

QUESTIONNAIRE

Appendix-A

Section I : Personal

Please provide the following information about yourself:

- 1.1 Title of your present position _____
- 1.2 Your total length of service in this line of work: _____
- 1.3 Your experience in the present Company Alone. _____
- 1.4 The Function of Management With which you are associated in this company. Please tick the appropriate:
 - A. Personnel
 - B. Production
 - C. Financial
 - D. Marketing
 - E. Official/Secretarial
 - F. Any other
- 1.5 The level of management you become part of in this organisation. Please tick the appropriate:
 - A. Top level management
 - B. Middle level management
 - C. Lower Level Management
- 1.6 Your qualifications:
 - A. Academic
 - B. Professional
- 1.7 Field of your specialisation at University or Technical Institute.
- 1.8 Your Age.

Section II - Managerial Perception about his role in the Organisation.

In each of the following sets of three statements, check the one (a, b or c) that most accurately describes your own experience in your organisational role. You must choose only one statement in each set.

1. ---- a. My role is very important in this organisation; I feel central here.
---- b. I am doing useful and fairly important work.
---- c. Very little importance is given to my role in this organisation; I feel peripheral here.
2. ---- a. My training and expertise are not fully utilized in my present role.
---- b. My training and knowledge are not used in my present role.
---- c. I am able to use my knowledge and training very well here.
3. ---- a. I have little freedom in my role; I am only an errand boy.
---- b. I operate according to the directions given to me.
---- c. I can take initiative and act on my own in my role.
4. ---- a. I am doing usual, routine work in my role.
---- b. In my role I am able to use my creativity and do something new.
---- c. I have no time for creative work in my role.
5. ---- a. No one in the organisation responds to my ideas and suggestions.
---- b. I work in close collaboration with some other colleagues.
---- c. I am alone and have almost no one to consult in my role.

6. ---- a. When I need some help none is available.
---- b. Whenever I have a problem, others help me.
---- c. I get very hostile responses when ask for help.
7. ---- a. I regret that I do not have the opportunity
to contribute to society in my role.
---- b. What I am doing in my role is likely to help
other organisations or society.
---- c. I have the opportunity to have some effect on
the larger society in my role.
8. ---- a. I contribute to some decisions.
---- b. I have no power here.
---- c. My advice is accepted by my seniors.
9. ---- a. Some of what I do contributes to my learning.
b. I am slowly forgetting all that I learned (my
professional knowlledge).
---- c. I have tremendous opportunities for professional
growth in my role.
- 10.---- a. I dislike being bothered with problems.
---- b. When a subordinate brings a problem to me, I
help to find a solution.
---- c. I refer the problem to my boss or to some other
person.
- 11.---- a. I feel quite central in the organisation.
---- b. I think I am doing fairly important work.
---- c. I feel I am peripheral in this organisation.
- 12.---- a. I do not enjoy my role.
b. I enjoy my role verymuch.
c. I enjoy some parts of my role and not others.
- 13.---- a. I have little freedom in my role.
---- b. I have great deal of freedom in my role.
---- c. I have enough freedom in my role.

- 14.---- a. I do a good job according to a schedule already decided.
---- b. I am able to be innovative in my role.
---- c. I have no opportunity to be innovative or do something creative.
- 15.---- a. Others in the organisation see my role as significant to their work.
---- b. I am a member of a task force or a committee
---- c. I do not work in any committees.
- 16.---- a. Hostility rather than cooperation is evident here.
---- b. I experience enough mutual help here.
---- c. People operate more in isolation here.
- 17.---- a. I am able to contribute to the company in my role.
---- b. I am able to serve the larger parts of the society in my role.
---- c. I wish I could do some useful work in my role.
- 18.---- a. I am able to influence relevant decisions.
---- b. I am sometimes consulted on important matters.
---- c. I cannot make any independent decisions.
- 19.---- a. I learn a great deal in my role.
---- b. I learn a few new things in my role.
---- c. I am involved in routine or unrelated activities and have learned nothing.
- 20.---- a. When people bring problems to me, I tend to ask them to work them out themselves.
---- b. I dislike being bothered with interpersonal conflict.
---- c. I enjoy solving problems related to my work.

Section III - Organisational Effectiveness

A series of statements are listed below which describe the effectiveness of the organisation as a whole.

In considering the effectiveness of the overall organisation we would like you to indicate how frequently the following statements hold. Please use the following scale in response to each statement and tick the appropriate number.

Where numbers denote:

- (1) Very Infrequently
- (2) Infrequently
- (3) Moderately Frequently
- (4) Frequently
- (5) Very Frequently

3.1 Goals are set and clearly understood by most members of the organisation.

(1) (2) (3) (4) (5)

3.2 The work effort is usually intense and high.

(1) (2) (3) (4) (5)

3.3 Creative insights and innovative ideas are encouraged.

(1) (2) (3) (4) (5)

3.4 Outsiders perceive it as a vibrant and high potential Unit.

(1) (2) (3) (4) (5)

3.5 There is a positive interpersonal climate.

(1) (2) (3) (4) (5)

3.6 Employees feel that their most of the needs are satisfied.

(1) (2) (3) (4) (5)

- 3.7 Decisions are communicated to all concerned as and when they are taken.
 (1) (2) (3) (4) (5)
- 3.8 The work process is co-ordinated and under control.
 (1) (2) (3) (4) (5)
- 3.9 It is easy to give an explanation of the overall objectives of organisation to subordinates.
 (1) (2) (3) (4) (5)
- 3.10 There is constant striving for greater accomplishment.
 (1) (2) (3) (4) (5)
- 3.11 The organisation is responsive to changes in external conditions.
 (1) (2) (3) (4) (5)
- 3.12 The organisation has the image of a growing dynamic system.
 (1) (2) (3) (4) (5)
- 3.13 Employees feel like they really belong to each other.
 (1) (2) (3) (4) (5)
- 3.14 Employees feel that they are satisfied with their job and work climate.
 (1) (2) (3) (4) (5)
- 3.15 Formal management information system is widely used.
 (1) (2) (3) (4) (5)
- 3.16 There is a stable, predictable work environment.
 (1) (2) (3) (4) (5)
- 3.17 Goal clarity is valued and encouraged.
 (1) (2) (3) (4) (5)
- 3.18 Maximum output is obtained from the resources employed in the organisation (i.e. man, material, equipments).
 (1) (2) (3) (4) (5)

- 3.19 Flexibility and readiness to change are highly valued and inspired.
- (1) (2) (3) (4) (5)
- 3.20 The organisation is continuously increasing its resources.
- (1) (2) (3) (4) (5)
- 3.21 Employees feel they are part of a team.
- (1) (2) (3) (4) (5)
- 3.22 The morale of employees is high.
- (1) (2) (3) (4) (5)
- 3.23 Employees at all levels freely exchange informations with each other.
- (1) (2) (3) (4) (5)
- 3.24 The day to day work is seldom interrupted.
- (1) (2) (3) (4) (5).

Section IV- Organisation Structure

Listed below are statements concerning organisational structure. Kindly choose only one out of 5 alternatives to each of the following statements as they apply to your organisation.

- 4.1 To what extent does top management directly Control execution of the decisions.
 (20%) (40%) (60%) (80%) (100%)
- 4.2 How much discretion does the middle level management have over the following:
- A. Establishing his units budget.
 (V.great) (Great) (Some) (Little) (None)
- B. Determining how his units performance will be evaluated.
 (V.great) (Great) (Some) (Little) (None)
- C. Hiring and firing personnel of his deptt.
 (V.great) (Great) (Some) (Little) (None)
- D. Giving Personnel rewards to his subordinates (i.e. salary increase, promotion, etc.)
 (V.great) (Great) (Some) (Little) (None)
- E. Purchasing of equipments and supplies for his deptt.
 (V.Great) (Great) (Some) (Little) (None)
- F. Establishing a new project or programme.
 (V.great) (Great) (Some) (Little) (None)
- 4.3 How much descretion does the lower level management have over the following:
- A. Establishing his units/Deptt's budget.
 (V.great) (Great) (Some) (Little) (None)
- B. Determining how his units/Deptt's performance will be evaluated.
 (V.Great) (Great) (Some) (Little) None)

- C. Hiring and firing personnel of his units/deptt.
(V.great) (Great) (Some) (Little) (None)
- D. Giving personnel rewards to his subordinates.
(i.e. Salary increase, promotion, etc.)
(V.Great) (Great) (Some) (Little) (None)
- E. Purchasing of equipments and supplies for his unit/
deptt.
(V.great) (Great) (Some) (Little) (None)
- F. Establishing a new project or programme.
(V.great) (Great) (Some) (Little) (None)
- 4.4 How much leniency are employees allowed from the
standards laid down for them ?
(V.great deal) (Great Deal) (Some) (Little) (None)
- 4.5 To what extent are supervisors and middle level
managers free from rules, procedures, and policies
when they make decisions.
(V.Great) (Great) (Some) (Little) (None)
- 4.6 What percentage of all the rules and procedures that
exist within the organisation are in writing ?
(20%) (40%) (60%) (80%) (100%)
