Appendices
### Biographical Data

- **Name**: :
- **Age**: :
- **Sex**: :
- **Address**: :
- **Contact number**: :
- **E-mail id**: :
- **Qualification**: :
- **Designation**: :
- **Working experience (total)**: :
- **Name of the organization (present)**: :

- **Working experience in the present**
  - **Organization**: :
- **Annual income**: :
- **Marital status**: :
- **Whether spouse working**: :
- **No. of children**: :
- **Type of family (joint/nuclear)**: :
Emotional Intelligence Test

Developed by Prof. N.K. Chandha and Dr. Dalip Singh

Instructions: This test measures some areas of your personal and professional life. This is a psychological test that will help you to know more about yourself. The questions given below will measure your emotional reactions to different situations. Answer on the basis of how you FEEL and not what you THINK. There is no right or wrong answer. Answer honestly and do not spend too much time on any one item. Usually your first response is the best response. Do not leave any question unanswered and complete the test in a single sitting. Use a separate response sheet for your answers.

The test

1. You have been ignored for a promotion by the management for which you were eligible. Moreover, one of your juniors has been promoted. You are upset and feel frustrated. What do you do?
   a. Talk it over with your boss and ask for reconsideration of the management’s decision.
   b. Start abusing the colleague who superseded you.
   c. Move to court and obtain a stay order to get justice.
   d. Identify your shortcomings and try to improve your performance.

2. A freshly recruited professional graduate joins your organization as a management trainee. After a few weeks, she complains to you that her superiors and subordinates were not taking her seriously. What will you suggest to her?
   a. Ask her to handle the situation herself and not bother you with trivial matters.
b. Tell her that such behavior should be ignored.

c. Ask her to be bold, face the challenge and overcome the problem.

d. Empathize with her and help her figure out ways to get others to work with her.

3. At the workplace, due to some misunderstandings, your colleagues stop talking to you. You are convinced that it was no fault of yours. How will you react?

a. Wait till they come and start talking again.

b. Take the initiative, go forward and start talking to them.

c. Let things take their own time to improve.

d. Ask someone to mediate.

4. You get into an argument with your colleague in the course of which you end up personally attacking him/her. However, you never intended to tarnish the image of your colleague. How will you tackle this ugly situation?

a. Sit calmly and consider what triggered off the argument and was it possible to control your anger at that point of time.

b. Avoid future arguments and leave the scene.

c. Apologize to your colleague.

d. Continue with the argument till you reach some definite conclusion.

5. Imagine you are an insurance salesperson approaching prospective clients to purchase-insurance policies. A dozen people in a row slam the door on your face. What will you do?

a. Blame yourself and stop work for the day.

b. Reassess your capabilities as an insurance salesperson.
c. Come out with fresh strategies to overcome similar situations in future.

d. Contact the clients again some other day.

6. While speaking to an audience, you:
   a. Find it difficult to convey your ideas.
   b. Find that only a part of the audience follows your speech.
   c. Are comfortable in conveying your ideas to the audience.
   d. Don’t know if the audience is following you or not.

7. You are on an aircraft and suddenly the pilot announces that it has been hijacked by the terrorists. Everyone is in a state of shock. What will be your reaction?
   a. Blame yourself for choosing an inauspicious day for travelling.
   b. Be in emotional control and attend to the instructions of the pilot/air hostess.
   c. Continue to read your magazine and pay little attention to the incident.
   d. Cry out and vow not to travel by air in future.

8. Imagine that you are a police officer posted in a sensitive area. You get information of violent ethnic clashes between two religious communities in which people have been killed from both sides and property damaged. What action will you take?
   a. Decide not to visit the spot personally as there may be a danger to your life.
   b. Relax – this is not the first time riots have occurred.
   c. Try to handle the situation by taking all desired remedial measures.
   d. Reach the spot and assuage the feelings of the victims.
9. Your grown up son starts arguing with you every now and then. He tells you that you cannot impose your outdated attitudes and irrelevant values on him. How will you tackle him?
   a. Accept his statement in helplessness and take a low-profile position in the family.
   b. Send him to a psychologist to learn adjust with his environment.
   c. Manage your feelings and explain your point of view as patiently as possible.
   d. Talk to him and understand his feelings, beliefs and attitudes.

10. In an argument, if you lose, you:
   a. Feel totally beaten.
   b. Wait for the next opportunity to beat your opponents.
   c. Winning and losing are part of the game.
   d. Analyze the reasons for the loss.

11. You are a professor in a college; while taking a class, a student comments that you have not prepared the topic properly and you are just passing the time. How will you react?
   a. Report to the principal of the college about the behavior of the student.
   b. Ask the student to leave the classroom.
   c. Ask him/her to meet you after the class in your chamber to explain what he/she wants.
d. Listen to the needs of the class and promise to prepare the topic properly in future.

12. As the CEO of a company, while taking a meeting with the union, one of the union leaders levels serious allegations of corruption and favoritism against you. How will you react?
   a. Continue with the discussion and listen to their demands with cool head.
   b. Suspend the union leader from the job.
   c. Cancel further negotiation and ask the union leader to apologize first.
   d. Leave the room after assigning the responsibility to your subordinate to continue with the meeting.

13. You had an argument with your spouse on some trivial family matter and are not on speaking terms for sometime. The situation is causing mental disturbance to both of you. What will you do?
   a. Stick to your stand; after all you were never at fault.
   b. Ask your spouse to mend ways if he/she wants peace at home.
   c. Try to break the ice by analyzing the reason for the conflict and ease the situation.
   d. Wait for your spouse to make the first move to restore normalcy.

14. You hail from a rural area and take admission in a city college. You find your classmates taunting you as you are not smart and are unable to speak good English. How do you react?
   a. Ignore them.
   b. Shout back and tell them to mind their own business.
c. Leave studies half way and go back to your village.

d. Accept their challenge and prove that you can match them.

15. When someone directly critic your behavior:

   a. Tend to close up and stop listening.

   b. Carefully listen to their opinion.

   c. Tend to get upset about it.

   d. Think of ways to change your behavior.
LIFE ORIENTATION TEST-REVISED (LOT-R)

INSTRUCTIONS: Among each of the following statements, you have to decide that to what extent they apply to you. In making your judgment, you have to choose any one of the response categories from the following options and respond in terms of the number written against them. You have to write your response in the answer sheet:-

I strongly disagree: 0
I disagree: 1
I neither disagree nor agree: 2
I agree: 3
I strongly agree: 4

The statements are as follows:-

1. In uncertain times, I usually expect the best.
2. It’s easy for me to relax.
3. If something can go wrong for me, it will.
4. I’m always optimistic about my future.
5. I enjoy my friends a lot.
6. It’s important for me to keep busy.
7. I hardly ever expect things to go my way.
8. I don’t get upset too easily.
9. I rarely count on good things happening to me.
10. Overall, I expect more good things to happen to me than bad.
SELF-EFFICACY SCALE

INSTRUCTIONS: Among each of the following statements, you have to decide that to what extent they apply to you. In making your judgment, you have to choose any one of the response categories from the following options and respond in terms of the number written against them. You have to write your response in the answer sheet:

1 = Not at all true
2 = Hardly true
3 = Moderately true
4 = Exactly true

The statements are as follows:

1. I can always manage to solve difficult problems if I try hard enough.
2. If someone opposes me, I can find the means and ways to get what I want.
3. It is easy for me to stick to my aims and accomplish my goals.
4. I am confident that I could deal efficiently with unexpected events.
5. Thanks to my resourcefulness, I know how to handle unforeseen situations.
6. I can solve most problems if I invest the necessary effort.
7. I can remain calm when facing difficulties because I can rely on my coping abilities.
8. When I am confronted with a problem, I can usually find several solutions.
9. If I am in trouble, I can usually think of a solution.
10. I can usually handle whatever comes my way.
This scale contains number of statements. After reading each statement in enclosed list, indicate

1 if Strongly Agree with the statement
2 if Agree with the statement
3 if Neither Agree nor Disagree with the statement
4 if Disagree with the statement
5 if Strongly Disagree with the statement

Do not think too much while responding respond immediately whatever first comes to mind. There is no time slot to complete the questionnaire still complete it as quickly as possible. Your responses will be kept confidential.

<table>
<thead>
<tr>
<th></th>
<th>Statement</th>
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<tbody>
<tr>
<td>1</td>
<td>I complete all my tasks accurately and within specified time lines.</td>
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<tr>
<td>2</td>
<td>I keep myself abreast with changes in the organization.</td>
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<tr>
<td>3</td>
<td>I suggest new and creative ways to improve work quality of my organization.</td>
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<tr>
<td>4</td>
<td>I portray a good picture of my organization in front of others.</td>
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<td>5</td>
<td>I help new colleagues to easily adapt to the working environment.</td>
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<td>6</td>
<td>I love working with my supervisor.</td>
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<tr>
<td>7</td>
<td>I have optimistic outlook towards life.</td>
</tr>
<tr>
<td>8</td>
<td>I complete tasks as stated in my job description.</td>
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<tr>
<td>9</td>
<td>I attend meetings which are not mandatory but important.</td>
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<tr>
<td>10</td>
<td>I suggest new and creative ways to solve existing problems of my organization.</td>
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<tr>
<td>11</td>
<td>I defend my organization in case of confrontation.</td>
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<tr>
<td>12</td>
<td>I help co-workers who have heavy workloads and face problem with work.</td>
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<tr>
<td>13</td>
<td>I respect my supervisor’s knowledge and competence.</td>
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<tr>
<td>14</td>
<td>I focus on positive aspect of work rather than what’s wrong.</td>
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<tr>
<td>15</td>
<td>I follow the rules and guidelines of the organization diligently.</td>
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<tr>
<td>16</td>
<td>I respect my organization.</td>
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<tr>
<td>17</td>
<td>I suggest innovative ways of performing tasks.</td>
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<td>18</td>
<td>Take part in activities and programs which enhance my organization’s image.</td>
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<tr>
<td>19</td>
<td>I help co-workers who have not been able to come to work.</td>
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<tr>
<td>20</td>
<td>I think highly of my supervisor’s talent.</td>
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<td>21</td>
<td>I do not complain about insignificant matters.</td>
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<td>22</td>
<td>I regularly read memos, notices, etc provided by the organization.</td>
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<tr>
<td>23</td>
<td>I do not waste time by taking unnecessary breaks.</td>
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<tr>
<td>24</td>
<td>I seek new process and techniques for the benefit of my organization.</td>
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<tr>
<td>25</td>
<td>I recommend my organization to a friend or family in case of vacancy.</td>
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<tr>
<td>26</td>
<td>I help co-worker in personal matters if he/she wished to.</td>
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<tr>
<td>27</td>
<td>My supervisor defends me.</td>
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<tr>
<td>28</td>
<td>I remain confident that I will be happy if I do my work sincerely.</td>
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<tr>
<td>29</td>
<td>I meet up all the prescribed requirements of the job.</td>
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<td>30</td>
<td>If needed, I work overtime even though not asked for.</td>
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<td>31</td>
<td>I am not afraid of taking calculated risks under supervision for my organization.</td>
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<tr>
<td>32</td>
<td>I project good image of the organization even though things are not going well.</td>
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<tr>
<td>33</td>
<td>I change my schedule, work days to accommodate co-worker’s need.</td>
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<tr>
<td>34</td>
<td>I share cordial relation with my supervisor.</td>
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<tr>
<td>35</td>
<td>I always have positive attitude towards my organization.</td>
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<tr>
<td>36</td>
<td>I attend the office meetings on a regular basis.</td>
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<tr>
<td>37</td>
<td>I work just as hard for my organization as I would have worked for myself.</td>
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<tr>
<td>38</td>
<td>I suggest suitable plans and timetable for the implementation of new ideas.</td>
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<tr>
<td>39</td>
<td>I do not discuss any confidential matter with outsider.</td>
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<tr>
<td>40</td>
<td>I work for my supervisor beyond my job description.</td>
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<tr>
<td>41</td>
<td>I do not make big issues out of small matters.</td>
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<tr>
<td>42</td>
<td>I keep myself updated of activities that are relevant to my appraisal.</td>
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<tr>
<td>43</td>
<td>I feel proud of my organization.</td>
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<tr>
<td>44</td>
<td>I perform all my tasks and duties religiously.</td>
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<tr>
<td>45</td>
<td>I have selfless concern of my co-workers.</td>
</tr>
<tr>
<td>46</td>
<td>My supervisor is the kind of person that I would like to have as a friend.</td>
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<tr>
<td>47</td>
<td>I try to avoid problems with my supervisor and co-workers.</td>
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<tr>
<td>48</td>
<td>I suggest creative viewpoint to the organization.</td>
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<tr>
<td>49</td>
<td>I consider the impact of my actions on coworkers.</td>
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</tbody>
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Quality of Work Life Inventory

Instructions:

The statements pertained to certain characteristics related to work and working conditions. Respondents would be requested to assign weightages to these in terms of how much of these are present in their job. Each item/question/statement/quotation contained a scale that best described views and feelings in terms of numerical values. The scale range from 1 to 7 i.e. on a continuum from minimum (1), to maximum (7). The number (4) stand for average.

The subject task would be to assess on a 7 point scale for each item the extent to which a particular feature CHARACTERISTICS is present in his/her job situation.

1. To what extent do the “saving plans” facilities present in your employment satisfy you?
2. To what extent are the working conditions sufficient?
3. Sudden leave or break in work makes me feel relieved and happy.
4. “I am satisfied with the fairness of promotion procedure in my company.”
5. The management does not fail to appreciate the importance of my work.
6. My social relations are satisfactory.
7. To what extent are you satisfied with working of the union in your organization?
8. “The management takes due care of my dignity as an individual.”
9. How much does your senior encourage people to give their best efforts?
10. How much do persons in your work group encourage each other to work for him to exchange opinions and ideas?
11. My work gives me a feeling of achievement.
12. To what extent does the organization have a real interest in the welfare and happiness of those who work here?
13. I have opportunities to use my special skills and abilities in my job.
14. In decisions regarding selection of people for jobs, my views are also heard.
15. “I think of myself as part of the organization team.”
16. How satisfactory are your family relations?
17. To what extent are work activities sensibly organized in this organization?
18. How much are you satisfied with the “retirement plans” of your organization?
19. To what extent is the sick leave policy or medical leave facility sufficient in your organization?
20. I devote myself to the job.
21. My organization offers enough opportunities to change job within the organization.
22. The management appreciates my skills, abilities, and performances.
23. My contact with fellow workers is good.
24. To what extent does the management recognize and pay attention to your union action?
25. My colleagues treat me with due respect.
26. My senior gets along well with people.
27. My fellow workers are very co-operative.
29. My organization gives me an opportunity to feel part of management.
30. My organization offers me education, training to keep me in touch with my field and do better.
31. In case of emergencies and difficulties how much influence do you exercise in getting a way out?
32. “I give my best efforts as part of my contribution to the organization products.”
33. How much are you satisfied with respect to your family’s food?
34. To what extent do things about working here (people, policies or conditions) encourage you to work here?
35. Does your organization overtime payment satisfy you?
36. To what extent do the organization medical aid facilities satisfy you?
37. There is very little in my job to keep me interested.
38. My organization takes care of my future career plans.
39. I got the recognition for the good work I do here.
40. “My job has given me feeling of status in society.”
41. To what extent do you think your senior has confidence and trust in you?
42. To what extent does the persons in your work group show you how to do a better job?
43. To what extent does the organization make the effort to help employee get and maintain good income?
44. I make use of sponsored training/refreshers courses for my job.
45. In general how much say or influence do you have on how to perform your job?
46. To what extent do you feel a real responsibility to achieve the success of the organization?
47. How much are you satisfied with clothes, dresses and other such wear?
48. To what extent are you told what you need to know to do your job in the best possible way?
49. I am sufficiently paid for the work I do.
50. Thinking of the job makes me feel sick.
51. The management is fair enough in giving rewards or merit to individuals.
52. My job has enough prestige within the organization.
53. To what extent does your senior show you how to improve your performances?
54. When you talk with persons in your work group to what extent do they pay attention to what you are saying?
55. How much influence do you hold in setting differences and quarrels in your organization?
56. How much are you satisfied with your place of residence/housing facilities?
57. To what extent does this organization has a real interest in the welfare and happiness of those who work here?
58. I feel incompetent for the job I am doing.
59. Promotions from within the organization are adequately handled by the management.
60. To what extent does your senior provides the help you need so that you can schedule work ahead of time?
61. To what extent do persons in your work group provide the help you need so that you can plan, organize and schedule work ahead of time?
62. How far are you satisfied with your land and property position?
63. To what extent are you satisfied with educational facilities available for your family?
64. How adequate for your needs is the amount of information you get about what going in other departments?
65. To what extent do you enjoy performing the actual day to day activities that make up your job?
66. My senior always makes his expectations clear.
67. How friendly and easy to approach are persons in your work group?
68. In general how much say or influence do you have on what goes on in your work group?
69. How satisfactory is your financial condition?
70. How much does this organization try to improve working conditions?
71. My senior is good at planning and scheduling of work.
72. To what extent do persons in your work group offer each other new ideas for solving job related problems?
73. To what extent do you have a say in termination of jobs of people in your work place?
74. To what extent does this organization have clear cut reasonable goals and objectives?
75. To what extent does your senior offer new idea for solving job related problems?
76. To what extent do persons in your work group exchange opinions and ideas?
77. To what extent do you control in deciding to change the method of your work?
78. My seniors have enough knowledge about the work and the job.
79. How much do persons in your work group emphasize a team goal?
80. My senior accepts my ideas and suggestions.
81. To what extent does your senior encourage persons who work for him to work as a team?
82. To what extent do you influence decisions regarding promotions?
83. To what extent does your senior encourage people who work for him to exchange opinions and ideas?
84. To what extent do you influence decisions regarding pay, bonus, etc.?
85. I have a say in deciding how to schedule my work.