INTRVIEW SCHEDULE

1. Age :
2. Marital Status :
3. Religion :
4. Caste :
5. Education :
6. Occupation :
7. Income :
8. Household particulars
   
   SI.No. Relation Age Education Occupation Income

9. Place of birth :
10. Present residence :
11. Year of present inhabitancy :
12. Any other source of income ?
   Source : Income :
13. Occupational history

   Occupation Income Years of working Reason for leaving
   First

   Present
ORGANIZATIONAL CLIMATE

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<tr>
<th>STRUCTURE</th>
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1. The jobs in this organization are clearly defined and logically structured.

2. In this organization, it is sometimes unclear who has the formal authority to make a decision.

3. The policies and organizational structure of the organization have been clearly explained.

4. Red-tape is kept to a minimum in this organization.

5. Excessive rules, administrative details and red tape make it difficult for new and original ideas to receive consideration.

6. Our productivity sometimes suffers from the lack of organization and planning.

7. In some of the projects, I have been on, I haven't been sure exactly who my boss was.

8. Our management isn't so concerned about the formal organization and authority, but concentrates instead on getting the right people together to do the job.

RESPONSIBILITY

9. We don't rely too heavily on individual judgement in this organization; almost everything is double checked.
10. Around here management resents your checking everything with them, if you think you have got right approach, you just go ahead.

11. Supervision in this organization is mainly a matter of setting guidelines for your subordinates, you let them take responsibility for the job.

12. You won't get ahead in this organization unless you stick your neck out and try things on your own sometimes.

13. Our philosophy emphasizes that the people should solve their problems by themselves.

14. There are an awful lot of excuses around here when somebody makes a mistake.

15. One of the problems in this organization is that individuals won't take responsibility.

REWARD

16. We have a promotion system here that helps the best man to rise to the top.

17. In this organization, the rewards and encouragements you get usually outweigh the threats and criticisms.

18. In this organization, people are rewarded in proportion to their excellence of their job performance.

19. There is a great deal of criticism in this organization.
20. There is not enough reward and recognition given in this organization, for doing good work.

21. If you make a mistake in this organization you will be punished.

RISK

22. The philosophy of our management is that in long run we get ahead fastest by playing it slow, safe and sure.

23. Our business has been built by taking calculated risks at the right time.

24. Decision making in this organization is too cautious for maximum effectiveness.

25. Our management is willing to take a chance on a good idea.

26. We have to take some pretty big risks occasionally to keep ahead of the competition in the business we’re in.

WARMTH

27. A friendly atmosphere prevails among the people in this organization.

28. This organization is characterized by a relaxed, easy going working climate.

29. It is very hard to get to know people in this organization.

30. People in this organization tend to be cool and aloof towards each other.
31. There is a lot of warmth in the relationship between management and workers in this organization.

SUPPORT

32. You don't get much sympathy from higher-ups in this organization if you make a mistake.

33. Management makes an effort to talk with you about your career aspirations within the organization.

34. People in this organization don't really trust each other enough.

35. The philosophy of our management emphasizes the human factor, how people feel, etc.

36. When I am on a difficult assignment I can usually count on getting assistance from boss and co-workers.

STANDARDS

37. In this organization, we set very high standards for performance.

38. Our management believes that no job is so well done that it couldn't be done better.

39. Around here there is a feeling of pressure to continually improve our personal and group performance.
40. Management believes that if the people are happy, productivity will take care of itself.

41. To get ahead in this organization it is more important to get along than it is to be a high producer.

42. In this organization people do not seem to take much pride in their performance.

CONFLICT

43. The best way to make a good impression around here is to steer clear of open arguments and disagreement.

44. The attitude of our management is that conflict between competing units and individuals can be very healthy.

45. We are encouraged to speak our minds, even if it means disagreeing with our supervisors.

46. In management meetings, the goal is to arrive at a decision as smoothly and quickly as possible.

IDENTITY

47. People are proud of belonging to this organization.

48. I feel that I am a member of a well functioning team.

49. As far as I can see, there isn't very much personal loyalty to the company.
50. In this organization, people pretty much look out for their own interests.

ORGANIZATIONAL COMMITMENT

<table>
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<tr>
<th>Strongly</th>
<th>Moderately</th>
<th>Mildly Disagree</th>
<th>Mildly Agree</th>
<th>Slightly Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

1. I am proud of my organization.

2. I feel that I am also responsible for whatever happens to my organization, good or bad.

3. I really care about the fate of my organization.

4. I am emotionally attached to my organization.

5. I feel that I am an integral part of my organization.

JOB SATISFACTION

<table>
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<tr>
<th>Very Satisfied</th>
<th>Somewhat Satisfied</th>
<th>Neither Satisfied nor Dissatisfied</th>
<th>Fairly Satisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
</table>

1. All in all how satisfied are you with the following.

a) Persons in your work group.

b) Your supervisor.

c) With your job.
2. Considering your skills and effort you put into the work, how satisfied are you with your pay.

3. How satisfied do you feel with the progress you have made in this organization upto now.

4. How satisfied do you feel with your chances for getting ahead in this organization in the future.

**JOB INVOLVEMENT**

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<th>Totally disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
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<tbody>
<tr>
<td>1.</td>
<td>I prefer spending my free time in activities which are relevant for the job.</td>
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<td>2.</td>
<td>Quite often I cut short my lunch hours to complete the job work.</td>
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<td>3.</td>
<td>I complete the work I am doing even if I have to stay after the working hours.</td>
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<td>4.</td>
<td>I feel miserable when I have less work to do.</td>
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<td>5.</td>
<td>I devote myself completely to the job.</td>
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6. While away on leave I keep on worrying that my work is suffering.

7. For me the best form of relaxation is doing my job work.

8. For the sake of my job work I can give up what I consider important.

9. At times the job task stimulates my mind so much that I just cannot go to sleep at a reasonable hour.

10. I am not willing to devote my free time to my job.

GROUP PROCESSES

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1. To what extent does your work group
   a) plan and coordinate its efforts
   b) make good decisions and solve problems well
   c) really want to meet its objectives successfully
   d) able to respond to unusual work demands placed upon it

2. To what extent is information about important events and situations shared within your work group.
3. To what extent persons in your work group know what their jobs are and know how to deal with them.

4. To what extent do you have confidence and trust in the person in your work group.

JOB PERFORMANCE

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1. How much confidence do you have in your ability to do your job.

2. In the last one month how much effort have you exerted to do your job to the best of your ability.

3. How much time during your regular work hour do you spend engaged in work activities.

4. In the past how much time have you spent during regular working hours engaged in activities other than your assigned duties.

5. How satisfied are you with the amount of work you done in a normal day.
ORGANIZATIONAL PERFORMANCE

In this section: 1 means very low, 4 means average and 7 means very high.

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1. Growth rate of sales or revenues.

2. Employee morale, job satisfaction and commitment to organization's objective.

3. Public image and goodwill.

4. Financial strength liquidity and ability to raise financial resources.

5. Long run level of profitability.

ORGANIZATIONAL ADAPTABILITY

1. People in this organization do a good job of anticipating problems for the company.

2. People in this organization do a good job in keeping up with changes in new equipments and new ways of doing.

3. When changes are made in routine equipments people do adjust quickly.
4. People in this organization do a good job with emergency situation brought about by accidents, equipments and labour problems or other factors that might disrupt proper functioning of organization.

COMMUNICATION OPENNESS

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1. It is easy to talk openly to all members of this organization.

2. Communication within this organization is very open.

3. I find it enjoyable to talk to other members of this organization.

4. When people talk to each other in this organization, there is great deal of understanding.

5. It is easy to ask advice from any member of this organization.
1. The information I receive is often inaccurate.

2. I can think of number of times when I received inaccurate information from others in the organization.

3. It is necessary for me to go back and check the accuracy of information I have received.

4. I sometimes feel that others do not understand the information they have received.

5. The accuracy of information passed among members of the organization could be improved.