QUESTIONNAIRE FOR MEASURING THE LEVEL OF EMPOWERMENT OF EMPLOYEES IN PUBLIC SECTORS - A RESEARCH STUDY

The following survey is designed to find out the level of empowerment prevailing in your organization. There are no right or wrong responses; the best response is the one that most accurately describes your organization. The survey is primarily for research purposes; your identity will not be attached to your comments.

BACKGROUND FACTORS:
1. Name of the Organization
2. Designation (Optional)
3. Work Experience Years Months
4. Age

The following statements are to be rated on five point rating scale as:
5 - Always
4 - Often
3 - Sometimes
2 - Rarely
1 - Never

1. The effort of the management is to utilize the services of all employees for the development of the organization
2. The management is making sincere effort to develop the organization in all respects
3. Each and every employee is given a chance to suggest his opinion on how to develop the organization
4. In our organization we are given a chance to present our ideas and the same is given due weightage in decision-making
5. We have a say in the path the management decides for organizational growth
6. The management in our organization calls for active participation of the employees in the day-to-day functioning of the organization
7. Our organization tries to make the job more challenging which prevents us from getting bored on the job
8. My organization is flexible to adopt any change quickly

Rating
5 - Always
4 - Often
3 - Sometimes
2 - Rarely
1 - Never
9. The organization facilitates and provides opportunities for individual creative work 5 4
10. As leaders managers think that the best rewards for people are more money, more time off and more status 5 4
11. Our higher authorities here, work with employees in such a way that, they become more powerful and successful 5 4
12. All in all I am satisfied with my boss 5 4
13. Our organization facilitates self-improvement of its employees 5 4
14. We are willing to devote our free time to work 5 4
15. Here people care about the growth of the organization 5 4
16. People here are willing to put in a great deal of effort to achieve organizational goals 5 4
17. People here get an opportunity to develop their skills further to do their job 5 4
18. Top management treat people as a vital resource for gaining competitive advantage 5 4
19. There is team sprnt in this organization 5 4
20. All in all I am satisfied with my environment 5 4
21. Our managers give much importance to the development of the subordinates 5 4
22. As leaders, our managers always try to inspire others and set an example 5 4
23. Our managers work collaboratively with all the employees 5 4
24. As leaders, our managers always try to be out in front of their subordinates and know more about the job so that they can lead the employees 5 4
25. In order to control the organization, managers help subordinates build self-control and establish higher levels of responsibility in the organization 5 4
26. To get a work accomplished, our managers tell us what to do one step at a time, then tell us how much time we have to take for each step  

27. When our managers motivate us they look for the kind of work and setting in which we can perform best  

28. When the managers try to motivate the employees, they give them rewards and punishment as appropriate  

29. Leaders as managers act as if the best rewards for employees are recognition and satisfaction from doing a good job  

30. My boss asks for my views before taking any decision about my work  

31. My manager/immediate boss encourages innovation  

32. Managers, as leaders show that we know where we are going and have strength and confidence in our own opinions  

33. Our managers help us to work as a team  

34. When an employee does not perform well, managers usually counsel the person rather than taking further corrective action or terminate that person  

35. Managers here sit down with the concerned employees and try to determine how well the employees can do their job  

36. Managers, as leaders keep checking out what are the areas of improvement for the employees  

37. In this organization we solve our work related problems with mutual discussions with our immediate managers  

38. Our managers are interested in the welfare of the employees  

39. As leaders, our managers care about the growth of the Employees  

40. Bosses here remain cool even under high pressure of work  

41. Delegation of authority to subordinates is quite common in our organization
| Rating: |
| 5 - Always | 4 - Often | 3 - Sometimes | 2 - Rarely |

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<thead>
<tr>
<th></th>
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<th>Rating:</th>
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<tbody>
<tr>
<td>42.</td>
<td>When evaluating subordinates, managers normally share evaluations and give subordinates a chance to respond</td>
<td>5 4</td>
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<tr>
<td>43.</td>
<td>When evaluating subordinates, managers normally fill out the proper form and send a copy to Personnel, but try not to make a big deal of it</td>
<td>5 4</td>
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<tr>
<td>44.</td>
<td>The organization gives much importance for evaluations for the raise in salary and promotions</td>
<td>5 4</td>
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<td>45.</td>
<td>When there is pressure, there is always delay in taking any decision or wrong decision by the managers</td>
<td>5 4</td>
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<td>46.</td>
<td>When an employee needs to be disciplined, managers try to discuss the problem and look for longer-term solutions before punishment is given</td>
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<td>47.</td>
<td>There is too much of gossip in the workplace, which leads to low performance of the employees</td>
<td>5 4</td>
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<td>48.</td>
<td>People in this organization manipulate the information, and cause trouble to others</td>
<td>5 4</td>
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<td>49.</td>
<td>A subordinate here has to attend to orders issued by more than one person at a time</td>
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<tr>
<td>50.</td>
<td>When seniors delegate authority, juniors use it as an opportunity for development</td>
<td>5 4</td>
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<tr>
<td>51.</td>
<td>As employees of this organization, we participate in decision Making on the adoption of new policies and programmes</td>
<td>5 4</td>
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<td>52.</td>
<td>When our seniors delegate tasks, they also provide the resources required, in order to accomplish the tasks</td>
<td>5 4</td>
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<tr>
<td>53.</td>
<td>My group shares all information about important events and situations</td>
<td>5 4</td>
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<tr>
<td>54.</td>
<td>Delegation of authority is strictly followed in this organization</td>
<td>5 4</td>
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<td>55.</td>
<td>In our job we have the power and resources to handle crisis situations</td>
<td>5 4</td>
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<td>56.</td>
<td>Everyone has a chance to express opinions on how to do things</td>
<td>5 4</td>
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<tr>
<td>57.</td>
<td>I have the ability to influence others during our discussions.</td>
<td>5 4</td>
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</table>

**Rating**

5 Always 4 Often 3 Sometimes 2 Rarely
Rating: 5 - Always  4 - Often  3 - Sometimes  2 - Rarely  1 - Never

58. My colleagues and people around me, consult and depend on me for any particular situation  5  4  3  2  1

59. I have a good personality and expert in my field to control the behaviour of others  5  4  3  2  1

60. I use my knowledge and skill to win over a point with others  5  4  3  2  1

61. Employees returning from training programme are given opportunities for trying out what they have learnt  5  4  3  2  1

62. The training programme of our organization help us to know our hidden talents and thus let us know our capabilities and potentials  5  4  3  2  1

63. The efforts to implement the effects of conclusions of training programmes in our work situation is supported and encouraged by our organization  5  4  3  2  1

64. The training programmes formulated by our organization are according to the needs and requirements of employees/organization  5  4  3  2  1

65. The top and middle management tries to let the training sessions be a breeding ground for narrowing the gap between the management and the employees  5  4  3  2  1

66. The training programmes are such that they help us to give some information and at the same time receive solution for our problems  5  4  3  2  1

67. The training programmes are finalized in such a way that we get an opportunity to present our problems before the trainers and thus try to solve our misunderstanding or difficulties  5  4  3  2  1

68. People in this organization manipulate the information, and cause trouble to others  5  4  3  2  1

69. The training provided to us is generally decided by the top management  5  4  3  2  1

70. In this organization, training programmes are conducted occasionally  5  4  3  2  1

71. The facilities provided for the training programmes are good  5  4  3  2  1
<table>
<thead>
<tr>
<th>Rating:</th>
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<th>4 – Often</th>
<th>3 – Sometimes</th>
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<tr>
<td>72. Employees are sponsored for training on the basis of genuine training needs</td>
<td>5</td>
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<td>73. Suggestions are asked from the employees before sending them for training programmes</td>
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<td>74. If someone is not improving in his or her job managers usually are not bothered</td>
<td>5</td>
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<td>75. Too much of cost is involved in the training programmes</td>
<td>5</td>
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<td>76. Our trainers are highly knowledgeable and technically skilled</td>
<td>5</td>
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<td>77. Formulation and planning of the training programmes are done in consultation with the employees selected for the training programmes</td>
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<td>78. In order to ensure highest quality of goods and services, our organization follows the total quality management program</td>
<td>5</td>
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<td>79. Our induction programmes are conducted on time</td>
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<td>80. We are able to improve our job, by attending the training programmes.</td>
<td>5</td>
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<td>81. There is a sense of belongingness in our organization</td>
<td>5</td>
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<td>82. In managing people, our organization normally supervise carefully and allow us to do only the work we are sure that we can handle</td>
<td>5</td>
<td>4</td>
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<td>83. When pressure is on for a fast decision, managers in this organization immediately make a decision and take responsibility for it</td>
<td>5</td>
<td>4</td>
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<tr>
<td>84. I discuss my work freely with people I work with so that they might be able to assist me or that I might be able to help them</td>
<td>5</td>
<td>4</td>
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<td>85. The organization gives as many people as possible access to non-confidential information</td>
<td>5</td>
<td>4</td>
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<tr>
<td>86. If someone is not growing in his or her job, managers try to understand the problem and do whatever they can to help</td>
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<td>4</td>
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</table>
87. When communicating, with the subordinates, management provides only the information that is absolutely needed to do the job 5 4 3 2 1
88. People give constructive suggestions in our organization 5 4 3 2 1
89. The problems between departments are resolved through mutual effort and understanding 5 4 3 2 1
90. Communication in this organization is very transparent 5 4 3 2 1
91. We are satisfied with our career progress 5 4 3 2 1
92. Here people are able to do their job without much help from their supervisors 5 4 3 2 1
93. In general employees are satisfied 5 4 3 2 1
94. Organizational policies support to speed up the employees work 5 4 3 2 1
95. It is easy to ask for advice from anyone in my organization 5 4 3 2 1
96. People generally stand by their commitment 5 4 3 2 1
97. Celebrations and achievements are common in our organization 5 4 3 2 1
98. Both internal and external customers appreciate our efforts to provide service to them 5 4 3 2 1
99. I am satisfied with the workload I get in a day 5 4 3 2 1
100. Our people actively participate in all the events and give suitable suggestions for any decision to be taken 5 4 3 2 1