1. In some place 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 organization 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 organization?
   (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 organization are so preoccupied 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 organization. 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 emphasis that work should be accomplished by individual 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 organization?
(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 that 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 organization is better than other similar organizations 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. It is true that remaining busy is not enough in this organization 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 every day 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 everyone here knows who is working under whom in this organization?
(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 organization 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 organization 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 organization?
(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 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 anybody 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 exist 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 organization.
   (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 organization 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/rum ours
   (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 organization 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 organization?
   (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 organization 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 organization 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 someone 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 resolve it?

(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 organization and are usually resolved there.
(c) The problem are appealed to a higher authority in the organization put 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 organization 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 organized body of employees like employees unions, associations etc." How often do you think it happens in this organization?

(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 organization 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 organization in general would feel happy to leave the organization. To what extent do you think the statement is applicable to staff here?"
(a) None of them feel happy to leave this organization
(b) Very few of them feel happy to leave this organization
(c) Some of them feel happy to leave this organization
(d) Most of them feel happy to leave this organization
(e) All of them feel happy to leave this organization

51. How much do you think the top management of this organization 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 organization helpful to each other?
(a) Almost never
(b) Rarely
(c) Sometimes
(d) Usually
(e) Almost always

54. How much do you think your organization 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 organization 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 organization?
   (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 a 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 suggestion 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 organization 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 organization?
   (a) Very much
   (b) Much
   (c) Somewhat
   (d) Little
   (e) Not at all
69. This organization facilitates the 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 everyone's views before a decision is made?
(a) Almost never
(b) Rarely
(c) Sometimes
(d) Usually
(e) Almost always