APPENDICES
APPENDIX - I

EMOTIONAL COMPETENCE INVENTORY (ECI)

Directions:

Each question in this questionnaire describes a work-related behaviour. Think about your performance over the last 12 months, then use the scale below to indicate how characteristic is each behaviour for yourself.

A – Always; B – Most of the times; C – Sometimes; D – Rarely and E – Never.

Read each statement and mark your response using a circle (O) on the appropriate letter against each statement.

1. Confronts unethical actions in others A B C D E
2. Identifies and uses opportunities to meet new people and develop new contacts A B C D E
3. Present self in an assured, forceful, impressive and unhesitating manner A B C D E
4. Enlists others in pursuit of a change initiative A B C D E
5. Knows how feelings impact own performance A B C D E
6. Applies standard procedures flexibly (e.g., alters normal procedures to fit a specific situation) A B C D E
7. Establishes and maintains close relationships among work associates A B C D E
8. Believes oneself to be among the most capable for a job and likely to succeed A B C D E
9. Stimulates enthusiasm and makes work exiting A B C D E
10. Finds and acts upon present opportunities A B C D E
11. Makes career choices to leverage opportunities to learn new things or broaden one's experiences A B C D E
12. Accurately reads key relationships and social networks in groups, organizations, or the larger world A B C D E
13. Acknowledges own strengths and areas of weakness

14. Models the change expected to others

15. Promotes groups reputation with outsiders

16. Has sense of humor about oneself

17. Fine-tunes delivery in accord with audience's mood and emotional reactions

18. Respects, treats with courtesy and relates well to people of diverse background

19. Uses factual arguments to persuade and influence others (e.g., appeals to reasons or data)

20. Matches customer or client needs to services or products

21. Shows attention to details (e.g., double checks information for accuracy)

22. Values, solicits and uses other's inputs

23. Behaves calmly in stressful situations

24. Responds to stereotyping by stating and appreciating person's uniqueness

25. Asks questions to understand another person

26. Accurately reads peoples moods, feeling, or nonverbal cues

27. Maintains clear communication of mutual expectations with customers or clients

28. Uses strong mutual relationships toward work goals

29. Feels confidence to work without the need for direct supervision

30. Takes personal responsibility for solving customer or client problems undefensively

31. Has 'presence' (e.g., stands out in a group)
32. Gains the buy-in of influential parties and enlists their help in convincing others

33. Expresses positive expectations, or respect for others at work

34. Gives directions or demonstrations to develop someone

35. Consistently and visibly leads by example and sets a clear standard for teams and colleagues

36. Is not defensive in receiving new information or perspectives about oneself

37. Stays composed and positive, even in trying moments

38. Effective in give-and-take with an audience

39. Resists the impulse to act immediately

40. Cuts through red tape and bends the rules when necessary to get the job done

41. Seeks out opportunities to broaden one's repertoire of capabilities

42. Makes decisions, sets priorities, and chooses goals on the basis of calculated costs and benefits

43. Gets people to "buy in" or take ownership of ideas or plans

44. Follows through on commitments

45. Sets own standard and use them to judge performance

46. Willingly changes ideas and perceptions based on new information or contrary evidence

47. Leads by giving directions and by using one's formal authority or positional power

48. Finds a common ideal to which all parties in a conflict can endorse
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>49.</td>
<td>Recognizes the situations that arouse own emotions</td>
<td>A B C D E</td>
</tr>
<tr>
<td>50.</td>
<td>Smoothly juggles multiple demands</td>
<td>A B C D E</td>
</tr>
<tr>
<td>51.</td>
<td>Brings disagreement and grievances into the open</td>
<td>A B C D E</td>
</tr>
<tr>
<td>52.</td>
<td>Recognizes specific strengths or development</td>
<td>A B C D E</td>
</tr>
<tr>
<td>53.</td>
<td>Pays attention and listens</td>
<td>A B C D E</td>
</tr>
<tr>
<td>54.</td>
<td>Expresses an explicit vision for change to those affected</td>
<td>A B C D E</td>
</tr>
<tr>
<td>55.</td>
<td>Expresses positive expectations about others' potentials</td>
<td>A B C D E</td>
</tr>
<tr>
<td>56.</td>
<td>Continuously broadens and maintains a wide network of relationships</td>
<td>A B C D E</td>
</tr>
<tr>
<td>57.</td>
<td>Understands organizations values and culture (e.g., unspoken rules and expectations)</td>
<td>A B C D E</td>
</tr>
<tr>
<td>58.</td>
<td>Acts on own values even when there is significant risk</td>
<td>A B C D E</td>
</tr>
<tr>
<td>59.</td>
<td>Builds team spirit by creating symbols of identity and pride</td>
<td>A B C D E</td>
</tr>
<tr>
<td>60.</td>
<td>States a need for change</td>
<td>A B C D E</td>
</tr>
<tr>
<td>61.</td>
<td>Takes a strong public stand to advocate change despite opposition</td>
<td>A B C D E</td>
</tr>
<tr>
<td>62.</td>
<td>Identifies and encourages opportunities for collaboration across and within the groups</td>
<td>A B C D E</td>
</tr>
<tr>
<td>63.</td>
<td>Invites dialogue when communicating</td>
<td>A B C D E</td>
</tr>
<tr>
<td>64.</td>
<td>Uses nonverbal cues like the tone of voice to focus on the message</td>
<td>A B C D E</td>
</tr>
<tr>
<td>65.</td>
<td>Gives timely, constructive feedback in behavioural rather than in personal terms</td>
<td>A B C D E</td>
</tr>
<tr>
<td>66.</td>
<td>Removes barriers to change</td>
<td>A B C D E</td>
</tr>
<tr>
<td>67.</td>
<td>Acts rather than simply waiting to study options</td>
<td>A B C D E</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------------------------------------------------</td>
<td>---</td>
</tr>
<tr>
<td>68.</td>
<td>Takes symbolic actions to have a specific impact on the audience</td>
<td>A B C D E</td>
</tr>
<tr>
<td>69.</td>
<td>Helps de-escalate conflicts</td>
<td>A B C D E</td>
</tr>
<tr>
<td>70.</td>
<td>Anticipates obstacles to a goal in order to overcome them</td>
<td>A B C D E</td>
</tr>
<tr>
<td>71.</td>
<td>Publicly admits to mistakes even when it is not easy to do so</td>
<td>A B C D E</td>
</tr>
<tr>
<td>72.</td>
<td>Adapts by changing overall strategy, goals, or projects to fit the situation</td>
<td>A B C D E</td>
</tr>
<tr>
<td>73.</td>
<td>Uses examples and/or visual aids to effectively clarify or emphasis the message</td>
<td>A B C D E</td>
</tr>
<tr>
<td>74.</td>
<td>Goes beyond what is required or expected</td>
<td>A B C D E</td>
</tr>
<tr>
<td>75.</td>
<td>Calms others in stressful situations</td>
<td>A B C D E</td>
</tr>
<tr>
<td>76.</td>
<td>Acts as a trusted advisor to a customer or client over time</td>
<td>A B C D E</td>
</tr>
<tr>
<td>77.</td>
<td>Sets measurable and challenging goals for oneself or others</td>
<td>A B C D E</td>
</tr>
<tr>
<td>78.</td>
<td>Expresses dissatisfaction with the status quo and seek ways to improve performance</td>
<td>A B C D E</td>
</tr>
<tr>
<td>79.</td>
<td>Is comfortable with ambiguity</td>
<td>A B C D E</td>
</tr>
<tr>
<td>80.</td>
<td>Personally leads change initiatives</td>
<td>A B C D E</td>
</tr>
<tr>
<td>81.</td>
<td>Initiates actions to create possibilities for the future</td>
<td>A B C D E</td>
</tr>
<tr>
<td>82.</td>
<td>Communicates the position of those involved in a conflict to all concerned</td>
<td>A B C D E</td>
</tr>
<tr>
<td>83.</td>
<td>Makes self available to customer or clients</td>
<td>A B C D E</td>
</tr>
<tr>
<td>84.</td>
<td>Convinces by appealing to people's self interest</td>
<td>A B C D E</td>
</tr>
<tr>
<td>85.</td>
<td>Develops broad, behind-the-screen support to increase persuasive impact</td>
<td>A B C D E</td>
</tr>
</tbody>
</table>
86. Assumes significant personal or professional risk to accomplish important goals (e.g., challenging powerful others with an unpopular point of view)    
87. Takes calculated risks to reach a goal    
88. Compensates for on stated limitations by working with others with the necessary strengths    
89. Monitors customer or client satisfaction    
90. Expresses concern with own image and reputation, or his/her organizations    
91. Speaks out for a course of action one believes in even when others disagree    
92. Focuses disagreement on the issue or action involved rather than the person    
93. Understands the underlying causes for someone's feelings, behaviour, or concerns    
94. Expresses own feelings    
95. Uses engaging style in writing or presenting to an audience    
96. Understands the history and reasons for continuing organizational issues    
97. Understands political forces at work in the organization    
98. Is organized and careful in own work    
99. Strives to keep promises    
100. Inspires others to action by articulating a compelling mission or vision    
101. Demonstrates an ability to see things from someoneelse's perspective    
102. Is decisive
103. Provides long term monitoring or coaching in the context of a continuing relationship

104. Actively promotes a friendly climate, good morale and co-operation

105. Seeks information in unusual ways or from sources not typically used

106. Behaves consistently with own stated values and beliefs

107. Builds trust through reliability – can be counted on

108. Maintains co-operative working relationships

109. Addresses unexpressed needs of the customer or client

110. Shares information (e.g., keeps others inform) to foster collaboration
APPENDIX - II

A SCALE OF TYPE A BEHAVIOUR PATTERN
A SELF ASSESSMENT SCALE

Name : Religion/Caste :
Age : District :
Educational : Profession :
Qualification Male / Female :
Married/Single:

Read the statements given below carefully and mark your answers using '✓' mark.

Choose from the responses given against each statements to answer the questions below:

a - Almost always true; b - Usually true; c - Sometimes; d - Seldom true; e - Never true.

Answer each questions according to what is generally true for you.

1. I don't like to wait for other people to complete their work before I can proceed any own a b c d e
2. I hate to wait in lines a b c d e
3. People tell me that I tend to get irritated too easily a b c d e
4. Whenever possible I try to make activities competitive a b c d e
5. I have a tendency to rush into work that needs to be done before knowing the procedure I will use to complete the job a b c d e
6. Even when I go for vacation, I usually take some work along a b c d e
7. When I make a mistake, it is usually due to the fact that I have rushed into the job before completely planning it through a b c d e
8. I feel guilty for taking off from work a b c d e
9. People tell me, I have bad temper when it came to competition situations
   a b c d e
10. I tend to lose my temper when I am under a lot of pressure at work
    a b c d e
11. Whenever possible, I will attempt to complete two or more task at once
    a b c d e
12. I tend to race against the clock
    a b c d e
13. I have no patience for lateness
    a b c d e
14. I catch myself rushing when there is no need
    a b c d e
APPENDIX - III

JOB ATTITUDE SCALE
(C. Jayan, 2002)

Directions:

There are some statements regarding your experiences and feelings about your Job. Indicate how far each statement is characteristic of you by choosing the appropriate response given against each statement. The responses are:

A – Always; B – Most of the times; C – Sometimes; D – Rarely and E – Never.

Read each statement and mark your answer by putting a circle (O) on the chosen letter.

Organisational Commitment

1. I continue in this job only due to circumstantial compulsions A B C D E
2. Our superiors are capable of solving all our labour problems A B C D E
3. I am not given proper recognition here. A B C D E
4. I do not want to shrink away from responsibilities in my job A B C D E
5. Compared to any other job, I like the present one A B C D E
6. This institution assists each of the employees to achieve their life goals A B C D E
7. I am fully satisfied with the performance of this institution A B C D E
8. The management is very much interested in the needs and welfare of the employees A B C D E
9. This job is in line with my interests and aptitudes A B C D E
10. Many irrelevant and meaningless regulations exist here A B C D E
11. Since expected results are not forthcoming, I have no sincerity in this job

12. I am prepared to make sacrifice for the success of this institution

13. I would never behave in a manner that would affect the prestige and good tradition of this institution

14. I have faith in and respect for the executives and management of this institution

15. The employees are put to a lot of difficulties because of management's policies and regulations

**Job Involvement**

16. I feel boredom when I do not have any work to do

17. When the work problem is not solved then I continue to think about that in the home also

18. Sometimes it is difficult for me to have sleep when I think about the job

19. I become anxious when the work is not completed

20. In the holidays also I think that my work is not being done

21. I complete my work even if it takes more than allotted time without any extra salary

22. The important events of my life are related to my work

23. I feel frustrated on my failure at work

24. Work is every thing for me

25. Mostly I like to say at home in comparison to coming for the work

26. My work is the most important part of my life

27. There are other things important than this work

28. Sometimes I would like to lame myself for my faults at my work
29. I do not stay overtime even if some work is left incomplete

30. My work is so good that I do not get fatigued even after doing it for longer time

**Job Satisfaction**

31. I believe that since my services are essential for this institution I will not be dismissed

32. I believe that since I am suitably qualified I will not be dismissed

33. My present salary is not sufficient for me to maintain my social status

34. I feel my present salary is less than what I should be getting for the work I do

35. My job is not in keeping with the social prestige that I otherwise enjoy

36. This job can take me to high positions in accordance with my ambitions

37. I feel that the promotion system in this institution is not scientific

38. I cannot approve of the way every one's work is apportioned in this institution

39. Employees here get as many holidays as those of other institutions

40. In this institution I do not have any enduring friendship with anyone

41. This job deserves many more holidays than are now given

42. Sufficient pension benefits are being provided in this job

43. I have a feeling that I will not achieve anything from this job
44. In my present work there are very few opportunities to show my talent

45. It is reassuring that in my work I get all cooperation from the management
APPENDIX - IV

Background Information
(C. Jayan, 1995)

1. Name of the Institution : 
2. Name of the employee (Manager) : 
3. Age : 
4. Educational Qualifications : (a) SSLC (b) General (c) Technical 
5. How many years of service have you put in this organisation : 
6. How long have you been serving in the present position : 
7. Before joining this organisation have you worked in any other organisation? : Yes / No 
If Yes, how long : 
8. Current monthly income : 
9. Average income of the family : 
10. Amount you received as bonus last year : 
11. Marital Status : Single / Married 
If married, how many children : 
12. Total no. of dependents : 
(a) Below 18 years : 
(b) Above 18 years : 
13. Accommodation : Own house / Quarters provided / Rented home
14. Are you trained for your job : Yes / No
   If yes, (a) Nature of training : 
   (b) How long : 
   (c) Where from :

15. Have you ever had an industrial accident? : Yes / No
   If yes, it was : very serious / serious / minor / very minor
   How many times? :

16. (a) Do you take leaves without any specific reasons? : Yes / No
    (b) Do you take leaves for fun? : Yes / No
    (c) Do you feel bad if you have not used up your casual leaves? : Yes / No
    (d) Is taking leave for no reasons good? : Yes / No
APPENDIX - V

Performance Rating – 1
(C. Jayan, 1995)

Self

Given below is a scale to rate your own performance at work. Mark your position in the scale given below by putting a circle (O) in the appropriate place. In this scale '1' indicate least efficiency and '7' indicates maximum efficiency. You can choose any value from 1 – 7 depending on the ratings you give for your performance.

Statement

1. In your opinion, how efficient are you in performing your work?

   Scale
   
   1  2  3  4  5  6  7
   Least efficient  Most efficient

2. Compared to your co-workers how efficient are you in your job?

   Scale
   
   1  2  3  4  5  6  7
   Least efficient  Most efficient

Co-worker

Rate your co-worker on his/her performance efficiency. Follow the same pattern as self rating.

Statement

1. How efficient is your coworker in his/her work?

   Scale
   
   1  2  3  4  5  6  7
   Least efficient  Most efficient

2. Compared to the other employees how efficient is your co-worker?

   Scale
   
   1  2  3  4  5  6  7
   Least efficient  Most efficient
APPENDIX - VI

Supervisor Rating

As a supervisor (or superior), please rate the following employees (working under you) for their efficiency in performance. Mark your opinions in the scale given below by putting a circle (O) in the appropriate number. In this scale '1' indicates least efficiency and '7' indicates maximum efficiency. You can choose any value from 1-7 depending on the ratings you have for that particular employee.

Statement:

What is your ratings about the following employees on their work efficiency?

<table>
<thead>
<tr>
<th>Name</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>[1 2 3 4 5 6 7]</td>
</tr>
<tr>
<td>2.</td>
<td>[1 2 3 4 5 6 7]</td>
</tr>
<tr>
<td>3.</td>
<td>[1 2 3 4 5 6 7]</td>
</tr>
<tr>
<td>4.</td>
<td>[1 2 3 4 5 6 7]</td>
</tr>
<tr>
<td>5.</td>
<td>[1 2 3 4 5 6 7]</td>
</tr>
<tr>
<td>6.</td>
<td>[1 2 3 4 5 6 7]</td>
</tr>
</tbody>
</table>