

ROLE EFFICACY SCALE

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 knowledge).
---- 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.
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Source:

Pareek Udai., Motivating Organisational Roles: Role Efficacy Approach, Rawat Publications, Jaipur, 1987.

APPENDIX B(ii)

SCORING KEY OF ROLE EFFICACY SCALE

Dimension	Item	a	b	c	Item	a	b	c
Centrality	1	+2	+1	-1	11	+2	+1	-1
Integration	2	+1	-1	+2	12	-1	+2	+1
Proactivity	3	-1	+1	+2	13	-1	+2	+1
Creativity	4	+1	+2	-1	14	+1	+2	-1
Interrole Linkage Helping	5	-1	+2	+1	15	+2	+1	-1
Relationship	6	+1	+2	-1	16	-1	+2	+1
Superordination	7	-1	+2	+1	17	+1	+2	-1
Influence	8	+1	-1	+2	18	+2	+1	-1
Growth	9	+1	-1	+2	19	+2	+1	-1
Confrontation	10	-1	+2	+1	20	+1	-1	+2

Source:

Pareek Udai., Motivating Organisational Roles:Role Efficacy Approach, Rawat Publications, Jaipur, 1987.

1.

ORGANISATIONAL EFFECTIVENESS SCALE

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).

Source:

Dr.Narender Dixit, Professor of Organisational Behaviour, Indian Institute of Management, Lucknow. Post Doctoral Research Work.

CENTRALIZATION SCALE

Circle your response to each of the following items as they apply to the organisation in question.

1. How much direct involvement does top management have in gathering the information they will use in making decisions?

a. none	d. a great deal
b. little	e. a very great deal
c. some	

2. To what degree does top management participate in the interpretation of the information input?

a. 0-20%	d. 61-80%
b. 21-40%	e. 81-100%
c. 41-60%	

3. To what degree does top management directly control execution of the decision?

a. 0-20%	d. 61-80%
b. 21-40%	e. 81-100%
c. 41-60%	

For questions 4 through 10, use the following responses:

- | | |
|---------------|-----------|
| a. very great | d. little |
| b. great | e. none |
| c. some | |
- 4-10. How much discretion does the typical first-line supervisor have over
 4. establishing his or her unit's budget?
 5. determining how his or her unit's performance will be evaluated?
 6. hiring and firing personnel?
 7. personnel rewards (i.e. salary increases, promotions)?
 8. purchasing of equipment and supplies?
 9. establishing a new project or program?
 10. how work exceptions are to be handled?

Scoring. For all items, a=1, b=2, c=3, d=4, e=5. Add up the score for all ten items. The score ranges from 10-50.

FORMALIZATION SCALE

Circle your response to each of the following items as they apply to the organisation in question.

1. How many different job titles are there?

a. Very few	d. large number
b. small number	e. great number
c. moderate number	

2. What proportion of employees hold advanced degrees or have many years of specialized training?

a. 0-10%	d. 51-75%
b. 11-20%	e. 76-100%
c. 21-50%	

3. How many vertical levels separate the chief executive from those employees working on output in the deepest single division?

a. 1 or 2	d. 9 to 12
b. 3 to 5	e. more than 12
c. 6 to 8	

4. What is the mean number of levels for the organization as a whole?

a. 1 or 2	d. 9 to 12
b. 3 to 5	e. more than 12
c. 5 to 8	

5. What is the number of separate geographic locations where organisation members are employed?

a. 1 or 2	d. 16 to 30
b. 3 to 5	e. more than 30
c. 6 to 15	

6. What is the average distance of these separate units from the organisation's headquarters?

a. less than 10 miles	d. 501 to 3500 miles
b. 11 to 100 miles	e. more than 3500 miles
c. 101 to 500 miles	

7. What proportion of the organisation's total work force are located at these separate units?

a. less than 10%	d. 61 to 90%
b. 11 to 25%	e. more than 90%
c. 26 to 60%	

Scoring: For all items, a=1, b=2, c=3, d=4, e=5. Add up the score to all seven items. The score ranges from 7 to 35.

Source: Scott, W.R., Terence, R.M., and Phillips, M., Organisation Theory: A Structural and Behaviour Analysis, 4th Ed. Illions, Richard, D. Irwin, 1981.