APPENDIX - IV
INSTRUCTIONS

Here are some statements, and you have to express your views on any of the five alternatives against each statement. All the five alternative responses are indicated as a, b, c, d and e, you have to mark the tick (✓) on any cell (□) indicative of the response of your choice in the Answer Sheet. In this way you have to make your choice on all the items of the inventory.

Although there is no time limit, but it should be completed within 40 minutes.
1. In some places people welcome differences in points of views, whereas, in other places it is considered bad manners to express differences of opinion. How do Superior Officers in this organisation react to differences in opinion?

- (a) They almost welcome them.
- (b) They usually welcome them.
- (c) They sometimes welcome them.
- (d) They rarely welcome them.
- (e) They never welcome them.

2. How are the objectives set in this organisation?

- (a) Orders are issued with no opportunity to raise questions or give comments.
- (b) Orders are issued and explained and then an opportunity is given to ask questions.
- (c) Orders are drawn up, but are discussed with subordinates and sometimes modified before being issued.
- (d) Specific alternative objectives are drawn up by supervisors, and subordinates are asked to discuss and choose the one they prefer.
- (e) Problems are presented to those persons who are involved and objectives are then set up by the subordinates and the supervisors jointly by group participation and discussions.

3. If somebody says the staff members in this organisation are so pre-occupied with their duties that they can hardly spare time to participate in staff meetings. How far would you agree with it?

- (a) Strongly disagree
- (b) Disagree
- (c) Neither agree nor disagree
- (d) Agree
- (e) Strongly agree.

4. Whenever an important decision has to be taken regarding any work, the tendency here is to pass the file to somebody else for making the decision. How often does it happen here?

- (a) Almost always
- (b) Usually
- (c) Sometimes
- (d) Rarely
- (e) Almost never.

5. To what extent do the superiors and the knowledgeable colleagues take pains to help an employee who wants to learn more about his job?

- (a) To a great extent
- (b) To a considerable extent
- (c) To some extent
- (d) To a little extent
- (e) Not at all.
6. Disagreement among the staff about the best way to do things is encouraged in this organisation. How often does it happen here?

(a) Almost never  
(b) Rarely  
(c) Sometimes  
(d) Usually  
(e) Almost always.

7. To what extent do people in your work group emphasise that work should be accomplished by individuals than as a team?

(a) To a very great extent  
(b) To a considerable extent  
(c) To some extent  
(d) To a little extent  
(e) Not at all.

8. “Working as a group is no problem here.” How often do people feel here in this organisation?

(a) Almost never  
(b) Rarely  
(c) Sometimes  
(d) Usually  
(e) Almost always.

9. Do people here get an opportunity to develop their skills further to do their jobs?

(a) Almost all the people  
(b) Most of the people  
(c) Some of the people  
(d) A few people  
(e) Almost none.

10. How often does the staff here try to do things better than what they have done last time?

(a) Almost never  
(b) Rarely  
(c) Sometimes  
(d) Usually  
(e) Almost always.

11. How much do you agree with the statement that this organisation is better than other similar organisations in the city, to work in?

(a) Strongly agree  
(b) Agree  
(c) Neither agree nor disagree  
(d) Disagree  
(e) Strongly disagree.

12. How often are your ideas for change given a good hearing?

(a) Never  
(b) Sometimes  
(c) Often  
(d) Almost always  
(e) Always.
13. Is it true that remaining busy is not enough in this organisation one has to show results?
(a) Yes, it is true here to a very great extent
(b) Yes, it is true here to a great extent
(c) Well, it is true to a negligible extent
(d) No, it is not quite true
(e) No, it is not true at all.

14. Do you agree that quite often a subordinate here has to attend to orders issued by more than one person at a time?
(a) Strongly disagree
(b) Disagree
(c) Neither agree nor disagree
(d) Agree
(e) Strongly agree.

15. When decisions are being made about certain work that you are to do, are you asked for your ideas?
(a) Almost never
(b) Rarely
(c) Sometimes
(d) Usually
(e) Almost always.

16. If somebody says, "There is so much work to do here everyday that I have to do it somehow and I don't have the time to think about how the quality of the work can be improved". How much would you agree with this statement?
(a) Strongly disagree
(b) Disagree
(c) Neither agree nor disagree
(d) Agree
(e) Strongly agree.

17. To what extent do you receive correct information about your work, duties etc.
(a) Not at all
(b) To a very little extent
(c) To some extent
(d) To a considerable extent
(e) To a very great extent.

18. "There is a general feeling here that grievances of the employees are handled properly." To what extent do you agree with this statement?
(a) Strongly agree
(b) Agree
(c) Neither agree nor disagree
(d) Disagree
(e) Strongly disagree.

19. Do you agree that almost every one here knows who is working under whom in this organisation?
(a) Strongly disagree
(b) Disagree
(c) Neither agree nor disagree
(d) Agree
(e) Strongly agree.
20. To what extent do people in your work group encourage each other in work?
   (a) Not at all
   (b) To a little extent
   (c) To some extent
   (d) To a considerable extent
   (e) To a very great extent.

21. How frequently do you think it is true that in this organisation it is easier to deal with those things that have a precedence?
   (a) No, it is not true in any case.
   (b) Yes, in some cases.
   (c) Yes, in many cases.
   (d) Yes, in most of the cases.
   (e) Yes, in almost all the cases.

22. Is this organisation receptive to new ideas?
   (a) It is never receptive.
   (b) It is sometimes receptive.
   (c) It is often receptive.
   (d) Almost always receptive.
   (e) Always receptive.

23. "The general feeling here is that people do not get fair hearing from those who are higher up." How much do you agree with it?
   (a) Strongly agree
   (b) Agree
   (c) Neither agree nor disagree
   (d) Disagree
   (e) Strongly disagree.

24. How adequate is the amount of information you get about what is going on in other departments and units of this organisation?
   (a) Very inadequate
   (b) Inadequate
   (c) Neither inadequate nor adequate
   (d) Adequate
   (e) Very adequate

25. How often do superiors ask subordinates for new ideas?
   (a) Almost always
   (b) Usually
   (c) Sometimes
   (d) Rarely
   (e) Almost never.

26. How often do you think that the members of staff here value friendship among their colleagues?
   (a) Almost never
   (b) Rarely
   (c) Sometimes
   (d) Usually
   (e) Almost always.
27. To what extent do you feel that the employees here are allowed to make decisions to solve their problems without checking them with their superiors at each stage of the work?

(a) To a very great extent
(b) To a great extent
(c) To some extent
(d) To a little extent
(e) Not at all.

28. Is there a general feeling amongst the employees of your level that any body can be removed from his job at any time?

(a) Almost all the employees feel so
(b) Exists among most of the employees
(c) Among some of the employees
(d) Among a few employees
(e) Not exists at all.

29. How often are the rewards (such as raise in salary and promotions) given strictly on the basis of merit?

(a) Almost always
(b) Usually
(c) Sometimes
(d) Rarely
(e) Almost never.

30. In order to stay here, one just can't perform work somehow; work has to be well done. To what extent do you agree with it?

(a) Strongly agree
(b) Agree
(c) Neither agree nor disagree
(d) Disagree
(e) Strongly disagree.

31. To what extent there are facilities and opportunities for individual creative work in this organisation.

(a) Not at all
(b) To a little extent
(c) To some extent
(d) To a considerable extent
(e) To a very great extent.

32. In your observation, how often does the staff in this organisation seem bored with their work?

(a) On all occasions
(b) On most occasions
(c) On some occasions
(d) On a very few occasions
(e) Not at all.

33. "When there is appreciation the staff here tends to share it as an achievement of the whole work group than that of an individual." How much do you agree with this statement?

(a) Strongly agree
(b) Agree
(c) Neither agree nor disagree
(d) Disagree
(e) Strongly disagree.
34. How do you get most of your information about your work and organization?

(a) Through Unions/Associations'
(b) Through colleagues / other persons / rumours
(c) Through talks with superiors
(d) Through meetings
(e) Through notices on boards.

35. "The nature of things that an employee is supposed to do in this organisation are so varied that it is logically difficult to put them together." How much do you agree with this statement?

(a) Strongly agree
(b) Agree
(c) Neither agree nor disagree
(d) Disagree
(e) Strongly disagree.

36. To what extent are people in the higher levels aware of the problems at lower levels in this organisation?

(a) Not at all
(b) To a very little extent
(c) To some extent
(d) To a considerable extent
(e) To a very great extent.

37. How often do you have advance information of any changes which are planned?

(a) Almost always
(b) Usually
(c) Sometimes
(d) Rarely
(e) Almost never.

38. To what extent is the information passed from one person to another in this organisation distorted or deliberately made inaccurate?

(a) To a large extent
(b) To a considerable extent
(c) To some extent
(d) To a little extent
(e) Not at all.

39. Are discussions at meetings in this organisation very free and open?

(a) Discussions are never free and open
(b) In a few meetings
(c) In some of the meetings
(d) In most of the meetings
(e) In all the meetings.

40. One can not simply go ahead and do a thing here unless one has discussed it with his superiors before. How often does it happen here?

(a) Yes, it is almost always the case here.
(b) Yes, it is usually the case here.
(c) Yes, it is sometimes the case here.
(d) No, it is rarely the case here.
(e) No, it is almost never the case here.
41. If some one of your colleagues does his job in improved way than it is usually done, does he get proper recognition for it?

(a) Almost never gets recognition.
(b) Rarely gets recognition.
(c) Sometimes gets recognition.
(d) Usually gets recognition.
(e) Almost always gets recognition.

42. Which of the following best describes the manners in which problems between departments are generally resolved?

(a) The problems are worked out at the level where they appeared through mutual effort and understanding.
(b) The problems are appealed to a higher authority in the organisation and are usually resolved there.
(c) The problems are appealed to a higher authority in the organisation but often are still not resolved.
(d) Little is done about these problems, they work themselves out with time.
(e) Little is done about these problems, they continue to exist.

43. How often have your ideas for changing the way things are done here in this organisation been welcomed?

(a) Almost always
(b) Usually
(c) Sometimes
(d) Rarely
(e) Almost never.

44. "Grievances normally are not settled unless they are taken up by organised body of employees like employees' unions, associations etc." How often do you think it happens in this organisation?

(a) Almost never
(b) Rarely
(c) Sometimes
(d) Usually
(e) Almost always.

45. How often do you think the members of the senior staff patiently listen to complaints of the junior staff?

(a) They almost always listen to
(b) They usually listen to
(c) They sometimes listen to
(d) They rarely listen to
(e) They almost never listen to.

46. How often is it true that personal hostilities are usually resolved as quickly as possible?

(a) Almost never
(b) Rarely
(c) Sometimes
(d) Usually
(e) Almost always.
47. In some places employees are required to adhere strictly to the rules, policies, procedures and practices whereas in some other places they can deviate from these. What is generally required from people of your level here?

(a) Very strict adherence to rules, policies and procedures.
(b) Strict adherence to rules, policies and procedures.
(c) Somewhat strict adherence to rules, policies and procedures.
(d) A little adherence to rules, policies and procedures.
(e) No adherence to rules, policies and procedures.

48. How often do you think staff members of different levels of hierarchy join together to work here as members of a team?

(a) Almost never
(b) Rarely
(c) Sometimes
(d) Usually
(e) Almost always.

49. To what extent do people in this organisation speak rather than write memo to each other?

(a) Almost always
(b) Usually
(c) Sometimes
(d) Rarely
(e) Almost never.

50. "If they have the alternative choice the staff in this organisation in general would feel happy to leave the organisation." To what extent do you think the statement is applicable to staff here?

(a) None of them feel happy to leave this organisation.
(b) Very few of them feel happy to leave this organisation.
(c) Some of them feel happy to leave this organisation.
(d) Most of them feel happy to leave this organisation.
(e) All of them feel happy to leave this organisation.

51. How much do you think the top management of this organisation is aware of working conditions of its staff?

(a) Not at all aware
(b) Very little aware
(c) Somewhat aware
(d) Much aware
(e) Very much aware.

52. How often do you talk freely with your superiors?

(a) Almost never
(b) Rarely
(c) Sometimes
(d) Usually
(e) Almost always.
53. How often are the members of the staff in this organisation helpful to each other?
(a) Almost never  
(b) Rarely  
(c) Sometimes  
(d) Usually  
(e) Almost always.

54. How much do you think your organisation has interest in the welfare of the staff?
(a) They are not at all really interested. 
(b) They are not very much interested. 
(c) Only in certain ways they are interested. 
(d) They are somewhat interested. 
(e) They are very much interested.

55. In some places, anybody can go to anybody else to discuss any problem he faces. In your opinion how often does it happen here?
(a) Almost never  
(b) Rarely  
(c) Sometimes  
(d) Usually  
(e) Almost always.

56. Do you agree that in this organisation the capabilities of its staff members are fully utilized?
(a) Strongly agree  
(b) Agree  
(c) Neither agree nor disagree  
(d) Disagree  
(e) Strongly disagree.

57. How often do you think the professional jealousies obstruct the performance of duties in this organization?
(a) Almost always  
(b) Usually  
(c) Sometimes  
(d) Rarely  
(e) Almost never.

58. Do the staff members here work with a team spirit?
(a) Team spirit does not exist at all. 
(b) A few members. 
(c) Most of the members. 
(d) Almost all the members. 
(e) All the members.
59. Are there things around your working environment (people, policies, conditions) that discourage you from working hard?

(a) Yes, practically everything around here discourages me from working hard.
(b) Yes, a great many things around here discourage me from working hard; only a few do not discourage me.
(c) About as many things discourage me as encourage me.
(d) No, most things around here encourage me to work hard.
(e) No, practically everything around here encourages me to work hard.

60. Considering the busy schedules and work load here the employees seldom find time to share their concerns with each other. How much do you agree with it?

(a) Strongly agree
(b) Agree
(c) Neither agree nor disagree
(d) Disagree
(e) Strongly disagree.

61. How often do superiors ask subordinates for an informal discussion?

(a) Almost never
(b) Rarely
(c) Sometimes
(d) Usually
(e) Almost always.

62. How much influence do you think your colleagues have in deciding what should be done in this organisation?

(a) Very much
(b) Much
(c) Some
(d) Little
(e) Not at all.

63. To what extent do you have confidence in the people you work with?

(a) Not at all
(b) To a very little extent
(c) To some extent
(d) To a considerable extent
(e) To a great extent.

64. How often do the members of the staff here trust one another?

(a) Almost always
(b) Usually
(c) Sometimes
(d) Rarely
(e) Almost never.
65. Are suggestions often solicited from employees here?

(a) Yes, from senior officers only.
(b) Yes, from some officers only.
(c) Yes, from all the officers only.
(d) Yes, from all the employees except class IV employees.
(e) Yes, from all the employees.

66. How often does a person in this organisation receive credit and appreciation if he finds out a different way of doing things which nobody has ever done before?

(a) Almost always
(b) Usually
(c) Sometimes
(d) Rarely
(e) Almost never.

67. How often are meetings held when needed?

(a) Almost never
(b) Rarely
(c) Sometimes
(d) Usually
(e) Almost always.

68. How much is your job important in this organisation?

(a) Very much
(b) Much
(c) Somewhat
(d) Little
(e) Not at all.

69. This organisation facilitates self improvement of its staff members. Do you agree with this statement?

(a) Strongly disagree
(b) Disagree
(c) Neither agree nor disagree
(d) Agree
(e) Strongly agree.

70. How often is conscientious attempt made to consider every one's views before a decision is made?

(a) Almost never
(b) Rarely
(c) Sometimes
(d) Usually
(e) Almost always.
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Organizational Climate Inventory (Form B)