APPENDICES

INVENTORIES

a) General Inventory
b) Potter's Locus of Control
c) Motivational Climate (academic)
d) Your Feeling
e) S.D. Inventory
f) Participation
a) General Inventory
Dear Colleague,

Satisfaction is an essential factor in any profession including teaching profession. Unless a person is satisfied with his job, it is very difficult for him to carry on his work efficiently. The present study aims at finding out the various factors that influence job satisfaction under role stress participation and academic environment of the teachers.

In the pages that follow, you will find number of sections dealing with different aspects of the problem. I am encroaching upon your time with the earnest hope that you will kindly fill in the inventories and return the same at your earliest. I may assure you that the responses given in the inventories will be kept strictly confidential. I shall very much appreciate and value your cooperation.

Thank you,

Yours sincerely,

(THAKORLAL C. MISTRY)
SECTION I
General Background

1. Name of the University

2. Department

3. Designation

4. Do you have a permanent appointment in the faculty? Yes No

5. Age

6. Total monthly income Rs.

7. Educational qualification:

<table>
<thead>
<tr>
<th>Division</th>
<th>Major subjects</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School/S.S.C.</td>
<td></td>
</tr>
<tr>
<td>Inter/pre-university</td>
<td></td>
</tr>
<tr>
<td>Graduation</td>
<td></td>
</tr>
<tr>
<td>Post Graduation</td>
<td></td>
</tr>
<tr>
<td>Ph.D.</td>
<td></td>
</tr>
<tr>
<td>Other (specify)</td>
<td></td>
</tr>
</tbody>
</table>

8. Field of specialization

9. Length of teaching experience in the present institution years

10. Length of teaching experience in other institutions years

11. Length of service other than teaching years
12. Father's education:
   _______ Less than High School
   _______ High School, Intermediate
   _______ Graduate or above

13. Father's occupation ______________________________

14. place of birth
   _______ Rural
   _______ Urban

15. Religion

16. Caste

17. (If Hindu) To which of the following castes do you belong?
   _______ Brahmin
   _______ Kshatriya
   _______ Scheduled Caste
   _______ Vaishya
   _______ Don't know

SECTION II

18. Why did you choose teaching as your career?

   _______________________________________________________
   _______________________________________________________
   _______________________________________________________

19. What courses do you teach at present?

   _______________________________________________________
   _______________________________________________________
   _______________________________________________________
20. What do you like most in your present job?

21. What do you like least in your present job?

22. If you were to seek a job, what are the three most important things to which you would personally attach main consideration? Please list them below in order of their preference.

   1.

   2.

   3.

23. Keeping in view the three things given above, if you compare your job with other comparable jobs, do you feel that your job is better or other jobs are better?

   ______ Own job is better

   ______ Own job is as good as other jobs

   ______ Other jobs are better

24. Why your job is better?

25. Why other jobs are better?
26. How satisfied do you feel you are with your present job? Please indicate below on the scale the extent of your satisfaction. (1 indicates highest dissatisfaction and 5 indicates the highest satisfaction)

1 2 3 4 5

Least satisfied Highly satisfied

SECTION III

27. Whom do you see most often in connection with your work? Please tick mark only one.

_____ Higher authorities (V.C., Dean, etc.)
_____ Immediate Superior (Head of Department etc.)
_____ Colleagues
_____ Subordinates
_____ Teachers' Association
_____ Other (Specify: __________________________)

28. What are the three most important goals or missions of your institution? Please list them below in the order of their importance.

1. ________________________________

2. ________________________________

3. ________________________________

29. To what extent your higher authorities or immediate superiors are enthusiastic regarding the fulfilment of the above mentioned goals or missions?

1 2 3 4 5

Least enthusiastic Highly enthusiastic

......5
30. How free do you feel to approach your superior and to discuss with him your personal problems?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Very hesitant</td>
<td>Quite free</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

31. How interested is your superior in helping you out of your personal and family problems?

<table>
<thead>
<tr>
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<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Least interested</td>
<td>Greatly interested</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

32. How much confidence and trust do you have in your superior?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
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<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Least confidence</td>
<td>Great confidence</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

33. About how much help, do you feel, you get from your superiors in your teaching assignment?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No help</td>
<td>Great help</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

34. About how much help, do you feel, you get from your superiors in your research assignment?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No help</td>
<td>Great help</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

35. How satisfied are you with the way your higher authorities or immediate superiors make evaluations about the quality of work you do?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Least satisfied</td>
<td>Highly satisfied</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
36. If your department is faced with some administrative or work problems, how often do your superiors discuss these matters with other staff members?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Never</td>
<td></td>
<td></td>
<td></td>
<td>Always</td>
</tr>
</tbody>
</table>

37. What is it about your superior that you like most?

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38. What is it about your superior that you like least?

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**SECTION IV**

39. Consider the choice of goals or objectives of the various academic activities for which you are responsible. Please indicate on the scales given below the extent of influence each of these has in deciding upon these goals and objectives.

- **Higher authorities**: 7 = Great deal
- **Immediate superior**: 7 = Great deal
- **Colleagues**: 7 = Great deal
- **Subordinates**: 7 = Great deal
40. How much weight would you prefer different persons to have in
deciding upon the goals of your academic responsibilities?

Higher authorities

Immediate superior

Colleagues

Subordinates

Any committee
(Please name: __________)

Other (please specify)

Self
41. To what extent, in your opinion, you can influence the person, who has the greatest influence in the choice of your work goals, in his recommendations or decisions concerning your academic goals?

1  2  3  4  5
Least  Great deal

42. Please mention below three most important work situations or conditions which are necessary for the growth and promotion of research potentials.

1. 
2. 
3. 

43. To what extent these work situations or conditions are present in your institution?

1  2  3  4  5
Least  Great deal

44. Please explain:


45. In the research publications to which you have some contributions, how often proper credit is given by your authorities by way of acknowledgement or authorship?

1  2  3  4  5
Least  Great deal
46. How frequently do you communicate with the following on work-related matters? Please check only one for each.

<table>
<thead>
<tr>
<th></th>
<th>Daily</th>
<th>Weekly</th>
<th>Fortnightly</th>
<th>Monthly</th>
<th>Other (specify)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher authorities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Immediate superiors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colleagues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subordinates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others (specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

47. In the course of a normal week, about how much time altogether do you spend discussing or communicating with each of the following on work-related matters?

<table>
<thead>
<tr>
<th></th>
<th>On the job</th>
<th>Off the job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher authorities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Immediate superiors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colleagues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subordinates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others (specify)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

48. How does the communication usually take place with each of the following? Please check only one alternative.

<table>
<thead>
<tr>
<th></th>
<th>I contact him, with each other, through notes/circulars, other (specify)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher authorities</td>
<td></td>
</tr>
<tr>
<td>Immediate superiors</td>
<td></td>
</tr>
<tr>
<td>Colleagues</td>
<td></td>
</tr>
<tr>
<td>Subordinates</td>
<td></td>
</tr>
<tr>
<td>Others (specify)</td>
<td></td>
</tr>
</tbody>
</table>

......10
49. In what way do you think the exchange of detailed professional information is useful for your academic success?

50. To what extent do you think academicians in general are benefitted by such academic discussions and communications?

1  2  3  4  5
Least Great deal

51. When some information that is beneficial to the department as a whole and not to the individuals only is passed on by the higher authorities or immediate superiors, how people react to it?

52. To what extent this information is accepted by others in the same department?

1  2  3  4  5
Least Great deal

SECTION VI

53. How the overall policies are decided upon in your institution?
54. At what level in your institution are the decisions formally made regarding these policies?

- University Senate
- University Syndicate
- Higher authorities (V.C., Dean, etc.)
- Immediate superiors
- Colleagues
- Subordinates
- Other (please specify: ____________________________)

55. In your opinion to what extent are the decision makers aware of the problems, particularly to those at subordinate or lower levels?

1 2 3 4 5
Unaware Quite aware

56. To what extent the subordinates or lower level people are involved in decisions related to their own work?

1 2 3 4 5
Very little Great deal

57. When the changes in the overall policies are made, how do you come to know about these changes?

- University Senate
- University Syndicate
- Higher authorities (V.C., Dean, etc.)
- Immediate superior
- Colleagues
- Subordinates
- Teachers' Association
- Other (Specify: ____________________________)

.....12
58. If you ever disagreed with some of the policies of your institution, did you make a suggestion for a change?

- Yes
- No
- I never disagreed

59. Whom did you approach with suggestions to bring about the desired change in the policies of your institution?

- University Senate
- University Syndicate
- Higher authorities (V.C., Dean, etc.)
- Immediate superior
- Colleagues
- Subordinates
- Teachers' Association
- Other (Specify: __________________________)

60. Do you think that in your institution the following interfere in the policy formulation or not?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Politicians</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University Senate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University Syndicate</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

61. In your opinion to what extent each of the following should interfere in the policy formulation if we wish to maintain high standard in the achievement of institutional goals and missions?

<table>
<thead>
<tr>
<th></th>
<th>Least</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Great deal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5 G.deal</td>
</tr>
<tr>
<td>Politicians</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>G.deal</td>
</tr>
<tr>
<td>University Senate</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>G.deal</td>
</tr>
<tr>
<td>University Syndicate</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>G.deal</td>
</tr>
</tbody>
</table>
62. Do you feel that politicians influence the promotions and recruitment of the faculty members?

<table>
<thead>
<tr>
<th>Politicians influence promotions</th>
<th>Yes</th>
<th>No</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>politicians influence recruitment</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

63. If yes, how it affects effectiveness of the Institution?

<table>
<thead>
<tr>
<th>Promotion</th>
<th>________________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment: ________________________________</td>
<td></td>
</tr>
</tbody>
</table>

64. Do you feel that the Government influence the promotions and recruitment of faculty members?

<table>
<thead>
<tr>
<th>Government influence Promotion</th>
<th>Yes</th>
<th>No</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government influence recruitment</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

65. If yes, how it affects the effectiveness of the Institution?

<table>
<thead>
<tr>
<th>Promotion</th>
<th>________________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment: ________________________________</td>
<td></td>
</tr>
</tbody>
</table>

66. What suggestions would you like to make for improvements in the existing selection, promotion and evaluation policies?

(a) Suggestion regarding selection: ________________________________
(b) Suggestions regarding promotion:


(c) Suggestions regarding evaluation:


67. What is it about the personnel and academic (educational) policies of your institution that you like most?

(a) Personnel policies:


(b) Academic policies:


68. What is it about the personnel and academic (educational) policies of your institution that you like least?

(a) Personnel policies:


(b) Academic policies:


69. To what extent it is possible for you to work according to your wishes? That is, if you wish to work more you are allowed and if you desire to work less you do it.

\[
\begin{array}{cccccc}
1 & 2 & 3 & 4 & 5 \\
Least & & & & Great deal
\end{array}
\]

70. To what extent are you able to use fully your abilities or capacities in your work assignments?

\[
\begin{array}{cccccc}
1 & 2 & 3 & 4 & 5 \\
Least & & & & Great deal
\end{array}
\]

71. To what extent can you use your own ideas in your work assignment?

\[
\begin{array}{cccccc}
1 & 2 & 3 & 4 & 5 \\
Least & & & & Great deal
\end{array}
\]

72. How interesting do you find your present assignment?

\[
\begin{array}{cccccc}
1 & 2 & 3 & 4 & 5 \\
Least & & & & Great deal
\end{array}
\]

SECTION VII

73. If you compare your department with other departments of your university, would you say that your department is better or other departments are better.

\[
\begin{array}{c}
Dan department is better \\
Dan department is as good as others \\
Other departments are better \\
Don't know
\end{array}
\]

74. Why is your department better?

\[
\begin{array}{c}
\text{Your reason here}
\end{array}
\]
75. Any other departments are better?

76. In your opinion which is the best university in Gujarat State?

- Gujarat University, Ahmedabad
- M.S. University, Baroda
- Sardar Patel University, Anand

Please give reasons:

SECTION IX

77. Of your total work time, about what proportion do you normally spend on the following activities.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Work time devoted %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching and training</td>
<td></td>
</tr>
<tr>
<td>Academic work other than teaching</td>
<td></td>
</tr>
<tr>
<td>Administrative work and other non-academic work</td>
<td></td>
</tr>
</tbody>
</table>

78. Of your total time spent on the academic work about what proportion of it do you normally spend on the following activities?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time devoted in academic work %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your own work</td>
<td></td>
</tr>
<tr>
<td>Supervising academic work of others</td>
<td></td>
</tr>
<tr>
<td>Collaborating with colleagues</td>
<td></td>
</tr>
<tr>
<td>Consultation</td>
<td></td>
</tr>
<tr>
<td>Other (Specify: ____________________________)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>
79. Some persons are completely involved in their academic work - absorbed by day and night. For others, their work is simply one of several interests. How involved do you feel you are in your work?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Least</td>
<td></td>
<td></td>
<td></td>
<td>Fully Involved</td>
</tr>
</tbody>
</table>

80. How much importance do you attach to the goal of contributing to the basic professional knowledge of your field of specialization?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Least</td>
<td></td>
<td></td>
<td></td>
<td>Great deal</td>
</tr>
</tbody>
</table>

81. Have you held office in any professional or academic societies?

| Yes | No |

82. How many times have you attended various international and national meetings held for academic purposes?

| International | National |

83. Over the past five years about how many of the following have you had?

- Published books
- Published papers
- Unpublished manuscripts
- Unpublished reports
- Formal talks (inside or outside the department)

| In India | Abroad |

84. How many of your publications are demanded in the form of:

- Reprints
- Reproduction

85. Since your joining this Institution what positions have you held? Please mention in chronological order:

Positions held:

1. 
2. 
3. 
4. 
5. 

* * *
b) Potter's Locus of Control
INSTRUCTIONS

This is a questionnaire to find out the way in which certain important events in our society affect different people. Each item consists of a pair of alternatives lettered a and b. Please select one statement of each pair (and only one) which you more strongly believe to be the case as far as you are concerned. Be sure to select the one you actually believe to be more true rather than the one you think you should choose or the one you would like to be true. This is, a measure of personal belief, obviously there are no right or wrong answers.

Please refer these items carefully but do not spend too much time on any one item. Be sure to find an answer for every choice.

In some instances you may discover that you believe both statements or neither one. In such cases, be sure to select the one you more strongly believe to be the true as far as you are concerned. Also try to respond to each item independently. When making choice, do not be influenced by your previous choices. Select any one statement and make circle around it.

Information given by you will be kept STRICTLY CONFIDENTIAL and will be used only for RESEARCH PURPOSES.
1. a. Children get into trouble because their parents punish them too much.
b. The trouble with most children now-a-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 mistake 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 opportunity one cannot be an effective leader.
7 a No matter how hard you try some people just don't like you.

b People who are not liked by others do not understand how to get along with others.

8 a Heredity plays the major role in determining one's personality.

b It is 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 Making a decision to make a definite course of action has turned out better for me than trusting on luck.

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.

2 a The average citizen can have an influence in government decisions.
When I make plans, I am almost certain that I can make them successful.

It is not always wise to plan too much in advance because many things turn out to be a matter of good or bad fortune.

There are certain people who are just no good.

There is some good in everybody.

In my case getting what I want has little or nothing to do with luck.

Many times we might just as well decide what to do by flipping a coin.

Who gets to be the boss often depends on who has lucky enough to be in the right place first.

Getting people to do the right thing depends upon ability, luck has little or nothing to do with it.

As far as world affairs are concerned most of us are the victims of forces we can neither understand, nor control.

By taking an active part in political and social affairs the people can control world events.
19 a One should always be willing to admit mistakes.

16 a. अभिलैये परेंती मुलीनी लोकार करते तेवा माहद नचर रखें जो पड़े.
    b It is usually best to cover up one's mistakes.
    c. माहा परेणी मुलीनी लोकार करते, तेही नचर रखें.

20 a It is hard to know whether or not a person really likes you.

20 a ये जानु हुक्क कियो है है जान कियो तो परेंती मुलीनी लोकार नचर रखें.
    b How many friends you have depends upon how nice a person you are.
    c. तपाये कारते रखें तेही आपार तो कारता परेंती मुलीनी लोकार नचर रखें.

21 a In the long run the good things and bad things are balanced.

21 a आपकी मालाह सतर्क अभिलैये करते ताहे लम्बे समय तक निकाल रखें रहें.
    b Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.
    c. गेटा लामानी कमनो लगेहाराना असत, असते आपका अभिलैये करते अभिलैये परेंती मुलीनी लोकार नचर रखें.

22 a With enough effort we can completely remove political corruption.

22 a आपकी पुरानी भाष्यातील रत्निंक अभिलैये करते लाये शक्ये.
    b People cannot have much control over the things politicians do in office.
    c. आपकांना रखें राजकीयांना हे लाई करें तो लाये मिलें निकाल होणे शकें नाही.

23 a Sometimes I can't understand how teachers arrive at the grades they give.

23 a आलोक यार गाने मे त्यांचे तयार करते हे लाते हे ताकडी आपकाना निकाली दत्त आपार रूपे रहे.
    b There is a direct connection between how hard I study and the grades I get.
    c. पारी वापरानं राजता क्षेत्रांतील एस्ट्राने ताज्या अभिलैये हे परेंती प्राप्त करते करते शकें नाही रखें तो.

24 a A good leader expects people to decide for themselves what they should do.

24 a आलोक नेता, भाई अभिलैये हे हे हे गायक लाते करते हे भाई अभिलैये निकाल तेवा रहें.
Many times I feel that I have little influence over the things that happen to me.

I do not believe that chance or luck plays an important role in my life.

People are lonely because they don't try to be friendly.

It is useless to try too hard to please people, if they like you, they like you.

There is too much emphasis on athletics in high school.

Team sports are an excellent way to build character.

What happens to me is my own doing.

Sometimes I feel that I don't have enough control over the direction my life is taking.

Most of the time I can't understand why politicians behave the way they do.

In the long run the people are responsible for bad government on a national as well as on a local level.
o) Motivation Climate (academic)
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 rank the statements from 1 to 6. Rank '1' is to be given to the statement which most closely describes the climate or norms of your part of the organization, '2' to the statement which is next in closely describing it and so on. Rank '6' is to be given to the statement which has least resemblance with it. Please do not give the same rank to more than one statement.

Rank 1. Orientation

a. People here are mainly concerned about following laid down rules and procedures.

b. The main concern of people here is to help each other develop greater skills, and so, advance in the organization.

c. Achieving goals or targets set, or excelling them, seems to be the main concern.

d. Consolidating one's own personal position and influence seems to be the main concern.

e. The dominant concern here is to maintain friendly relations with others.

f. The main concern of the people here is to develop their competence and expertise.

2. Interpersonal Relationship

a. In this organization most informal groups are formed around experts.

b. The atmosphere here is very friendly and people spend enough time in informal social relations.

c. There are strong cliques in the organization to protect their interests.

d. Business-like relationship prevails here - people are warm, but get together mostly for ensuring excellence in performance.

e. People have strong associations mostly with their supervisors and look for suggestions and guidance from them.

f. People have high concern for one another and help each other spontaneously when such help is needed.
please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of "1". The one that next most closely resembles the situation a rank of "2", and so on. The statement that least resembles the situation in the company is to be given a rank of "6".

**Rank 3. Supervision**

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

**4. 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 supervisors without involving their subordinates
Please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of "1", the one that next most closely resembles the situation a rank of "2", and so on. The statement that least resembles the situation in the company is to be given a rank of "5".

Rank 5. 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 supervisors to correct or prevent making mistakes.

f. Help of experts is sought in analysing and preventing mistakes.

6. 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.
Please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of "1", the one that next most closely resembles the situation a rank of "2", and so on. The statement that least resembles the situation in the company is to be given a rank of "6".

**Rank 7. 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.

**Rank 8. 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.
please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of "1", the one that next most closely resembles the situation a rank of "2", and so on. The statement that least resembles the situation in the company is to be given a rank of "6".

Rank  9. 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 subordinates
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

10. Managing Rewards

a. Mainly excellence in performance and getting tasks accomplished is rewarded
b. Knowledge and expertise are recognised and rewarded
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 valued here

11. Risk Taking

a. When confronted by risky situations, managers here seek their friends for guidance and support
b. In risky situations, managers strongly emphasize discipline and obedience to orders
c. In risky situations, managers have a strong tendency to rely on experts and specialists for their advice
d. In risky situations managers generally go to their bosses for instructions

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

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

please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of "1", the one that next most closely resembles the situation a rank of "2", and so on. The statement that least resembles the situation in the company is to be given a rank of "6".

Rank 12. Innovation and Change

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

b. Innovations or changes are largely ordered by top management

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

d. 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 minimize any adverse effects

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

f. Managers seldom undertake innovations that disturb their existing friendship in the company or earn the enmity of others in the organization

***
d) Your Feeling
YOUR FEELINGS ABOUT YOUR ROLE

People have different feelings about their roles. Please read each statement given below and check how often you have the feelings expressed in the statement. Use the following key to check your genuine feelings. Please be frank.

Write
0 if you never or scarcely feel this way.
1 if you occasionally (a few times) feel this way.
2 if you sometimes feel this way.
3 if you frequently feel this way.
4 if you very frequently or always feel this way.

1. I have to do things in my role that are against my better judgment.
2. My role tends to interfere with my family life.
3. I am afraid I am not learning enough in my present role for taking up higher responsibility.
4. I am not clear on the scope and responsibilities of my role (job).
5. My workload is too heavy.
6. Other role occupants do not give enough attention and time to my role.
7. My role has recently been reduced in importance.
8. I have too little authority to carry out the responsibilities assigned to me.
9. I am able to use my training and expertise in my role.
10. My role does not allow me to have enough time with my family.
11. I am too preoccupied with my present role responsibility to be able to prepare for taking higher responsibility.
12. I am not able to satisfy the conflicting demands of various people over me.
13. The amount of work I have to do may interfere with how well it got done.
14. There is not enough interaction between my role and other roles.
15. I would like to take more responsibility than I am handling at present.

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

17. The responsibilities I have are not related to my interest.

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

19. I am quite effective in my present role, but have apprehension about being effective when given another role.

20. I am not able to satisfy the conflicting demands of the various poor-level people and subordinates.

21. Too much authority and responsibility has been delegated to me.

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

23. What I should and can do in my roles is being done by other role occupants.

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

25. What I do in my role is what I could have done if I had the full freedom to devise my role.

26. My organizational responsibilities interfere with my extra-organizational roles.

27. I wish there was more attention given to my preparation for taking higher responsibility.

28. I do not know what are the expectations of the people with whom I work.

29. Too many people expect too much from my role.

30. Involvement of several roles (including my role) in joint problem solving or planning action is not much evident.

31. Many functions which should be a part of my role have been assigned to some other role.
32. I do not have sufficient time or resources to do all the things I feel should be done.

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

34. My family and friends complain that I do not spend time with them due to heavy demands of my work role.

35. My role is stagnant; I wish its scope increase more.

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.

***
e) S.D. Inventory
Carefully read the following questions. Against each question you have to respond either by 'YES' or 'NO'. Please put such a mark ( ) on either 'YES' or 'NO', which you think is applicable to you.

<table>
<thead>
<tr>
<th>Question</th>
<th>YES</th>
<th>NO</th>
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<tbody>
<tr>
<td>1. Are you satisfied with your work environment?</td>
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<td>2. Do your supervisors reward good employees?</td>
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<td>3. Do you think that good people are respected in society?</td>
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<td>4. Does the thought of future mishaps make you worried?</td>
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<td>5. Are most of your acquaintances reliable?</td>
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<td>6. Do your supervisors sympathetically hear your difficulties?</td>
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<td>7. Does this job provide good opportunities for promotion?</td>
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<td>8. Do you feel that due to poor health you could not get ahead in your job?</td>
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<td>9. Do your neighbours help you when you are in some difficulties?</td>
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<td>10. Do you sometimes think that you do not have those qualities which others have?</td>
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<td>11. Do you have to work with some such people whom you don't like much?</td>
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<td>12. Do you often feel that you are alone in this wide world?</td>
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<td>13. Do you feel satisfied with the over-time rules of your organization?</td>
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<td>14. Do your supervisors think that most of the people are hard working?</td>
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<td>15. Do you sometimes feel that there is none in whom you can confide?</td>
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<td>16. Do you often get such ideas at the time of going to bed which make sleep difficult?</td>
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<td>17. Do your superiors behave well with the employees?</td>
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<tr>
<td>Question</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>18. Do you think that the work you are doing is interesting?</td>
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<td>19. Do you think that promotions to employees are given impartially?</td>
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<td>20. Do you get upset for a long time when criticised by somebody?</td>
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<td>21. Do you feel satisfied with the condition of the place where you work?</td>
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<td>22. Do you believe that in case of emergency (such as illness or marriage) the management would help you?</td>
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<tr>
<td>23. Do you hesitate in accepting the responsibilities of social functions?</td>
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<td>24. Are you frequently worried due to illness of your family members?</td>
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<tr>
<td>25. Are most of your neighbours gentle and worth mixing with?</td>
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<td>26. Do your superiors invite suggestions from you for the welfare of your organization?</td>
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<td>27. Do you think that you have selected the right job for yourself?</td>
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<td>28. Do you sometimes think that your family members do not care for you sufficiently?</td>
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<td>29. Do you sometimes think of changing your house due to the neighbours?</td>
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<td>30. Are there any such members in your family whose presence causes you annoyance?</td>
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<td>31. Do you sometimes think that you can earn more in some other job?</td>
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<td>32. Do you think that bad people outnumber good people in the society?</td>
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<td>33. Does your job allow you sufficient time for rest and recreation?</td>
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<td>34. Do your superiors respect your skills and abilities?</td>
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<td>35. Do you think that most people exploit the weaknesses and shortcomings of others?</td>
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<tr>
<td>No.</td>
<td>Question</td>
<td>Yes</td>
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<td>36</td>
<td>Do small things also hurt you?</td>
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<td>37</td>
<td>Do your superiors harshly punish employees for simple mistakes?</td>
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<td>38</td>
<td>Do your fellow workers help you?</td>
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<td>39</td>
<td>Do you think that people get promotions due to personal pulls?</td>
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<td>40</td>
<td>Do your relatives frequently bother or trouble you?</td>
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<td>41</td>
<td>If you are offered elsewhere the same facilities which you are enjoying in your present job, would you like to change your job?</td>
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<td>42</td>
<td>Are the employees dismissed from the job on simple and trivial matters?</td>
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<td>43</td>
<td>Do you feel hesitation in talking to strangers?</td>
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<td>44</td>
<td>Do you often have to leave tasks unfinished?</td>
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<td>45</td>
<td>Do you think that your friends are sincere to you?</td>
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<td>46</td>
<td>If you were an officer would you treat your subordinates the same way as your officers do?</td>
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<td>47</td>
<td>Do you think that you have to work too much here?</td>
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<td>48</td>
<td>Had there been some unpleasant experience in your childhood, which you cannot forget?</td>
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<td>49</td>
<td>Do you believe that most of the social customs and traditions are troublesome?</td>
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<td>50</td>
<td>Do you pass your time pleasantly in your home?</td>
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<td>51</td>
<td>Do you think that your work is hard and difficult?</td>
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<td>52</td>
<td>Are most of the people in society selfish?</td>
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<td>53</td>
<td>Is your profession respected by others?</td>
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<td>54</td>
<td>Do your superiors believe that the employees welfare is their own welfare?</td>
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<td>55</td>
<td>Do you think that people do not make lasting friendship with you?</td>
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<td>Yes</td>
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<tr>
<td>56. Do the members of your family often do things against your wishes?</td>
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<td>57. Do most of your colleagues work under duress and fear?</td>
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<td>58. Would you advise any of your close relatives to do the job which you are doing?</td>
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<td>59. Do you think that the employees are treated here the way they should be treated?</td>
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<td>60. Do you sometimes get worried without any apparent cause?</td>
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<td>61. Do you sometimes feel like giving up this job and taking up some other job?</td>
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<tr>
<td>62. Do your superiors praise efficient employees?</td>
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<tr>
<td>63. Do most of the people misunderstand you?</td>
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<tr>
<td>64. Do you earn enough money so that you don't have to seek help from others?</td>
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<tr>
<td>65. Are you troubled by feelings of caste and creed in society?</td>
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<tr>
<td>66. Are you often given such orders by your superiors which are difficult to carry out?</td>
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<tr>
<td>67. Do you think that this work provides you opportunities to display your talent and skills?</td>
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<tr>
<td>68. Do you generally feel tired after doing ordinary jobs?</td>
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<tr>
<td>69. Do you think that your fellow workers generally avoid your company?</td>
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<td>70. Do you think that things go wrong without any fault of yours?</td>
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<td>71. Do you think that you need some more training on this job?</td>
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<td>72. Do you feel hesitant in seeking advice from others?</td>
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<td>73. Do you think that despite of your lack of interest in this job, you work because you get good money?</td>
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<tr>
<td>74. Are you often asked to work at odd hours?</td>
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</table>
75. Do you easily make friends with new people?  

76. Do the members of your family live cordially?  

77. Do your superiors think that their employees are efficient?  

78. Do you think that your present job is a respectable job for a person like you?  

79. Do you think that you can place your problems before your superiors without any hesitation?  

80. Do you get worried often thinking about the goal or purpose of life?  

THANK YOU.
f) Participation
1. In general, your say or influence carries weight for what goes on in your company. | Definitely | Mostly | Sometimes | Mostly | Definitely | Mostly | Sometimes | Mostly | Definitely |
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<tr>
<td>true</td>
<td>true</td>
<td>False</td>
<td>True</td>
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<td>true</td>
<td>true</td>
<td>False</td>
<td>True</td>
<td>False</td>
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</table>

2. You feel that you can influence the decisions of your immediate supervisor regarding things about which you are concerned. | Definitely | Mostly | Sometimes | Mostly | Definitely |
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3. Your immediate supervisor asks your opinion when a problem comes up that involves your work. | Definitely | Mostly | Sometimes | Mostly | Definitely |
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4. When you have a suggestion for improving the job, it is easy for you to get your ideas across to your immediate supervisor. | Definitely | Mostly | Sometimes | Mostly | Definitely |
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5. Everybody is consulted for the welfare of the company. | Definitely | Mostly | Sometimes | Mostly | Definitely |
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6. Workers are encouraged for suggesting new ideas about the work. | Definitely | Mostly | Sometimes | Mostly | Definitely |
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7. No changes are introduced in the work method without consulting the workers

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<th>Mostly True</th>
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8. Suggestions given by the workers are not respected (recognized)

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9. Supervisor (officer) on everything according to their own wishes; workers are not consulted for anything

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10. You believe that workers get full opportunity to use their abilities and experience here.

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11. It is not considered desirable for the workers to adopt new methods of work

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12. Work of the Group is left to those who are considered most capable for the job.

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