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RESPONDENT’S PROFILE

Name of the Company

1. Name: __________________________________________
2. Gender: (Please tick the appropriate box): Male ( ) Female ( )
3. Age (in years): ________________________________
4. Highest qualification obtained: ______________________
5. Present designation: ______________________________
6. Experience in the present position (in years): __________
7. Total experience (in years): _______________________
8. Monthly salary (Basic plus D.A.)
   (Please tick-mark the appropriate box)
   1. Below Rs 2,500 ( )
   2. Rs 2,500 to Rs 4,000 ( )
   3. Above Rs 4,000 ( )
MOTIVATIONAL CLIMATE IN YOUR ORGANIZATION

This part of the questionnaire is designed to get an insight into the motivation climate of your company. Given below are a set of six statements in 12 areas on which we want to have your perceptions. Under each area, six different items are given. Please rank these six items in each set indicating the extent to which they are characteristic of your organization. Put '1' against the statement which is most descriptive of your organization, '2' against the next most descriptive of your organization and so on until '6' which will be against the item that is the least descriptive of your organization. Rank all six statements under each area. Please do not give same rank to more than one item in each set.

<table>
<thead>
<tr>
<th>YOUR RANK</th>
<th>STATEMENT</th>
</tr>
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<tbody>
<tr>
<td>1. Orientation</td>
<td></td>
</tr>
<tr>
<td>_________</td>
<td>a. People here are mainly concerned about following laid down rule and procedures.</td>
</tr>
<tr>
<td>_________</td>
<td>b. The main concern of management is to help employees develop greater skills and advance in the organization.</td>
</tr>
<tr>
<td>_________</td>
<td>c. Achieving goals or targets set or excelling them, seems to be the main concern.</td>
</tr>
<tr>
<td>_________</td>
<td>d. Consolidating one's own personal position and influence seems to be the main concern.</td>
</tr>
<tr>
<td>_________</td>
<td>e. The dominant concern seems to be to maintain friendly relations.</td>
</tr>
<tr>
<td>_________</td>
<td>f. The main concern in the organization is to develop competence and expertise.</td>
</tr>
</tbody>
</table>
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 special relations.

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

d. Business-like relations prevail here – people are warm, but get together mostly for ensuring excellence in performance.

e. People have strong associations with their supervisors and mostly 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.

3. Supervision

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

b. The seniors here strongly prefer that their subordinates carry out their instructions and suggestions.

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

d. The seniors reward outstanding achievement.

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

f. The seniors here are more concerned with maintaining good relations with their subordinates than stressing duties and performances.
4. 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 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 it and can use such information for achieving performance.

e. People communicate information, suggestions, and even criticisms to others mainly out of concern for them.

f. Communication is often selective – people usually give or hold back crucial information as a way of control.

5. 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 and influenced by specialists and knowledgeable persons.

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

f. Decisions are made generally without involving subordinates or colleagues.
6. Trust

   a. Only management trusts a few persons 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 experts are highly trusted here.

   e. Here a general helping attitude generates mutual trust.

   f. Those who can achieve results are highly trusted.

7. Managing Problems

   a. People here take problems as challenges and prefer to solve them by themselves.

   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 of the people in the organization and the society at large.

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

   f. Usually superiors solve problems without involving subordinates.

8. Managing Mistakes

   a. The person making a mistake is not rejected: he is shown warmth and his friends support him.
Differential Effects of Organizational Climate and Size
on Job Satisfaction and Role Stress

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 analyze 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 and prevent making mistakes.

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

9. Managing Conflicts

a. Most conflict (interpersonal, inter-departmental) arises out of striving for higher performance and these are dealt with the over-riding consideration for better productivity.

b. Conflicts are usually avoided or smoothed over to

c. retain the friendly atmosphere.

d. Arbitration or third party intervention (usually by experienced persons or seniors) is sought and used.

e. In a conflict situation, those who are stronger, force their point of view.

f. In resolving conflicts, appeal is made to principles, organizational ideas, and the larger good of the organization.

g. Relevant experts are consulted and used in solving the problems.
10. Managing Rewards

__________ a. Mainly excellence in performance and accomplishing tasks are rewarded.

__________ b. Knowledge and expertise are recognized and rewarded here.

__________ c. Loyalty is rewarded more than anything else.

__________ d. The organization rewards those who contribute to teamwork and who help their junior colleagues develop.

__________ e. The ability to control subordinates and maintain discipline has the highest weighing in rewarding executives and supervisors.

__________ f. Rewards depend heavily on the ability to get along well with others.

11. Risk Taking

__________ a. When confronted by risky situations, executives and supervisors seek their friends for support and guidance.

__________ b. In risky situations, executives and supervisors, strongly emphasize discipline and obedience to orders.

__________ c. In risky situations, executives and supervisors have a strong tendency to rely on experts and specialists for their advise.

__________ d. In risky situation, executives and supervisors tend to depend mainly on the instructions sought from their bosses.

__________ e. In responding to risky situations the seniors show great concern for the people working in the organizations.

__________ f. In responding to risky situations managers take calculated risks and strive to be more efficient.
12. Innovation and Change.

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

b. The top management largely orders innovations or changes.

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 other (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 organization or that earn the enmity of others in the organization.
### YOUR ORGANIZATIONAL ROLE STRESS

This questionnaire is designed to measure the stress that your experience in playing your Organizational Roles. There are 50 statements. Please read each statement and check how often you have the feeling expressed in this statement. Give your rating against each statement, depending on your feelings.

Write

<table>
<thead>
<tr>
<th>Your Rating</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>___________</td>
<td>1. My role tends to interfere with my family life.</td>
</tr>
<tr>
<td>___________</td>
<td>2. I am afraid I am not learning enough in my present role for taking up higher responsibility.</td>
</tr>
<tr>
<td>___________</td>
<td>3. I am not able to satisfy the conflicting demands of various people over me.</td>
</tr>
<tr>
<td>___________</td>
<td>4. My role has recently been reduced in importance.</td>
</tr>
<tr>
<td>___________</td>
<td>5. My workload is too heavy.</td>
</tr>
<tr>
<td>___________</td>
<td>6. Other role occupants do not give enough attention and time to my role.</td>
</tr>
<tr>
<td>___________</td>
<td>7. I do not have adequate knowledge to handle the responsibilities in my role.</td>
</tr>
<tr>
<td>___________</td>
<td>8. I have to do things in my role that are against my better judgment.</td>
</tr>
<tr>
<td>___________</td>
<td>9. I am not clear on the scope and responsibilities of my role (job).</td>
</tr>
</tbody>
</table>
10. I do not get information needed to carry out responsibilities assigned to me.

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

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

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

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

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

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

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

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

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

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

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

22. I do not have time and opportunities to prepare myself for future challenges of my role.

23. I am not able to satisfy the demands of clients and others since these are conflicting with one another

24. I would like to take more responsibility than I am handling at present.
25. I have been given too much responsibility.

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

27. I have not had pertinent training for my role.

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

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

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

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

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

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

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

35. There is need to reduced some parts of my role.

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

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

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

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

40. I am rather worried that I lack the necessary facilities needed in my role.

41. My family and friends complain that I do not spend time with them due to heavy demands of my work role.
42. I feel stagnant in my role.

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

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

45. I feel overburdened in my role.

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

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

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

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

50. I wish I had more financial resources for the work assigned to me.
S-D EMPLOYEES INVENTORY

Carefully read the Questions given below. Against each Question, you have to respond either by 'YES' or 'NO'. Please put such a mark ( ) or either 'YES' or 'NO' which you think is applicable to you.

YES NO

1. Are you satisfied with your work environment? ( ) ( )

2. Do your supervisors reward good employees? ( ) ( )

3. Do you think that good people are respected in society? ( ) ( )

4. Does the thought of future mishaps make you worried? ( ) ( )

5. Are most of your acquaintances reliable? ( ) ( )

6. Do your supervisors hear your difficulties? ( ) ( )

7. Does this job provide good opportunities for promotion? ( ) ( )

8. Do you feel that due to poor health you could not get ahead in your job? ( ) ( )

9. Do your neighbors help you when you are in some difficulties? ( ) ( )

10. Do you sometimes think that you do not have those qualities, which other have? ( ) ( )

11. Do you have to work with some such people whom you don’t like much? ( ) ( )

12. Do you often feel that you are alone in this wide world? ( ) ( )
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13. Do you feel satisfied with the over time rules of your organization? ( ) ( )

14. Do your supervisors think that most of the people are hard working? ( ) ( )

15. Do you sometimes feel that there is none in whom you can confide? ( ) ( )

16. Do you often get such ideas at the time of going to bed which make sleep difficult? ( ) ( )

17. Do your superiors behave well with the employees? ( ) ( )

18. Do you think that the work you are doing is interesting? ( ) ( )

19. Do you think that promotions to employees are given impartially? ( ) ( )

20. Do you get upset for long time when criticized by somebody? ( ) ( )

21. Do you feel satisfied with the condition of the place where you work? ( ) ( )

22. Do you believe that in case of emergency (such as illness or marriage) the management would help you? ( ) ( )

23. Do you hesitate in accepting the responsibilities of social functions? ( ) ( )

24. Are you frequently worried due to illness of your family members? ( ) ( )

25. Are most of your neighbors gentle and worth mixing with? ( ) ( )

26. Do your superiors invite suggestions from you for the welfare of your Organization? ( ) ( )
27. Do you think that you have selected the right job for yourself?

( ) ( )

28. Do you sometimes think that your family members do not care for you sufficiently?

( ) ( )

29. Do you sometimes think of changing your house due to neighbors?

( ) ( )

30. Are there any such members in your family whose presence causes you annoyance?

( ) ( )

31. Do you think that bad people outnumber good people in the society?

( ) ( )

32. Do you think sometimes that you can earn more in some other job?

( ) ( )

33. Does your job allow you sufficient time for rest and recreation?

( ) ( )

34. Do your superiors respect your skills and abilities?

( ) ( )

35. Do you think that most people exploit the weaknesses and shortcomings of others?

( ) ( )

36. Do small things also hurt you?

( ) ( )

37. Do your superiors harshly punish employees for simple mistakes?

( ) ( )

38. Do your fellow-workers help you?

( ) ( )

39. Do you think that people get promotions due to personal pulls?

( ) ( )

40. Do your relatives frequently bother or trouble you?

( ) ( )

41. If you are offered elsewhere the same facilities which you are enjoying in your present job, would you like to change your job?

( ) ( )
Differential Effects of Organizational Climate and Size on Job Satisfaction and Role Stress

42. Are the employees dismissed from the job on simple and trivial matters? ( ) ( )

43. Do you feel hesitation in talking to strangers? ( ) ( )

44. Do you often have to leave tasks unfinished? ( ) ( )

45. Do you think that your friends are sincere to you? ( ) ( )

46. If you were an officer would you treat your subordinates the same way as your officers do? ( ) ( )

47. Do you think that you have to work too much here? ( ) ( )

48. Had there been some unpleasant experience in your childhood, which you cannot forget? ( ) ( )

49. Do you believe that most of the social customs and traditions are troublesome? ( ) ( )

50. Do you pass your time pleasantly in your home? ( ) ( )

51. Do you think that your work is hard and difficult? ( ) ( )

52. Are most of the people in society selfish? ( ) ( )

53. Is your profession respected by others? ( ) ( )

54. Do your superiors believe that the employees welfare is their own welfare? ( ) ( )

55. Do you think that people do not make lasting friendship with you? ( ) ( )

56. Do the members of your family often do things against your wishes? ( ) ( )

57. Do most of your colleagues work under duress and fear? ( ) ( )

58. Would you advise any of your close relatives to do the job which you are doing? ( ) ( )
59. Do you think that the employees are treated here the way they should be treated? [ ] [ ]

60. Do you sometimes get worried without any apparent cause? [ ] [ ]

61. Do you sometimes feel like giving up this job and taking up some other job? [ ] [ ]

62. Do your superiors praise efficient employees? [ ] [ ]

63. Do most of the people misunderstand you? [ ] [ ]

64. Do you earn enough money so that you don’t have to seek help from others? [ ] [ ]

65. Are you troubled by feeling of caste and creed in society? [ ] [ ]

66. Are you often given such orders by your superiors, which are difficult to carry out? [ ] [ ]

67. Do you think that this work provides you opportunities to display your talent and skills? [ ] [ ]

68. Do you generally feel tired after doing ordinary jobs? [ ] [ ]

69. Do you think that your fellow workers generally avoid your company? [ ] [ ]

70. Do you think that things go wrong without any fault of yours? [ ] [ ]

71. Do you think that you need some more training on this job? [ ] [ ]

72. Do you feel hesitant in seeking advice from others? [ ] [ ]

73. Do you think that in spite of your lack of interest in this job, you work because you get good money? [ ] [ ]
74. Are you often asked to work at odd hours? ( ) ( )

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 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? ( ) ( )