

APPENDIX 3. SCORING PROCEDURES

Scoring Procedure for the Profile of Organizational Characteristics (POC):

The profile organizational characteristics consists of eight sub scales and are scored separately. The alternatives provided to the respondent in order to represent his experience that describes his organization while responding to each item of the four systems of Likert (1967). If the responses given by the subject to an item describes his organization as falling in the Exploitative Authoritative system, a score of 1 is assigned to that particular response. If the response falls to the Benevolent Authoritative system a score of 2 is assigned to that particular response. If the response falls to the consultative system, a score of 3 is assigned and if the response falls to the participative system a score of 4 is assigned. The scores assigned to each response of the items that describes the organization with regard to leadership process were added in order to arrive at a single score on leadership process of profile of organizational characteristics. In the same way, the appropriate scores were assigned to each item for the remaining scales of the profile of organizational characteristics were cumulated to obtain scores on motivational forces, communication process, interaction-influence process, decision making process, goal setting or ordering, control process, performance goals and training scales of the profile of organizational characteristics.

Scoring Procedure for the Probabilistic Orientation Questionnaire :

The responses given by the S to the probabilistic orientation questionnaire was scored by assigning a score of 1 to each response that indicates the probabilistic orientation on the part of the S and

cumulating the scores earned by him on the entire questionnaire. The maximum score possible on the questionnaire is 30.

Scoring Procedure for the Work Commitment Questionnaire :

The responses of the S to the work commitment questionnaire was scored by assigning a score of 1 to each response that indicate work commitment on the part of the subject and cumulating the scores earned by him on the entire questionnaire. The maximum score possible on the questionnaire. is 30.

Scoring Procedures for the Alienation Questionnaire :

The responses of the S to the alienation questionnaire was scored by assigning a score of 1 to each response that indicate alienation on the part of the S and cumulating the scores earned by him on the entire questionnaire. The maximum possible score on the questionnaire is 20.

Scoring Procedure for the Role Conflict Differential :


The responses given by the S on the role conflict differential was scored by assigning scores for each job demand based upon his rating of his readiness in doing them. The scores assigned were summed up to obtain the mean and SD was also found out. The obtained SD was multiplied by 100 and the product was divided by the mean. This yields the role conflict score of the individual based on the relative variability of the S with regard to his readiness to comply with the job demands.

SCORING KEY

The Probabilistic
Orientation Questionnaire

The work Commitment
Questionnaire

- | | | | |
|-----|-----|-----|-----|
| 1. | Yes | 1. | Yes |
| 2. | Yes | 2. | Yes |
| 3. | Yes | 3. | Yes |
| 4. | Yes | 4. | Yes |
| 5. | Yes | 5. | Yes |
| 6. | Yes | 6. | Yes |
| 7. | Yes | 7. | Yes |
| 8. | Yes | 8. | Yes |
| 9. | Yes | 9. | Yes |
| 10. | yes | 10. | Yes |
| 11. | Yes | 11. | Yes |
| 12. | Yes | 12. | Yes |
| 13. | Yes | 13. | Yes |
| 14. | Yes | 14. | Yes |
| 15. | Yes | 15. | Yes |
| 16. | Yes | 16. | Yes |
| 17. | Yes | 17. | Yes |
| 18. | Yes | 18. | Yes |
| 19. | Yes | 19. | Yes |
| 20. | Yes | 20. | Yes |
| 21. | Yes | 21. | Yes |
| 22. | Yes | 22. | Yes |
| 23. | Yes | 23. | Yes |
| 24. | Yes | 24. | Yes |
| 25. | Yes | 25. | Yes |
| 26. | Yes | 26. | Yes |
| 27. | Yes | 27. | Yes |
| 28. | Yes | 28. | Yes |
| 29. | Yes | 29. | Yes |
| 30. | Yes | 30. | Yes |

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