Appendix I

EYESENCK PERSONALITY INVENTORY
By H.J. Eysenck and Sybil B.G. Eysenck (1963)

Here are some questions regarding the way you behave, feel and act. After each question, is a space for answering 'Yes' or 'No'.

Try to decide whether 'Yes' or 'No' represents your usual way of acting or feeling. Then you put a circle around 'Yes' or 'No'. Work quickly and don't spend too much time over any questions; we want your few reaction, not a long-drawn out thought process. The whole questionnaire should not take more than a few minutes. Be sure not to omit any question.

Work quickly and remember to answer every question. There are no right or wrong answers and this is not a test of intelligence or ability but simply, a measure of the way you behave.

FORM A

1. Do you often long for excitement? Yes/No

2. Do you often need understanding friends to cheer you up? Yes/No

3. Are you usually care-free? Yes/No

4. Do you find it very hard to take no for an answer? Yes/No

5. Do you stop and think things over before doing something? Yes/No

6. If you say you will do something do you always keep your promise, no matter how inconvenient it might be to do so? Yes/No

7. Does your mood often go up and down? Yes/No

8. Do you generally do and say things quickly without stopping to think? Yes/No

9. Do you ever feel just miserable for no good reasons? Yes/No

10. Would you do almost anything for a dare? Yes/No
11. Do you suddenly feel shy when you want to talk to an attractive stranger? Yes/No

12. Once in a while do you lose your temper and get angry? Yes/No

13. Do you often do things on the spur of the moment? Yes/No

14. Do you often worry about things you should not have done or said? Yes/No

15. Do you generally prefer reading to meeting people? Yes/No

16. Are your feelings rather easily hurt? Yes/No

17. Do you like going out a lot? Yes/No

18. Do you occasionally have thoughts and ideas that you would not like other people to know about? Yes/No

19. Are you sometimes bubbling over with energy and sometime very sluggish? Yes/No

20. Do you prefer to have few but special friends? Yes/No

21. Do you daydream a lot? Yes/No

22. When people shout at you, do you shout back? Yes/No

23. Are you often troubled about feeling of guilt? Yes/No

24. Are all your habits good and desirable ones? Yes/No

25. Can you usually let yourself and enjoy yourself of a lot at a gay party? Yes/No

26. Would you call yourself tense or highly strung? Yes/No

27. Do other people think of you as being very lively? Yes/No

28. After you have done something important do you often come away feeling you could have done better? Yes/No

29. Are you mostly quiet when you are with other people? Yes/No

30. Do you something gossip? Yes/No
31. Do ideas run through your head so that you cannot sleep? Yes/No

32. If there is something you want to know about would you prefer look it up in a book than talk to someone about it? Yes/No

33. Do you get palpitations or thumping in your heart? Yes/No

34. Do you like the kind of work that you need to pay close attention to? Yes/No

35. Do you get attacks of shaking or trembling? Yes/No

36. Would you always declare everything at the customs, even if you know that you could never be found out? Yes/No

37. Do you hate being with a crowd who play jokes on one another? Yes/No

38. Are you an irritable person? Yes/No

39. Do you like doing things in which you have to act quickly? Yes/No

40. Do you worry about awful things that might happen? Yes/No

41. Are you slow and unhurried in the way you move? Yes/No

42. Have you ever been late for an appointment or work? Yes/No

43. Do you have many nightmares? Yes/No

44. Do you like talking to people so much that you never miss a chance of talking to a stranger? Yes/No

45. Are you troubled by aches and pains? Yes/No

46. Would you be very unhappy if you could not see lots of people most of the time? Yes/No

47. Would you call yourself a nervous person? Yes/No

48. Of all the people you know are there some whom you definitely do not like? Yes/No

49. Would you say that you were fairly-self confident? Yes/No

50. Are you easily hurt when people find fault with you or your work? Yes/No
51. Do you find it hard to really enjoy yourself at a lively party? Yes/No
52. Are you troubled with feeling of inferiority? Yes/No
53. Can you easily get some life in to a rather dull party? Yes/No
54. Do you sometimes talk about things you know nothing about? Yes/No
55. Do you worry about your health? Yes/No
56. Do you like playing pranks on others? Yes/No
57. Do you suffer from sleeplessness? Yes/No
Appendix II

THE SELF-DESCRIPTION INVENTORY
(Edwin E Ghiselli, 1971)

The purpose of this inventory is to obtain a picture of the traits you believe you possess, and to see how you describe yourself. There are no right or wrong answers, so try to describe yourself as accurately and honestly as you can.

In each of the pairs of words below, check the one you think most describes you.

1. Capable 12. sharpwitted
   _____ discreet  _____ deliberate (well considered)
2. understanding 13. kind
   _____ thorough  _____ jolly
3. cooperative 14. efficient
   _____ inventive  _____ clear-thinking
4. friendly 15. realistic
   _____ cheerful  _____ tactful
5. energetic 16. enterprising (Adventurous)
   _____ ambitious  _____ intelligent
6. persevering 17. affectionate
   _____ independent  _____ frank
7. loyal (devoted) 18. progressive
   _____ dependable  _____ thrifty (economical)
8. determined 19. sincere
   _____ courageous  _____ calm
9. industrious (laborious) 20. thoughtful
   _____ practical  _____ fair-minded (impartial)
10. planful 21. poised (balanced)
    _____ resourceful 22. sociable
11. unaffected (sincere)  _____ ingenious
    _____ alert  _____ steady
23 appreciative
    good natured
24 pleasant
    modest
25 responsible
    reliable
26 dignified
    civilized
27 imaginative
    self-controlled
28 conscientious
    quick
29 logical
    adaptable
30 sympathetic
    patient
31 stable
    foresighted

32 honest
    generous (liberal)

In each of the pairs of words below, check the one you think least describes you.

33 shy
    lazy
34 unambitious
    reckless (careless)
35 noisy
    arrogant
36 emotional
    headstrong (obstinate)
37 immature
    quarrelsome
38 unfriendly
    self-seeking
39 affected (not natural)
    moody
40 stubborn
    cold (indifferent)
41 conceited (proud)
    infantile (like infant)
42 shallow
    stingy (miserly)
43 unstable
    frivolous (silly)
44 defensive
    touchy (oversensitive)
45____ tense
____irritable
46____ dreamy
____ dependent
47____ changeable
____ prudish
48____ nervous
____ intolerant
49____ careless
____ foolish
50____ apathetic (indifferent)
____ egotistical (self conceited)
51____ despondent (despair)
____ evasive
52____ distractible
____ complaining
53____ weak
____ selfish
54____ rude
____ self centered
55____ rattle brained (thoughtless)
____ disorderly
56____ fussy
____ submissive (obedient)
57____ opinionated (obstinate in opinion)
____ pessimistic
58____ shiftless (denoid of means)
____ bitter
59____ hard hearted (cruel)
____ self pitying
60____ cynical (sneering)
____ aggressive (quarrelsome)
61____ dissatisfied
____ outspoken
62____ undependable
____ resentful (irritable cunning)
63____ sly
____ excitable
64____ irresponsible
____ impatient.
Appendix IIa

THE SCORING KEYS

The following lists give the correct responses for each of the various scales. The first number is the item number and the last number is the weight or score of the item. T means the top adjective of the pair is the correct response, and B means the bottom adjective is correct.

<table>
<thead>
<tr>
<th>Supervisory Ability</th>
<th>Intelligence</th>
<th>Self-Assurance</th>
<th>Decisiveness</th>
<th>Achievement-Motivation</th>
<th>Need for Self-Actualization</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 B2</td>
<td>3 B4</td>
<td>2 B2</td>
<td>1 T2</td>
<td>1 B1</td>
<td>3 B2</td>
</tr>
<tr>
<td>5 T2</td>
<td>4 B2</td>
<td>7 B1</td>
<td>8 T1</td>
<td>2 B3</td>
<td>8 B2</td>
</tr>
<tr>
<td>14 B3</td>
<td>8 T2</td>
<td>11 B1</td>
<td>9 T2</td>
<td>3 B3</td>
<td>11 B1</td>
</tr>
<tr>
<td>15 B3</td>
<td>9 B 1</td>
<td>12 T2</td>
<td>10 B1</td>
<td>6 T4</td>
<td>12 T2</td>
</tr>
<tr>
<td>21 T2</td>
<td>10 B2</td>
<td>13 T1</td>
<td>12 T2</td>
<td>7 T2</td>
<td>14 B2</td>
</tr>
<tr>
<td>23 T3</td>
<td>12 T2</td>
<td>16 B2</td>
<td>16 T2</td>
<td>20 B4</td>
<td>21 B2</td>
</tr>
<tr>
<td>25 T3</td>
<td>13 T2</td>
<td>18 T2</td>
<td>19 T2</td>
<td>25 T3</td>
<td>26 T1</td>
</tr>
<tr>
<td>27 T3</td>
<td>16 B4</td>
<td>20 T1</td>
<td>22 T2</td>
<td>26 T3</td>
<td>33 B2</td>
</tr>
<tr>
<td>30 T2</td>
<td>19 B2</td>
<td>22 B1</td>
<td>24 T2</td>
<td>27 T3</td>
<td>36 T1</td>
</tr>
<tr>
<td>31 B3</td>
<td>22 B1</td>
<td>24 T2</td>
<td>26 T2</td>
<td>32 B3</td>
<td>49 B1</td>
</tr>
<tr>
<td>33 B1</td>
<td>24 T1</td>
<td>25 T2</td>
<td>30 T1</td>
<td>37 B5</td>
<td>56 B1</td>
</tr>
<tr>
<td>34 T2</td>
<td>25 T3</td>
<td>26 T1</td>
<td>34 T3</td>
<td>47 B2</td>
<td>60 T1</td>
</tr>
<tr>
<td>35 T4</td>
<td>27 T1</td>
<td>27 B1</td>
<td>38 T1</td>
<td>49 B4</td>
<td></td>
</tr>
<tr>
<td>36 B1</td>
<td>34 B1</td>
<td>30 B1</td>
<td>42 B1</td>
<td>50 T3</td>
<td></td>
</tr>
<tr>
<td>41 T3</td>
<td>35 B1</td>
<td>31 B2</td>
<td>45 B1</td>
<td>53 T6</td>
<td></td>
</tr>
<tr>
<td>42 T2</td>
<td>37 B2</td>
<td>33 B2</td>
<td>50 T2</td>
<td>55 T6</td>
<td></td>
</tr>
<tr>
<td>44 B1</td>
<td>39 T2</td>
<td>37 T1</td>
<td>53 T1</td>
<td>59 B4</td>
<td></td>
</tr>
<tr>
<td>49 B2</td>
<td>40 B2</td>
<td>38 B1</td>
<td>57 T1</td>
<td>61 T2</td>
<td></td>
</tr>
<tr>
<td>50 T2</td>
<td>41 B4</td>
<td>41 B2</td>
<td>60 T2</td>
<td>63 T3</td>
<td></td>
</tr>
<tr>
<td>51 T2</td>
<td>42 T2</td>
<td>42 B1</td>
<td>61 T2</td>
<td>64 T2</td>
<td></td>
</tr>
<tr>
<td>54 T1</td>
<td>43 T2</td>
<td>43 T2</td>
<td>63 T1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>56 B3</td>
<td>46 B3</td>
<td>46 T1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>60 T2</td>
<td>47 B1</td>
<td>50 T1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>61 T2</td>
<td>48 B2</td>
<td>51 T2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50 T3</td>
<td>53 T2</td>
<td>52 B1</td>
<td>56 B1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>53 T2</td>
<td>57 T1</td>
<td>54 T3</td>
<td>58 T1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>55 T4</td>
<td>59 B2</td>
<td>58 T2</td>
<td>60 T2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>59 T1</td>
<td>62 T1</td>
<td>60 B 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>61 B1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>62 T1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>64 T2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix III
MA0(C)
(Pareek, 1979)

Below are given six statements for each of several aspects of the work culture or climate of the part of organization you are located in. In each category, you are requested to rank the statements from 1 to 6. Rank '1' is given to the statement which most closely describes the climate or norms of your part of the organization, '2' to the statement which is next in closely describing it and so on. Rank '6' is to be given to the statement which has least resemblance with it. Please do not give the same rank to more than one statement.

Rank 1. Orientation
_______ a. People here are mainly concerned about following rules and procedures.
_______ b. The main concern of people here is to help each other develop greater skills, and so, advance in the organization.
_______ c. Achieving goals or targets set, or excelling them, seems to be the main concern.
_______ d. Consolidating one's own personal position and influence seems to be the main concern.
_______ e. The dominant concern here is to maintain friendly relations with others.
_______ f. The main concern of the people here is to develop their competence and expertise.

2. Interpersonal Relationship.
_______ a. In this organisation most informal groups are formed around experts.
_______ b. The atmosphere here is very friendly and people spent enough time in informal social relations.
_______ c. There are strong cliques in the organization to protect their interests.
d. Business-like relationship prevails here—people warm, but get together mostly for ensuring excellence in performance.

e. People have strong associations mostly with their supervisors and look for suggestions and guidance from them.

f. People have high concern for one another and help each other spontaneously when such help is needed.

Please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of '1', the one that next most closely resembles the situation a rank of '2', and so on. The statement that least resembles the situation in the company is to be given a rank of '6'.

**Rank 3. Supervision**

a. Supervision here is usually to check mistakes and 'catch' the person

b. Supervisor here strongly prefer that their subordinates ask them for instructions and suggestions.

c. Supervisors here take pains to see that their subordinates improve personal skills and chances of advancement.

d. Supervisors reward outstanding achievement.

e. Supervisors try to use their expertise and competitiveness/competence rather than their formal authority in influencing their subordinates.

f. Supervisors here are more concerned with maintaining good relations with their subordinates than stressing duties and performance.

**4. Managing Problems**

a. People here take problems as challenges and try to find better solutions than any body else.

b. Experts are consulted, and they play an important role in solving problems.
c. People mostly consult their friends while dealing with problems.

d. Problems are solved keeping in mind the needs and benefit to the people in the organization and the society at large.

e. People usually refer the problems to and look for solutions from their seniors.

f. Usually problems are solved by supervisors without involving their subordinates.

Please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of '1' the one that next most closely resembles the situation a rank of '2' and so on. The statement that least resembles the situation in the company is to be given a rank of '6'.

5. Managing Mistakes

a. The person making a mistake is not rejected he is shown much warmth by his friends.

b. Here the philosophy is that the supervisor can commit no mistake and the subordinate dare not make one.

c. Usually people are able to acknowledge and analyse their mistakes because they can expect to receive help and support from others.

d. A mistake by a subordinate is treated as an experience (by the boss) from which lessons are learnt to prevent failure and improve performance in future.

e. Subordinates expect guidance from their supervisors to correct or prevent making mistakes.

f. Help of experts is sought in analysing and preventing mistakes.

6. Managing Conflicts

a. Most interpersonal and inter-departmental conflicts arise out of striving for higher performance and these are analysed and resolved with the overriding consideration being high productivity.
b. Conflicts are usually avoided or smoothed over to retain the friendly atmosphere.

c. Arbitration or third party intervention (usually by experienced persons or seniors) is sought and used.

d. In a conflict situation those who are stronger force their point of view.

e. In resolving conflict appeal is made to principles and organizational ideals and the larger good of the organization.

f. Relevant experts are consulted and used in resolving conflicts.

Please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of "1" the one that next most closely resembles the situation as rank of "2", and so on. The statement that least resembles the situation in the company is to be given a rank of "6".

**Rank 7. Communication**

a. Instructions are issued after due consideration by the authorities and are expected to be carried out.

b. Most communication is informal and friendly and arises from as well as contributes to warm relations at work.

c. People ask for information from those who are experts on the subject.

d. Relevant information is made available to all who need and can use such information for achieving high performance.

e. People communicate information, suggestions and even criticisms to others out of concern for them.

f. Communication is often selective - people usually give or hold back crucial information as a way of control.
8. Decision Making

a. While taking decisions, people make special attempts to maintain cordial relations with all concerned.

b. Decisions are made at the top and communicated downward, and people here generally prefer this.

c. People who have demonstrated high achievement have a great say in the decisions made here.

d. Decisions here are generally made without involving subordinates or colleagues.

e. Decisions are made and influenced by specialists and knowledgeable persons.

f. Decisions are made by keeping in view the good of the employees and society.

Please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of "1", the one that next most closely resembles the situation a rank of "2", and so on. The statement that least resembles the situation in the company is to be given a rank of "6".

9. Trust

a. Only a few persons are trusted by management and they are quite influential.

b. Trusting and friendly relations are highly valued here.

c. High value is put here on both the superior and his subordinate trusting each other like father and son.

d. The specialists and the experts are highly trusted here.

e. Here a general helping attitude generates mutual trust.

f. Those who can achieve results are highly trusted.
10. Managing Rewards

a. Mainly excellence in performance and getting tasks accomplished is rewarded.

b. Knowledge and expertise are recognised and rewarded here.

c. Loyalty is rewarded more than anything else.

d. The organization rewards those who help their junior colleagues to develop and those who contribute to teamwork.

e. The ability to control subordinates and maintain discipline is given the highest weighting in rewarding managers and supervisors.

f. The ability to get along well with others is highly valued here.

11. Risk Taking

a. When confronted by risky situations, managers here seek their friends for guidance and support.

b. In risky situations, managers strongly emphasise discipline and obedience to orders.

c. In risky situations, managers have a strong tendency to rely on experts and specialists for their advice.

d. In risky situation managers generally go to their bosses for instructions.

e. In responding to risky situations managers show great concern for the people working in the organization.

f. In responding to risky situations managers take calculated risks and strive all to be more efficient or productive.

Please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of '1', the one that next most closely resembles the situation a rank of '2' and so on. The statement that
At least resembles the situation in the company is to be given a rank of '6'.

**Rank 12. Innovation and Change**

- **a.** Innovation or change in the organization are largely initiated and implemented through experts and specialists.

- **b.** Innovations or changes are largely ordered by top management.

- **c.** Before initiating innovations or changes, managers generally go to their bosses for sanction and guidance.

- **d.** Those who initiate innovations or changes demonstrate a great concern for any possible adverse effects on others (in the organisation or outside) and seek to minimise any adverse effects.

- **e.** Innovation or change in the organization are largely initiated and implemented through highly result oriented individuals.

- **f.** Managers seldom undertake innovations that disturb their existing friendship in the company or even earn the enmity of others in the organization.
Appendix IIIa

SCORING MAO(C)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>c</td>
<td>f</td>
<td>b</td>
<td>e</td>
<td>a</td>
<td>d</td>
</tr>
<tr>
<td>2</td>
<td>d</td>
<td>a</td>
<td>f</td>
<td>b</td>
<td>e</td>
<td>c</td>
</tr>
<tr>
<td>3</td>
<td>d</td>
<td>e</td>
<td>c</td>
<td>f</td>
<td>b</td>
<td>a</td>
</tr>
<tr>
<td>4</td>
<td>a</td>
<td>b</td>
<td>d</td>
<td>c</td>
<td>e</td>
<td>f</td>
</tr>
<tr>
<td>5</td>
<td>d</td>
<td>f</td>
<td>c</td>
<td>a</td>
<td>e</td>
<td>b</td>
</tr>
<tr>
<td>6</td>
<td>a</td>
<td>f</td>
<td>e</td>
<td>b</td>
<td>c</td>
<td>d</td>
</tr>
<tr>
<td>7</td>
<td>d</td>
<td>c</td>
<td>e</td>
<td>b</td>
<td>a</td>
<td>f</td>
</tr>
<tr>
<td>8</td>
<td>c</td>
<td>e</td>
<td>f</td>
<td>a</td>
<td>b</td>
<td>d</td>
</tr>
<tr>
<td>9</td>
<td>f</td>
<td>d</td>
<td>e</td>
<td>b</td>
<td>c</td>
<td>a</td>
</tr>
<tr>
<td>10</td>
<td>a</td>
<td>b</td>
<td>d</td>
<td>f</td>
<td>c</td>
<td>e</td>
</tr>
<tr>
<td>11</td>
<td>f</td>
<td>c</td>
<td>e</td>
<td>a</td>
<td>d</td>
<td>b</td>
</tr>
<tr>
<td>12</td>
<td>e</td>
<td>a</td>
<td>d</td>
<td>f</td>
<td>c</td>
<td>b</td>
</tr>
</tbody>
</table>

Ach. Achievement.
Exp. Expert power.
Ext. Extension
Aff. Affiliation
Dep. Dependency
Cont. Control
Alt. Alternative.
Appendix IV

ORS Scale
(Pareek, 1982)

People have different feelings about their roles. Statements describing some such feelings are given in the attached list. Please read each statement and indicate below how often you have the feeling expressed in the statement in relation to your role in your organisation. Use of the numbers given below to indicate your feelings.

If you find that the category to be used in answering does not adequately indicate your own opinion, use the one which is closest to the way you feel.

Write 0 if you never or scarcely feel this way
" 1 if you occasionally (a few times) feel this way
" 2 if you sometimes feel this way
" 3 if you frequently feel this way
" 4 if you very frequently or always feel this way.

1. My role tends to interfere with my family life.
2. I am afraid I am not learning enough in my present role for taking up higher responsibility.
3. I am not able to satisfy the conflicting demands of various people over me.
4. My role has recently been reduced in importance.
5. My workload is too heavy.
6. Other role occupants do not give enough attention and time to my role.
7. I do not have adequate knowledge to handle the responsibilities in my role.
8. I have to do things in my role that are against my better judgement.
9. I am not clear on the scope and responsibilities of my role (job).

10. I do not get information needed to carry out responsibilities assigned to me.

11. My role does not allow me to have enough time with my family.

12. I am too preoccupied with my present role responsibility to be able to prepare for taking higher responsibility.

13. I am not able to satisfy the conflicting demands of the various peer level people and my juniors.

14. Many functions of what should be a part of my role have been assigned to some other role.

15. The amount of work I have to do interferes with the quality I want to maintain.

16. There is not enough interaction between my role and other roles.

17. I wish I had more skills to handle the responsibilities of my role.

18. I am not able to use my training and expertise in my role.

19. I do not know what the people I work with expect of me.

20. I do not get enough resources to be effective in my role.

21. I have various other interests (social, religious, etc.) which remain neglected because I do not get time to attend to these.

22. I do not have time and opportunities to prepare myself for future challenges of my role.

23. I am not able to satisfy the demands of clients and others, since these are conflicting with one another.

24. I would like to take more responsibility than I am handling at present.

25. I have been given too much responsibility.
26. I wish there was more consultation between my role and other roles.
27. I have not had pertinent training for my role.
28. The responsibilities I have are of not related to my interest.
29. Several aspects of my role are vague and unclear.
30. I do not have enough people to work with me in my role.
31. My organisational roles/responsibilities interfere with my extra-organisational roles.
32. There is very little scope for personal growth in my role.
33. The expectations of my seniors conflict with those of my juniors.
34. I can do much more than what I have been assigned.
35. There is a need to reduce some parts of my role.
36. There is no evidence of involvement of several roles (including my role) in joint problem of solving or collaboration in planning action.
37. I wish I had prepared myself well for my role.
38. If I had full freedom to define my role I would be doing something different from what I do now.
39. My role has not been defined clearly and in details.
40. I am rather worried that I lack the necessary facilities needed in my role.
41. My family and friends complain that I do not spend time with them due to heavy demands of my work role.
42. I feel stagnant in my role.
43. I am bothered with the contradictory expectations different people have from my role.
44. I wish I had been given more challenges tasks to do.
45. I feel overburdened in my role.
46. Even when I take initiative for discussions or help, there is not much response from other roles.
47. I feel inadequate for my present work roles.

48. I experience conflict between my values and what I have to do in my role.

49. I am not clear as to what are priorities in my roles.

50. I wish I had more financial resources for the work assigned to me.
## Appendix IVa

### ORS Scale

### Answer Sheet

<table>
<thead>
<tr>
<th>1</th>
<th>11</th>
<th>21</th>
<th>31</th>
<th>41</th>
<th>IRD</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>12</td>
<td>22</td>
<td>32</td>
<td>42</td>
<td>RS</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>13</td>
<td>23</td>
<td>33</td>
<td>43</td>
<td>REC</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>14</td>
<td>24</td>
<td>34</td>
<td>44</td>
<td>RE</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>15</td>
<td>25</td>
<td>35</td>
<td>45</td>
<td>RO</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>16</td>
<td>26</td>
<td>36</td>
<td>46</td>
<td>RI</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>17</td>
<td>27</td>
<td>37</td>
<td>47</td>
<td>PI</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>18</td>
<td>28</td>
<td>38</td>
<td>48</td>
<td>SRD</td>
<td>8</td>
</tr>
<tr>
<td>9</td>
<td>19</td>
<td>29</td>
<td>39E</td>
<td>49</td>
<td>RA</td>
<td>9</td>
</tr>
<tr>
<td>10</td>
<td>20</td>
<td>30</td>
<td>40</td>
<td>50</td>
<td>RIn</td>
<td>10</td>
</tr>
</tbody>
</table>

IRD = Inter Role Distance  
RS = Role Stagnation  
REC = Role Expectation Conflict  
RE = Role Erosion  
RO = Role Overload  
RI = Resource Inadequacy  
PI = Personal Inadequacy  
SRD = Self Role Distance  
RS = Role Ambiguity  
RIn = Resource Inadequacy.