many friends I have depends on how nice a person I am.

10. I have often found that what is going to happen will happen.

11. My life is chiefly controlled by powerful others.

12. Whether or not I get into a road accident is mostly a matter of luck.

13. People like myself have very little chance of protecting our personal interests when they conflict with those of strong pressure groups.

14. It's not always wise for me to plan too far ahead because many things turn out to be a matter of good or bad fortune.
<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree somewhat</th>
<th>Slightly disagree</th>
<th>Slightly agree</th>
<th>Agree somewhat</th>
<th>Strongly agree</th>
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<tr>
<td>15. Getting what I want requires pleasing those people above me.</td>
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<tr>
<td>16. Whether or not I get to be a leader depends on whether I'm lucky enough to be in the right place at the right time.</td>
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<td>17. If important people were to decide they didn't like me, I probably wouldn't make many friends.</td>
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<tr>
<td>18. I can pretty much determine what will happen in my life.</td>
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<td>19. I am usually able to protect my personal interests.</td>
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<tr>
<td>20. Whether or not I get into a road accident depends mostly on the other driver.</td>
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<tr>
<td>21. When I get what I want, it's usually because I worked hard for it.</td>
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<tr>
<td>22. In order to have plans work, I make sure that they fit in with the desires of people who have power over me.</td>
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<tr>
<td>23. My life is determined by my own actions.</td>
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<tr>
<td>24. It's chiefly a matter of fate whether or not I have a few friends or many friends.</td>
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This questionnaire is being handled with strict confidence. All the data gathered during the project will be used only in statistical analyses and for research purposes. No names will be mentioned in the discussion for results.

This is a questionnaire of your attitudes; what you do, or how you feel about certain situations. Some people feel one way; other people feel another way. Thus, there are no “right” or “wrong” answers to the questions.

Herein are five sample questions which you will answer for practice, and to see that you understand what you are to do in the questionnaire proper. There are three possible answers to each question. You should answer either “Yes” or “No” (or “A” or “B”), by placing a tick (✓) in the appropriate space. Only mark the middle answer, when it is impossible to say “Yes” or “No”.

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SAMPLE QUESTIONS

Answer the questions below

I like out-of-door exercise

I would like to be:
A) a Machinist; B) a Salesman

When I sleep, I dream a good deal

I like a person who is:
A. attentive to people; B. cool and aloof to people.

I find it hard to carry on a conversation, when the radio is on

On the remaining pages, you will find more questions similar to those above.
As you answer the questions, keep these rules in mind:

(a) Answer the questions as frankly and truthfully as possible. There is no advantage in giving the wrong impression as to how you feel about these activities. Never give an untrue answer about yourself, because you think it is the “right thing to say”.

(b) Answer the questions as rapidly as you can. Do not spend time pondering over the questions. Read each question, and then answer it in the way you feel about it. Put down your first reaction, and then go on to the next question.

(c) Check the “Yes” (Or “A”) answer or the “No” (Or “B”) answer for most questions. Only check the middle answer, when it is impossible to say Yes or No. In some cases, it may be hard for you to make a choice but do the best you can.

(d) Be sure to answer every question. Some of the questions may not be pertinent to your interests, but answer each question. Do not skip any questions. Your answer will be kept confidential.
1. I would rather be; (A) a lawyer; (B) a pilot
2. I am annoyed by conceited people who claim to be superior to others
3. I have been active in organizing a club, team or similar social group
4. I complain about bad service, even when it is fairly satisfactory
5. Other people have sometimes told me that
6. I could stand being a hermit
7. I have learnt more in school
8. I find it hard to admit when I am wrong
9. I would enjoy more an evening
10. I think it is more important:
11. Most people act as if they hate to see me coming
12. In a factory, I would rather be:

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<thead>
<tr>
<th></th>
<th>A</th>
<th>Uncertain</th>
<th>B</th>
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<tbody>
<tr>
<td>1</td>
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<td>(</td>
<td>(</td>
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<tr>
<td>2</td>
<td>Yes</td>
<td>Not, Often</td>
<td>Never</td>
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<tr>
<td>3</td>
<td>Yes, often</td>
<td>Occasionally</td>
<td>No, never</td>
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<tr>
<td>4</td>
<td>Yes</td>
<td>Occasionally</td>
<td>No</td>
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<tr>
<td>5</td>
<td>Yes, often</td>
<td>Rarely</td>
<td>Never</td>
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<td>6</td>
<td>Yes</td>
<td>Perhaps</td>
<td>No</td>
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<td>7</td>
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<td>8</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
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<td>12</td>
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</tbody>
</table>
13. I have had a number of disagreements with people with whom I work

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<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Very few</th>
<th>No</th>
<th>None</th>
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</table>

14. I like to do my planning alone, without interruptions and suggestions from others

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<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Inbetween</th>
<th>No</th>
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</table>

15. I crave travel

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<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Occasionally</th>
<th>No</th>
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</table>

16. I tend to be depressed, if my opinions differ from those of my acquaintances

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<tr>
<th></th>
<th>Yes</th>
<th>Sometimes</th>
<th>No</th>
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17. If the odds are really against something being a success, I still believe in taking the risk

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<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Inbetween</th>
<th>No</th>
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</table>

18. I take a prominent part in social affairs

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<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Occasionally</th>
<th>No</th>
</tr>
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</table>

19. When I undertake a new job, I never feel tired

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Never</th>
<th>Rarely</th>
<th>Not true</th>
</tr>
</thead>
</table>

20. I would rather have a husband who is able to:
   (A) impress people and exert a strong social influence;
   (B) give interesting intellectual companionship

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Uncertain</th>
<th>B</th>
</tr>
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</table>

21. I have difficulty in collecting my thoughts, settling down to write a letter, working on a problem etc

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Not often</th>
<th>No</th>
</tr>
</thead>
</table>

22. I can deliberately lie to a friend, and keep a straight face

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Sometimes</th>
<th>No</th>
</tr>
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</table>

23. I get concerned about whether I shall always have enough money to live on

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Rarely</th>
<th>No</th>
</tr>
</thead>
</table>

24. I think that society ought to pay more attention to scientific thinking about its problems

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Uncertain</th>
<th>No</th>
</tr>
</thead>
</table>
25. I spend much time in thinking or talking about social events which I enjoyed in the past.  
   | Yes | sometimes | No  |
   | ( ) | ( ) | ( ) |

26. I sometimes get so angry that I am speechless.  
   | Yes, often | sometimes | Almost Never  |
   | ( ) | ( ) | ( ) |

27. I care what other people think about me.  
   | Yes | Perhaps | No  |
   | ( ) | ( ) | ( ) |

28. I never gossip about fellow workers.  
   | Yes | Never | Occasionally | Not True  |
   | ( ) | ( ) | ( ) | ( ) |

29. I try to avoid doing things that might make me seem odd.  
   | Yes | sometimes | No  |
   | ( ) | ( ) | ( ) |

30. If a person behaves in a dictatorial and domineering fashion, I:  
   | A | Either | B  |
   | ( ) | ( ) | ( ) |

   (A) simply avoid him  
   (B) seek an occasion to have it out with him

31. I would hate to be where there wouldn't be a lot of people to talk.  
   | True | Uncertain | False  |
   | ( ) | ( ) | ( ) |

32. For special holidays and birthdays, I:  
   (A) Like to give personal presents  
   (B) feel that buying presents is a bit of a nuisance  
   | A | Uncertain | B  |
   | ( ) | ( ) | ( ) |

33. I am interested in the social problems of today.  
   | Yes | Somewhat | No  |
   | ( ) | ( ) | ( ) |

34. I enjoy being in really large gatherings as at parties or picnics.  
   | Yes | Occasionally | No  |
   | ( ) | ( ) | ( ) |

35. If I wanted to find out something about a certain social problem, I would read:  
   (A) a recent novel on that issue  
   (B) a textbook giving statistical facts  
   | A | Uncertain | B  |
   | ( ) | ( ) | ( ) |

36. I tend to be slow in expressing my ideas in words.  
   | Always | Sometimes | Very Rarely  |
   | ( ) | ( ) | ( ) |
37. I think my personal appearance might be a bit against me on some kinds of jobs  
   Yes  Uncertain  No

38. I believe in censorship of movies and magazines  
   Yes partly No

39. I remember names of people fairly well  
   Yes Average No

40. I would prefer the life of:

(A) An Artist:  
   ( )

(B) A secretary running a social club  
   ( )

-10-
The purpose of this instrument is to find how different persons perceive different situations involving organisational roles. Below are given 24 statements made by a person (A) to another person (B). For each statement, write down what the other person (B) would respond to the first person (A).

There are no right or wrong answers. Please write down what occurs to you on reading the statement of the first person.

1. A (a colleague) to B:
   So they load you with so much more work.
   B to A:

2. A (a colleague) to B:
   It’s too much that my boss and my subordinate have just opposite expectations from me.
   B to A:

3. A (a colleague) to B:
   It’s pity you did not have an opportunity to prepare for the future role you are likely to take in the organisation.
   B to A:

4. A (wife) to B:
   You are so lonely in the organisation!
   B to A:

5. A to B (boss):
   I cannot use my talents and skills in my job.
   B (boss) to A:

6. A to B (a colleague):
   I just don’t get enough time to spend with my family and friends.
   B (a colleague) to A:

7. A (a colleague) to B:
   You do not get enough resources to do a good work on your job
   B to A:

8. A (a colleague) to B:
   They have taken away some important functions from your role, and have given those to other roles.
   B to A:

9. A to B (boss):
   Too many people expect too much from me.
   B (boss) to A:

10. A to B (boss):
    It is not clear what I am supposed to do on my job.
    B (boss) to A:
<table>
<thead>
<tr>
<th>Frequency</th>
<th>Description</th>
<th>Code</th>
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</thead>
<tbody>
<tr>
<td>If you never or scarcely feel this way</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>If you occasionally (a few times) feel this way</td>
<td></td>
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<tr>
<td>If you sometimes feel this way</td>
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<tr>
<td>If you frequently feel this way</td>
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<tr>
<td>If you very frequently and always feel this way</td>
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</table>

36 I am not able to satisfy all the demands of clients and others having expectations from my role.

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

38 Even when I take initiative for discussions or help, there is not much response from other roles.

39 The organization gives more importance to some other role(s) than my role.

40 I wish I had more skills to handle the responsibilities of my role.
PART B

On each of the ten dimensions given below, check one of the three alternatives that is nearest to your feelings and perception about your role. Do not leave any dimension unchecked. Please be frank and free in your responses.

1. a. My role is very important in this organisation.
    b. My role is quite useful.
    c. Not much importance is given to my role.

2. a. I greatly enjoy my role, and I am able to use my knowledge and training in the role
    b. I enjoy my role but my knowledge and expertise is not fully utilised.
    c. I can hardly use my training and knowledge here.

3. a. Most of the time I take initiative in what is to be done.
    b. I most often act according to the directions given by my seniors.
    c. I have no freedom. I am only an errand boy here, and I do not like it.

4. a. I do enough new creative work in my role.
    b. I am doing the usual routine work.
    c. My routine work takes away all my time and I cannot try out something new.

5. a. I work in close liaison with other colleagues, and I am a member of some committees or task groups.
    b. I work all by myself.
    c. Others do not appreciate my role and do not respond to my initiative.

6 a. Whenever there is a problem, others help me.
    b. People here are indifferent to others’ needs.
    c. People try to cut each other down and I get hostile responses.
7. a. What I do is likely to benefit people beyond my organisation.
    b. What I do is likely to benefit my organisation on the whole.
    c. I regret I do not have opportunities in my present role to contribute to larger goals.

8. a. I am able to influence decisions a great deal in my role.
    b. I would like to influence more than I do at present.
    c. I feel helpless in my role.

9. a. I learn a lot of new things in my present role.
    b. I learn a few new things in my present role.
    c. I have no opportunity to learn much in my present role.

10. a. If a problem is brought to me, I sit down with the person to find a solution.
    b. Usually I refer the problem to my boss or others.
    c. I dislike being bothered with problems.
The purpose of this questionnaire is to find out respondents' perception of their organisations. Please read each statement carefully. Then indicate the extent to which you agree or disagree by circling the number in front of each statement.

In the last four items (19 to 22) tick mark one of the five alternative statements given under each item.

If you find that the number to be used in answering does not adequately indicate your own opinion, use the one which is closest to the way you feel.

There are no right or wrong answers. Please be frank in your answers.
1. To what extent is this organisation generally quick to use improved work methods?

2. To what extent does this organisation have a real interest in the welfare and happiness of those who work here?

3. How much does this organisation try to improve working conditions?

4. To what extent does this organisation have clear-cut, reasonable goals and objectives?

5. To what extent are work activities sensibly organized in this organization?

6. How adequate for your needs is the amount of information you get about what is going on in other departments and shifts?

7. How receptive are those above you to your ideas and suggestions?

8. To what extent are you told what you need to know to do your job in the best possible way?

9. To what extent are there things about working here (people, policies, or conditions) that encourage you to work hard?

In general, how much say or influence does each of the following groups of people have on what goes on in your department?

10. Lowest level supervisors

11. Middle managers (Departmental Heads etc)

12. Top managers

13. Employees who have no subordinates
To a very little extent
To a little extent
To some extent
- 21 -
- ~ - 14 In this organisation to what extent are decisions made at those levels where the most adequate and accurate information is available?

- - - - 15 When decisions are being made to what extent are the persons affected asked for their ideas?

- - - - 16 People at all levels of an organization usually have know-how that could be of use to decision-makers. To what extent is information widely shared in this organisation so that those who make decisions have access to all available know-how?

- - - - 17 To what extent do different units or departments plan together and coordinate their efforts?

- - - - 18 To what extent are the equipment and resources you have to do your work with adequate, efficient and well-maintained?

- - - - 19 How are differences and disagreements between units or departments handled in this organisation?

1 Disagreements are almost always avoided, denied or suppressed.

2 Disagreements are often avoided, denied, or suppressed

3 Sometimes disagreements are accepted and worked through, sometimes they are avoided or suppressed.

4 Disagreements are usually accepted as necessary and desirable and are worked through.

5 Disagreements are almost always accepted as necessary and desirable and are worked through.

20 Why do people work hard in this organization?

1 Just to keep their jobs and avoid being chewed out.
2 To keep their jobs and to make money

3 To keep their jobs, make money, and to seek promotions

4 To keep their jobs, make money, seek promotions, and for the satisfaction of a job well done

5 To keep their jobs, make money, seek promotions, do a satisfying job, and because other people in their work group expect it

21 How are objectives set in this organization?

1 Objectives are announced with no opportunity to raise questions or give comments.

2 Objectives are announced and explained, and an opportunity is then given to ask questions.

3 Objectives are drawn up, but are discussed with subordinates and sometimes modified before being issued.

4 Specific alternative objectives are drawn up by supervisors, and subordinates are asked to discuss them and indicate the one they think is best.

5 Problems are presented to those persons who are involved, and the objectives felt to be best are then set by the subordinates and the supervisor jointly, by group participation and discussion.

22 Which one of the following best describes manner in which problems between departments are generally resolved?

1 Little is done about these problems, they continue to exist.

2 Little is done about these problems, they work themselves out with time.

3 The problems are appealed to a higher level in the organization but often are still not resolved.

4 The problems are appealed to a higher level in the organization and are usually resolved there.

5 The problems are worked out at the level where they appear through mutual effort and understanding.
Below are given six statements for each of several aspects of the work culture or climate of the part of organization you are located in. In each category, you are requested to rate the statements from 1 to 5. Rating '5' is to be given to the statement which most closely describes the climate or norms of your part of the organization, rating '4' to the statement which is next in closely describing it and so on. Rating '1' is to be given to the statement which is least descriptive of the climate.

### Orientation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Your rating</th>
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<tbody>
<tr>
<td>a. People here are mainly concerned about following laid down rules and procedures</td>
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<tr>
<td>b. The main concern of people here is to help each other develop greater skills, and so, advance in the organization</td>
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<tr>
<td>c. Achieving goals or targets set, or excelling them, seems to be the main concern</td>
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<tr>
<td>d. Consolidating one's own personal position and influence seems to be the main concern</td>
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<tr>
<td>e. The dominant concern here is to maintain friendly relations with others</td>
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<tr>
<td>f. The main concern of the people here is to develop their competence and expertise</td>
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### Interpersonal Relationship

<table>
<thead>
<tr>
<th>Statement</th>
<th>Your rating</th>
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<tbody>
<tr>
<td>a. In this organization most informal groups are formed around experts</td>
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<tr>
<td>b. The atmosphere here is very friendly and people spend enough time in informal social relations</td>
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<tr>
<td>c. There are strong cliques in the organization to protect their interests</td>
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<tr>
<td>d. Business-like relationship prevails here—people are warm, but get together mostly for ensuring excellence in performance</td>
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<tr>
<td>e. People have strong associations mostly with their supervisors and look for suggestions and guidance from them</td>
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<tr>
<td>f. People have high concern for one another and help each other spontaneously when such help is needed.</td>
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Supervision

a. Supervision here is usually to check mistakes and 'catch' the person

b. Supervisors here strongly prefer that their subordinates ask them for instructions and suggestions

c. Supervisors here take pains to see that their subordinates improve personal skills and chances of advancement

d. Supervisors reward outstanding achievement

e. Supervisors try to use their expertise and competence rather than their formal authority in influencing their subordinates

f. Supervisors here are more concerned with maintaining good relations with their subordinates than stressing duties and performance

Managing Problems

a. People here take problems as challenges and try to find better solutions than anybody else

b. Experts are consulted, and they play an important role in solving problems

c. People mostly consult their friends while dealing with problems

d. Problems are solved keeping in mind the needs and benefit to the people in the organization and the society at large

e. People usually refer the problems to and look for solutions from their seniors

f. Usually problems are solved by superiors without involving their subordinates

Managing Mistakes

a. The person making a mistake is not rejected, he is shown much warmth by his friends

b. Here the philosophy is that the supervisor can commit no mistake and the subordinate dare not make one

c. Usually people are able to acknowledge and analyse their mistakes because they can expect to receive help and support from others

D. A mistake by a subordinate is treated as an experience (by the boss) from which lessons are learnt to prevent failure and improve performance in the future
e. Subordinates expect guidance from their superiors to correct or prevent making mistakes
f. Help of experts is sought in analysing and preventing mistakes

Managing Conflicts

a. Most interpersonal and inter-departmental conflicts arise out of striving for higher performance and these are analysed and resolved with the overriding consideration being high productivity
b. Conflicts are usually avoided or smoothed over to retain the friendly atmosphere
c. Arbitration or third party intervention (usually by experienced persons or seniors) is sought and used
d. In a conflict situation those who are stronger force their point of view
e. In resolving conflicts appeal is made to principles and organizational ideals and the larger good of the organization
f. Relevant experts are consulted and used in resolving conflicts

Communication

a. Instructions are issued after due consideration by the authorities and are expected to be carried out
b. Most communication is informal and friendly and arises from as well as contributes to warm relations at work
c. People ask for information from those who are experts on the subject
d. Relevant information is made available to all who need and can use such information for achieving high performance
e. People communicate information, suggestions, and even criticisms to others out of concern for them
f. Communication is often selective—people usually give or hold back crucial information as a way of control

Decision making

a. While taking decisions, people make special attempts to maintain cordial relations with all concerned
b. Decisions are made at the top and communicated downward, and people here generally prefer this
c. People who have demonstrated high achievement have a great say in the decisions made here

d. Decisions here are generally made without involving subordinates or colleagues

e. Decisions are made and influenced by specialists and knowledgeable persons

f. Decisions are made by keeping in view the good of the employees and of society

Trust

a. Only a few persons are trusted by management and they are quite influential

b. Trusting and friendly relations are highly valued here

c. High value is put here on both the superior and his subordinate trusting each other like father and son

d. The specialists and the experts are highly trusted here

e. Here a general helping attitude generates mutual trust

f. Those who can achieve results are highly trusted

Managing Rewards

a. Mainly excellence in performance and getting tasks accomplished is rewarded

b. Knowledge and expertise are recognised and rewarded here

c. Loyalty is rewarded more than anything else

d. The organization rewards those who help their junior colleagues to develop and those who contribute to team work

e. The ability to control subordinates and maintain discipline is given the highest weighting in rewarding managers and supervisors

f. The ability to get along well with others is highly rewarded here
Risk Taking

When confronted by risky situations, managers here seek their friends for guidance and support.

In risky situations, managers strongly emphasise discipline and obedience to orders.

In risky situations, managers have a strong tendency to rely on experts and specialists for their advice.

In risky situations, managers generally go to their bosses for instructions.

In responding to risky situations, managers show great concern for the people working in the organization.

In responding to risky situations, managers take calculated risks and strive above all to be more efficient or productive.

Innovation, and Change

Innovations or changes in the organization are largely initiated and implemented through experts and specialists.

Innovations or changes are largely ordered by top management.

Before initiating innovations or changes, managers generally go to their bosses for sanction and guidance.

Those who initiate innovations or changes demonstrate a great concern for any possible adverse effects on others (in the organization or outside) and seek to minimise any adverse effects.

Innovations or changes in the organization are largely initiated and implemented through highly result-oriented individuals.

Managers seldom undertake innovations that disturb their existing friendship.
J S SCALE

A. Is there some other work, either here or outside your bank, which you would like better than what you are now doing? (Tick mark (✓) one of the items)

1. I would rather have some other job.
2. I would rather have my present job.

B. Not counting all the other things that make your particular job good or bad, how do you like the kind of work that you do? (Tick mark (✓) the item that presents your feelings)

1. I dislike it very much; would prefer almost any other kind of work.
2. I don't like it very much; would much prefer some other kind of work.
3. It's all right, but there are other kinds of work I like better.
4. I like it very much, but there are other kinds of work I like just as much.
5. It's exactly the kind of work I like best.

C. How do you feel about the progress you have made in this bank? (Tick mark (✓) one item appropriate to you)

1. I have made little or no progress
2. I have made some progress, but it should have been much better.
3. I have made quite a lot of progress, but it should have been better.
4. I have made a great deal of progress.

D. How much does your job give you a chance to do the things you are best at? (Tick mark (✓) one of the items appropriate)

1. No chance at all
2. Very little chance
3. Some chance
4. Fairly good chance
5. Very good chance

E. How do you like working for this bank? (Tick mark (✓) one of the items)

1. It's not a very good place to work.
2. It's all right, but there are many things that should be changed.
3. It's a fairly good place, but quite a few things should be changed.
4. It's good place, but there are a few things that should be changed.
5. It's a very good place—wouldn't change anything.
F. Would you advise a friend to come and work for this bank? (Tick mark (✓) one of the items):

(1) I would not advise a friend to come and work for this bank.

(2) I would advise a friend to come and work for this bank.

G. If you had a chance to do the same kind of work for the same pay, but in another organization, would you stay here? (Tick mark (✓) one of the items)

(1) I would prefer to go to the other organization.

(2) I would stay in this bank.
**PERSONAL OPINION SURVEY (A)**

Please rate each of the 14 items given below on a five point scale of agreement. Please tick the relevant item (+/).

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither inclined to agree nor inclined to disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
</table>

1. We should be extra careful in life, lest we would be exploited by others.
2. These days higher officers never consult employees in matters which affect the employees.
3. It is difficult to trust any one in our dealings because human nature is fundamentally selfish.
4. We are not really sure whether the present education is of any value to us in our actual life.
5. We often feel as strangers in our own surroundings.
6. It is hard for any one to get a job these days, unless one can influence or bribe.
7. We do not know how to set right things which are going worst in our society.
8. The man with morale and scruples is better able to get ahead in this world.
9. It is hard to train the children now-a-days because what is right today may not be the same tomorrow.
10. One is confused about what one should do when he faces a new situation in this disorderly world of today.
11. We do a number of things in life mechanically to please others but honestly they are not meaningful to us.
12. The so called innovations that are being introduced in banks have little meaning and purpose.
13. I do not know where the world is really going.
14. What is good for me today may not be the same for tomorrow.
You will find 20 groups of statements listed below. Each group is composed of three statements. Each statement refers to a way of thinking about people or things in general. They reflect opinions and not matters of fact—they are no “right” or “wrong” answers and different people have been found to agree with different statements.

Please read each of the three statements in each group. Then decide first which of the statements is most true or comes the closest to describing your own beliefs. Give a right mark (✓) to it.

Just decide which of the remaining two statements is most false or is the farthest from your own beliefs. Give an into mark (✗) to it.

Here is an example:

A. It is easy to persuade people but hard to keep them persuaded.
B. Theories that run counter to common sense are a waste of time.
C. It is only common sense to go along with what other people are doing and not be too different.

In this case, statement B would be the one you believe in most strongly and A and C would be ones that are not as characteristic of your opinion. Statement C would be the one you believe in least strongly and is least characteristic of your beliefs.

You will find some of the choices easy to make; others will be quite difficult. Do not fail to make a choice no matter how hard it may be. You will mark two statements in each group of three—the one that comes the closest to your own beliefs with a ✓ and the one farthest from your beliefs with an X. The remaining statement should be left unmarked.

Do not omit any groups of statements.
MACH SCALE

1. A. It takes more imagination to be a successful criminal than a successful business man.
   
   B. The phrase, "the road to hell is paved with good intentions" contains a lot of truth.
   
   C. Most men forget more easily the death of their father than the loss of their property.

2. A. Men are more concerned with the car they drive than with the clothes their wives wear.
   
   B. It is very important that imagination and creativity in children be cultivated.
   
   C. People suffering from incurable diseases should have the choice of being put painlessly to death.

3. A. Never tell anyone the real reason you did something unless it is useful to do so.
   
   B. The well-being of the individual is the goal that should be worked for before anything else.
   
   C. Since most people don't know what they want, it is only reasonable for ambitious people to talk them into doing things.

4. A. People are getting so lazy and self-indulgent that it is bad for our country.
   
   B. The best way to handle people is to tell them what they want to hear.
   
   C. It would be a good thing if people were kinder to others less fortunate than themselves.

5. A. Most people are basically good and kind.
   
   B. The best criteria for a wife or husband is compatibility—other characteristics are nice but not essential.
   
   C. Only after a man has gotten what he wants from life should he concern himself with the injustices in the world.

6. A. Most people who get ahead in the world lead clean, moral lives.
   
   B. Any man worth his salt shouldn't be blamed for putting his career above his family.
   
   C. People would be better off if they were concerned less with how to do things and more with what to do.

7. A. A good teacher is one who points out unanswered questions rather than gives explicit answers.
B. When you ask someone to do something, it is best to give the real reasons for wanting it rather than giving reasons which might carry more weight.

C. A person's job is the best single guide as to the sort of person he is.

8. A. The construction of such monumental works as the Egyptian pyramids was worth the enslavement of the workers who built them.

B. Once a way of handling problems has been worked out it is best to stick to it.

C. One should take action only when sure it is morally right.

9. A. The world would be a much better place to live in if people would let the future take care of itself and concern themselves only with enjoying the present.

B. It is wise to flatter important people.

C. Once a decision has been made, it is best to keep changing it as new circumstances arise.

10. A. It is a good policy to act as if you are doing the things you do because you have no other choice.

B. The biggest difference between most criminals and other people is that criminals are stupid enough to get enough to get caught.

C. Even the most hardened and vicious criminal has a spark of decency somewhere within him.

11. A. All in all, it is better to be humble and honest than to be important and dishonest.

B. A man who is able and willing to work hard has a good chance of succeeding in whatever he wants to do.

C. If a thing does not help us in our daily lives, it isn't very important.

12. A. A person shouldn't be punished for breaking a law that he thinks is unreasonable.

B. Too many criminals are not punished for their crimes.

C. There is no excuse for lying to someone else.

13. A. Generally speaking, men won't work hard unless they are forced to do so.

B. Every person is entitled to a second chance, even after he commits a serious mistake.

C. People who can't make up their minds are not worth bothering about.
14. A. A man's first responsibility is to his wife, not his mother.
   B. Most men are brave.
   C. It's best to pick friends that are intellectually stimulating rather than ones it is comfortable to be around.

15. A. There are very few people in the world worth concerning oneself about.
   B. It is hard to get ahead without cutting corners here and there.
   C. A capable person motivated for his own gain is more useful to society than a well-meaning but ineffective one.

16. A. It is best to give others the impression that you can change your mind easily.
   B. It is a good working policy to keep on good terms with everyone.
   C. Honesty is the best policy in all cases.

17. A. It is possible to be good in all respects.
   B. To help oneself is good; to help others even better.
   C. War and threats of war are unchangeable facts of human life.

18. A. Barnum was probably right when he said that there's at least one sucker born every minute.
   B. Life is pretty dull unless one deliberately stirs up some excitement.
   C. Most people would be better off if they control their emotions.

19. A. Sensitivity to the feelings of others is worth more than poise in social situations.
   B. The ideal society is one where everybody knows his place and accepts it.
   C. It is safest to assume that all people have a vicious streak and it will come out when they are given a chance.

20. A. People who talk about abstract problems usually don't know what they are talking about.
   B. Anyone who completely trusts anyone else is asking for trouble.
   C. It is essential for the functioning of a democracy that everyone vote.
### General Opinion Survey

**Instructions:**

Please read each statement carefully and say whether you agree or disagree with the statement by ticking (✓) before each statement. **Answer the question as truthfully as possible.** There are no right or wrong answers.

<table>
<thead>
<tr>
<th>Agree</th>
<th>Disagree</th>
<th>Statement</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1. Most women/men are either good or bad.</td>
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<td>2. There is only one true religion.</td>
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<td>3. It is always desirable to do the socially acceptable thing.</td>
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<td>4. It is better to love or hate a person fully instead of loving and hating him simultaneously.</td>
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<td>5. What is in a man's nature will come out in his actions, and human nature does not change.</td>
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<td>6. People who keep changing their opinions cannot be trusted.</td>
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<td>7. Modern artists are fakes trying to put something over on the public.</td>
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<td>8. In this world definite choices must be made all the time.</td>
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<td>9. Everything is best in this best possible world.</td>
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<td>10. Children should be given every possible opportunity to express themselves freely.</td>
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<td>11. A person who is certain about everything is certain to be wrong.</td>
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<td>12. I always make up an ending for a story when the authors leave me in doubt as to the fate of the hero.</td>
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<td>13. If I have the choice of two alternatives and I cannot decide, I find it better to choose either one to get the decision over with.</td>
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<td>14. I dislike working puzzles to which there seems to be no solution.</td>
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<td>15. It makes me uncomfortable when someone is speaking about something which I do not understand.</td>
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<td>16. I change my mind easily when someone puts forth a convincing argument.</td>
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<td>17. I take a philosophical view of life most of the time.</td>
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<td>18. I make up my mind very rapidly.</td>
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<tr>
<td></td>
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<td>19. It makes me uncomfortable to do anything unconventional.</td>
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</tbody>
</table>
20 I dislike learning things about which I know absolutely nothing.

21 I hate leaving things in an unsettled state.

22 It upsets me when a person does not know the correct behaviour for every occasion.

23 It does not bother me in the least to wait for the outcome of a pending situation.

24 If there is some evidence that a person does not bear a good character, I prefer to sever my relation with him instead of bothering to collect more information about him.
You are requested to rate your behaviour in your job and in the organization. Self ratings are confidential and will be used only for purposes of research. Please be frank in your answers.

Various dimensions of behaviour are listed below. Against each dimension give your rating by a tick mark under the appropriate column.

<table>
<thead>
<tr>
<th>Hardly show this behaviour</th>
<th>Show this behaviour some time</th>
<th>Tend to behave this way</th>
<th>Behave this way most of the time</th>
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</table>

1. I enjoy working on moderately difficult (challenging) goals.
2. I am over-emotional.
3. I am forceful in my arguments.
4. I refer matters to my superiors.
5. I keep close track of things, (monitor the actions)
6. I make contributions to charity etc.
7. I set easy goals and achieve them.
8. I relate very well to people.
9. I am obsessed with my own ideas, and am a poor listener.
10. I follow an ideal
11. I demand conformity from my people.
12. I take steps to develop my people.
13. I strive to excel in performance/targets.
14. I give more importance to personal relationship than to organisational matters.
15 I build on the ideas of my subordinates.
16 I seek approval of subordinates.
17 I ensure that things are done according to the plan.
18 I consider difficulties of others even at the cost of the task.
19 I am afraid of making mistakes.
20 I share feelings with others.
21 I enjoy arguing and winning in my arguments.
22 I have genuine respect for seniors.
23 I admonish people for not completing the tasks.
24 I go out of way to help my people.
25 I search new ways of overcoming difficulties.
26 I have difficulty in expressing negative feelings to others.
27 I set examples and models before others.
28 I hesitate to take decisions.
29 I clearly define the roles and procedures.
30 I undergo personal inconvenience for others.
31 I am more conscious of my limitation or weaknesses.
32 I take interest in personal matters of my people.
33 I am laissez faire (do not care about how things happen)
34 I learn from my seniors.
35 I centralise most tasks and do not delegate.
36 I have empathy for and understanding of my people.
37 I want to know how well I have been working, and use the feedback effectively.
38 I avoid conflicts in the interest of group feelings.
39 I give new suggestions and ideas.
40 I tend to please others.
41 I lay down systems clearly.
I am willing to take the responsibility for others' work to help them.

I show low self confidence.

I recognise and respond to feelings.

I tend to take credit for work done in a team.

I seek help from experts.

In case of difficulties I rush to put things right myself.

I develop team work amongst my people.

I work effectively under pressure of dead lines.

I am uneasy and less productive when working alone.

I give credit and recognition to others.

I look for support for my action and proposals.

I seek positions of authority.

I hesitate to take strong action because of human considerations.

I complain about difficulties and problems.

I take initiative in making friends with other colleagues.

I am more conscious of status symbols like furniture, size of room, etc.

I like to get ideas from others.

I tend to form cliques.

I like to take responsibility for group work.
MAO (R)

Your role may provide you opportunities for various matters in different degrees. Listed below are some such dimensions. On the left hand side please tick mark (\checkmark) how much opportunity your role in your organization provides for the various dimensions listed; and on the right hand side tick mark (\checkmark) how much opportunity you would like to have for that dimension.

<table>
<thead>
<tr>
<th>How much opportunity</th>
<th>How much opportunity</th>
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<tbody>
<tr>
<td>or demands does your</td>
<td>or demands would you</td>
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<tr>
<td>role provide to ......</td>
<td>like to have to ......</td>
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</table>

<table>
<thead>
<tr>
<th>1 no opportunity</th>
<th>2 very little</th>
<th>3 some</th>
<th>4 quite a good deal</th>
<th>5 a great deal</th>
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</thead>
<tbody>
<tr>
<td>1. do something challenging and worthwhile</td>
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<td>2. influence or make an impact on others</td>
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<td>3. admonish (punish) those who do not conform</td>
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<td>4. get immediate feedback on your performance</td>
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<td>5. work with friendly people</td>
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<td>6. have autonomy and do work independently</td>
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<td>7. do something useful for others</td>
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<td>8. develop close personal relations</td>
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<td>9. set standards of excellence</td>
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<tr>
<td>10. develop your junior colleagues or subordinates</td>
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<td>11. help others</td>
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<td>12. share feelings and emotions with others</td>
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<td>13. show efficiency and be rewarded for it</td>
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<td>14. direct and instruct people below you</td>
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<td>15. give ideas or suggestions to your superiors</td>
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<td>16. control the people below you</td>
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<tr>
<td>17. interact with colleagues</td>
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<td>18. cooperate with others in a common task</td>
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<td>19. stretch your abilities and skills</td>
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<tr>
<td>20. admonish (punish) those who do not perform</td>
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<tr>
<td>21. make contributions to significant decisions</td>
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<td>22. get recognition for the work done</td>
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<tr>
<td>23. interact with others on non-task matters</td>
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<tr>
<td>24. work in teams</td>
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<tr>
<td>25. get regular reports from other sections or subordinates</td>
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</table>
PROFESSIONAL HOPES & GOALS

1. All of us want to achieve certain things in our professional life. When you think of what is important in your professional life as a bank employee, what are the things you want to achieve? What would your professional life have to be like for you to be completely happy? What dreams and desires do you have about your professional future?

2. Now taking the other side of the picture, what are your fears and worries about your professional future? Here is a picture of a ladder. Suppose we say that the top of the ladder represents the best possible professional life for you and the bottom represents worst possible professional life.

<table>
<thead>
<tr>
<th>LADDER</th>
<th>DEVICE</th>
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<tbody>
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3. Where on the ladder do you feel you personally stand at the present time in your profession?

   Step Number: ___________

4. Where on the ladder would you say you stood five years ago?

   Step Number: ___________

5. If everything goes well as you estimate where do you think you will be on the ladder five years from now professionally?

   Step Number: ___________
B. C. QUESTIONNAIRE

Directions:
Please read each statement given below. Then indicate the extent to which you agree or disagree by tick marking (✓) in front of each statement.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 I dislike unfamiliar situations</td>
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<tr>
<td>2 There is a great danger in giving up our old customs</td>
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<tr>
<td>3 I can predict the behaviour of a person if I know his social background.</td>
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<tr>
<td>4 I prefer to give up when I hear that a task is too difficult</td>
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<td>5 You can't be called mature unless you can really control your emotions</td>
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<td>6 I don't think I have any very distinctive skills outside my area of specialisation.</td>
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<td>7 I like to make friends mostly with those that appreciate me</td>
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<td>8 I resist expressing tenderness towards others</td>
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<td>9 If you don't plan your holiday in detail, you just end up wasting time and money</td>
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<td>10 Parents know best what occupations their children should pursue</td>
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<td>11 You can make out what people are like by noticing the way they dress</td>
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<td>12 I don't like to compete with strong opponents.</td>
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<td>13 I rather dislike sad movies</td>
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<td>14 At work or studies I generally don't share problems with colleagues and seek their guidance</td>
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<td>15 I really dislike any criticism levelled against me</td>
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<td>16 I have very little interest in flower arrangements and the like</td>
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<tr>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
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<td>17 I prefer a boss who tells precisely what I am supposed to do</td>
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<td>18 Women should not dress like men and vice versa</td>
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<td>19 I am more comfortable after I have classified a person.</td>
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<td>20 I dislike being compared to others</td>
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<td>21 No matter what choice of food I have in a restaurant, I tend to order the same old favourites</td>
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<td>22 I don't think we have the resources to catch up with the West</td>
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<td>23 I dislike juniors trying to be familiar with me</td>
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<td>24 Giving in to the pleasures of the body detracts from high thinking</td>
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<td>25 I can't stand meetings without a clear prior agenda</td>
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<td>26 Premarital sex is wrong because it is considered immoral in our society</td>
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<td>27 Necessities must always have priority over artistic matters.</td>
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<td>28 I have to lose at games</td>
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<td>29 I have never bothered myself with modern art</td>
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<td>30 I don't think I can do well in a job or occupation very different from my present one</td>
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<td>31 I feel tense communicating with persons who have greater authority than I</td>
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<td>32 I can't be bothered with questions such as &quot;what would happen if birds had brains like humans and humans had wings like birds&quot;</td>
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<td>33 I hate confusion</td>
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<td>34 One must fulfil one's social obligations at any cost</td>
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<td>35 People in the same profession have similar personalities</td>
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