Questionnaire for Human Resource Management Practices -1

IMPACT OF HRM PRACTICES ON OCCUPATIONAL STRESS AMONG WORKING WOMEN IN SERVICE SECTOR (WITH SPECIAL REFERENCE TO BANKING AND INSURANCE SECTOR IN TIRUVARUR DISTRICT OF TAMILNADU)

It is pleasure to welcome you as one of the respondents in a innovative based study on “Impact Of HRM Practices On Occupational Stress Among Working Women In Service Sector (With Special Reference To Banking And Insurance Sector In Tiruvarur District Of Tamilnadu) ”. Kindly spare some of your valuable time and fill up the enclosed set of questionnaires. The purpose of the questionnaires is to collect data and information regarding some of the significant ingredients of HR Function prevailing in your organization like Recruitment, Training and Development, Performance Appraisal, Reward, Promotion and Transfer Policy, Compensation Management and welfare measure, and Industrial relations. Your whole hearted co-operation is solicited.

Note: Kindly answer to each and every question carefully. The data and information provided by you will be kept strictly confidential and used for the said purpose only.

Profile of the Respondent:

Name:

Sex:

Age in years:

Educational Qualifications:

Designation:

Length of Service:

Annual income (Rs.) :
SECTION –I
RECRUITMENT AND SELECTION

1. Manpower requirements of each department are identified well in advance.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

2. Manpower planning is always done on the basis of business plans for the next five years.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

3. There are close linkages between the company’s manpower plans and the bank’s business plans.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

4. Succession planning is done in advance since it takes time to recruit key people leadership talents.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

5. Job Description is treated as critical and always precedes the process of recruitment.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

6. The capabilities and aptitudes of candidates are identified using scientific techniques (such as psychometric tools, etc.,)
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

7. These results are also used to identify where exactly the prospective employee should work.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

8. The selection process is objective and ensures that only competent people are recruited.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree
9. The recruitment policy of the bank provides employees with job security and continuous employment.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

10. The recruitment policy integrates organizational needs and employee needs.
    Strongly agree  Agree  Neutral  Disagree  Strongly disagree

11. The recruitment policy provides each employee with freedom and opportunity to utilize and develop knowledge and skill to the maximum possible extent.
    Strongly agree  Agree  Neutral  Disagree  Strongly disagree

12. The recruitment policy provides suitable jobs and protection to handicapped, women and minority groups.
    Strongly agree  Agree  Neutral  Disagree  Strongly disagree

13. The recruitment policy treats all employees fairly and equitably in all employment relationships.
    Strongly agree  Agree  Neutral  Disagree  Strongly disagree

14. The recruitment policy encourages responsible trade unions.
    Strongly agree  Agree  Neutral  Disagree  Strongly disagree

15. The recruitment policy is flexible enough to meet the changing needs of the bank.
    Strongly agree  Agree  Neutral  Disagree  Strongly disagree

16. Interviews are conducted by several people from different levels of the bank.
    Strongly agree  Agree  Neutral  Disagree  Strongly disagree
17. There is active participation by HR and managers in manpower planning and recruitment.

   Strongly agree      Agree      Neutral      Disagree      Strongly disagree

18. Line managers participating in staff selection are trained in interviewing and other techniques.

   Strongly agree      Agree      Neutral      Disagree      Strongly disagree

19. Candidates are given adequate and realistic information about the bank and the job.

   Strongly agree      Agree      Neutral      Disagree      Strongly disagree

20. Prospective employees are always told about the positive and negative aspects of the job.

   Strongly agree      Agree      Neutral      Disagree      Strongly disagree

21. Prospective employees are provided an opportunity to experience the bank first-hand.

   Strongly agree      Agree      Neutral      Disagree      Strongly disagree

22. The HR department follows up on the training needs identified during the selection.

   Strongly agree      Agree      Neutral      Disagree      Strongly disagree

23. Data for development decisions, such as job rotation, is used to identify internal hiring needs.

   Strongly agree      Agree      Neutral      Disagree      Strongly disagree

24. Employees who don’t perform to potential are evaluated to see if they should be rotated.

   Strongly agree      Agree      Neutral      Disagree      Strongly disagree
25. People are encouraged to move if it appears that they can do better in another function.

   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

26. Grooming is always preferred to outsourcing, especially at the senior levels Management.

   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

27. Overstaffing in order to deal with future attrition is not a bank policy.

   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

SECTION –II

TRAINING AND DEVELOPMENT

1. In the bank, induction training is given more importance now than in the past.

   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

2. The induction programme is a well-planned exercise and is of sufficient duration.

   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

3. In the organization, adequate attention is paid towards effective socialization of the new entrants.

   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

4. Senior managers spend time with the new recruits during induction training.

   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

5. There is a structured, widely-shared training policy in the company based on its business strategies.

   Strongly agree    Agree    Neutral    Disagree    Strongly disagree
6. Training programmes are systematically evaluated and improved upon, every periodically.
   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

7. Employees are helped to upgrade their job knowledge and skills through training.
   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

8. Workers are encouraged and rewarded for training to acquire higher qualifications.
   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

9. There is also an emphasis on developing leadership skills down the line through training.
   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

10. Human relations competencies are developed through training and behaviour modeling.
    Strongly agree   Agree   Neutral   Disagree   Strongly disagree

11. Employees are sponsored for training programmes on the basis of carefully identified training needs.
    Strongly agree   Agree   Neutral   Disagree   Strongly disagree

12. Employees participate in determining their training needs, and know the knowledge and skills they must acquire.
    Strongly agree   Agree   Neutral   Disagree   Strongly disagree

13. Briefing and debriefing sessions are conducted for employees sponsored for training.
    Strongly agree   Agree   Neutral   Disagree   Strongly disagree

14. Internal training programmes are handled by the best possible faculty assessed through a selection process.
    Strongly agree   Agree   Neutral   Disagree   Strongly disagree
15. Experiential techniques, such as games, are used in training programmes.
   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

16. Training programmes for quality and change management are the core of bank’s learning curriculum.
   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

17. Training evaluations are conducted and used for the revision of training programmes.
   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

18. Various methods are used to help employees learn and implement creative ideas.
   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

19. A system of mentoring-providing emotional support and guidance to young managers is followed.
   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

20. The organizations encourage and support self-learning and education by its managers.
   Strongly agree    Agree    Neutral    Disagree    Strongly disagree

21. Employees are provided opportunities to perform different tasks and acquire competencies.
   Strongly agree    Agree    Neutral    Disagree    Strongly disagree
SECTION –III
APPRAISAL AND REWARD

1. In the bank, the key competencies required for each job are already identified through job analysis.
   
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

2. There are mechanisms that help employees develop their potential for the next rung of jobs.
   
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

3. Employees regularly receive feedback about their potential for higher-level jobs.
   
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

4. Job rotation is practiced widely to help people develop their potential in new areas.
   
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

5. The appraisal system gives each appraisee complete information on performance standards and expectations.
   
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

6. Performance appraisal system provides feedback to employees so that they come to know where they stand and can improve their job performance
   
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

7. Performance appraisal system provides a database for personnel decisions concerning placement, pay, promotion, transfer, punishment, etc.,
   
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

8. Performance appraisal system diagnoses the strengths and weakness of individuals so as to identify further training needs.
   
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree
9. Performance appraisal system provides coaching, counselling, career planning and motivation to subordinates.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

10. Performance appraisal system provides positive superior-subordinate relations and thereby reduces grievances.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

11. Performance appraisal is used to test effectiveness of recruitment, selection, placement and induction programmes.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

12. Performance appraisal facilitates human resource planning, career planning and succession planning.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

13. Performance appraisal creates competitive spirit and employees are motivated to improve their performance.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

14. It is designed to aid the appraisee and the appraiser jointly understand the former’s job.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

15. Performance appraisal is an opportunity for self review and reflection.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

16. The performance appraisal is based on all-around feedback; that is, it is a 360-degree assessment.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

17. The system has the scope to correct the biases of the assessor through a review by superior authority.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree
18. The appraisal system provides for a frank discussion between the appraiser and the appraisee.

Strongly agree   Agree   Neutral   Disagree   Strongly disagree

19. In this bank the results of the appraisal are communicated to and discussed with the employees.

Strongly agree   Agree   Neutral   Disagree   Strongly disagree

20. In this bank, through mutual discussion with employees, the steps required to improve performance are identified and initiated.

Strongly agree   Agree   Neutral   Disagree   Strongly disagree

21. The procedure allows for the communication of the CEO’s goals to the human resources.

Strongly agree   Agree   Neutral   Disagree   Strongly disagree

22. The bank uses numerous rewards, including non-financial ones, to motivate people.

Strongly agree   Agree   Neutral   Disagree   Strongly disagree

23. Rewards, be they monetary or non-monetary, are always objectively determined.

Strongly agree   Agree   Neutral   Disagree   Strongly disagree

24. Stock options are used as a tool to turn employees into share holders who own the company.

Strongly agree   Agree   Neutral   Disagree   Strongly disagree

25. Awards are used as a technique for motivating both the employee and his or her family.

Strongly agree   Agree   Neutral   Disagree   Strongly disagree
26. Salaries and other benefits are innovatively packaged and reviewed at least once a year.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

27. Bank believes in being one of the two best paymasters in its business at all levels.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

SECTION –IV

PROMOTION AND TRANSFER

1. The bank’s promotion policies are well defined and shared with all employees.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

2. In this bank, an employee is given promotion in recognition of his meritorious service to the company. This is to honour the employee who has served the company for a longer period.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

3. In this bank, promotion is used to keep the level of job satisfaction and morale of the employee high.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

4. This bank provides promotion opportunities to prevent labour turnover.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

5. Promotion policy of the bank provides equal opportunities for promotion to all categories of jobs in all the departments.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

6. The bank provides suitable training and development opportunities to employees for preparing themselves for advancement.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree
7. In this bank, due weightage is given for seniority, merit and future potential of an employee to motivate the employees to stick on their jobs.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

8. Promotional policy of the bank is fair and impartial, without arbitrariness and favouritism.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

9. In this bank promotional policy is correlated with career planning and there is no sudden spurt of promotions (bunching) and long period of no promotion (promotional drought).

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

10. Promotion policy of the bank encourages healthy competition among the employees. Each one will try to prove his worth to the company.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

11. In this bank, promotions and transfers are used to meet the demand for higher order skills.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

12. The bank provides counselling and guidance to the employees rejected for promotion and provides alternatives like upgradation for deserving candidates.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

13. There is a provision for appeal against the management’s decision and its review to satisfy employees who accuse management of being biased.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

14. The promotion policy specifies that whenever a senior person is not selected for promotion, he will be told the reason for his suppression.

Strongly agree  Agree  Neutral  Disagree  Strongly disagree
15. Transfer policy of the bank increases productivity and effectiveness of the organization.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

16. Transfer policy of the bank provides greater job satisfaction and improves employee skills.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

17. Transfer policy of the bank improves labour relations.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

18. Transfer policy of the bank develops employees for future promotions and to avoid monotony and boredom.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

19. Transfer policy of this bank clearly specifies the types of transfer and circumstances under which transfers will be made.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

20. In this bank transfer are made in consultation with the employee.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

21. Transfer policy of the bank specifies reasons considered for personal transfer and their order of priority.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

22. Transfer policy of the bank provides facilities such as leave, adequate special allowance for shifting to the new place to the transferred employees.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree
SECTION - V

COMPENSATION MANAGEMENT AND WELFARE MEASURE

1. In this bank, employee compensation is a vital part of human resource management.
   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

2. In this bank, employee compensation is one of the biggest factors affecting industrial relations.
   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

3. Employee compensation influences vitally the growth and profitability of the company.
   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

4. In this bank, employee compensation provides employee a sense of recognition and determines their social status.
   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

5. In this bank, employee compensation improves employee motivation and reduces employee turnover.
   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

6. Compensation Management of the bank helps to attract qualified and hard working people.
   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

7. Compensation Management of the bank minimizes the incidence of quitting and increase employee loyalty.
   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

8. Compensation Management of the bank is consistent with the overall plans of the company.
   Strongly agree   Agree   Neutral   Disagree   Strongly disagree
9. Compensation Management of the bank helps to improve the motivation and morale of employees which in turn lead to higher productivity.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

10. Bank develops an adequate database and a proper organizational set up for compensation determination and administration.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

11. Bank reviews and revises compensation policy and programme periodically in conformity with changing needs.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

12. Bank provides performance linked compensation paid to improve motivation and productivity of employees.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

13. Bank designs incentive plans to improve productivity and to secure better utilization of human and material resource of the company.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

14. The incentive plan of the bank minimizes absenteeism, accident and improves industrial relations.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

15. Bank installs suitable machinery for quick and fair redressal of grievances arising from implementation of compensation package.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree

16. Welfare measure provided by the company improves the job becomes more attractive and more efficient employees can be recruited.

   Strongly agree   Agree   Neutral   Disagree   Strongly disagree
17. Employee welfare measure provided by the company improves the morale and loyalty of workers by making them happy and satisfied.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

18. In this bank, employee welfare measure reduces labour turnover and absenteeism thereby building a stable workforce.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

19. In this bank, employee welfare measures increase employee productivity and improve their physical and mental health.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

20. In this bank, employee welfare measure protects the employees from social evils by improving material, intellectual and cultural condition of life of the employees.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

21. In this bank, employee welfare measure improves industrial relations and industrial peace.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

22. In this bank, employee compensation and welfare measure be in line with comparable jobs in other organizations.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

23. In this bank, employee compensation management and welfare measure improves goodwill and public image of the company.
   Strongly agree  Agree  Neutral  Disagree  Strongly disagree
SECTION VI
INDUSTRIAL RELATIONS

1. The bank maintains harmonious relationships between management and employees and develops skill and methods of adjusting to or cooperating with each other. They also attempt to solve their problems through collective bargaining.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

2. The bank establishes and maintains industrial democracy based on the participation of labour in the management and gains of industry and the personality of every individual is fully recognized and developed.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

3. The bank avoids all forms of industrial conflict to ensure industrial peace by providing better working and living standards to employees.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

4. The human resource policies and procedures of the bank is fair and transparent for avoiding industrial conflict.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

5. In this bank both management and trade unions should adopt positive attitudes towards each other.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

6. In this bank both management and trade unions accept collective bargaining as the cornerstone of good industrial relations.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree

7. The management of the bank consults the associate workers and union leaders in formulation and implementation of human resource policies and practices.

   Strongly agree  Agree  Neutral  Disagree  Strongly disagree
8. The management of the bank is not interfered in the internal affairs of the unions and tries to win employees’ loyalty.
   Strongly agree      Agree  Neutral  Disagree  Strongly disagree

9. The management of the bank encourages right type of union leadership.
   Strongly agree      Agree  Neutral  Disagree  Strongly disagree

10. In this bank, unions adopt a responsible rather than political approach to industrial relations.
    Strongly agree      Agree  Neutral  Disagree  Strongly disagree

11. This bank recognizes the need for the welfare of employees and ensures reasonable compensation, satisfactory working conditions, opportunities for training and development and other necessary facilities for employees.
    Strongly agree      Agree  Neutral  Disagree  Strongly disagree

12. This bank have a well established and properly administered system for the timely and satisfactory redressal of employees’ grievances for improving industrial relations.
    Strongly agree      Agree  Neutral  Disagree  Strongly disagree

13. This bank has an effective suggestion scheme for satisfying the creative urge of workers.
    Strongly agree      Agree  Neutral  Disagree  Strongly disagree

14. The management of the bank consults with the associate workers and trade union leaders in formulating code of discipline.
    Strongly agree      Agree  Neutral  Disagree  Strongly disagree

15. In this bank code of discipline is properly followed by both parties to avoid unilateral and violent actions on either side.
    Strongly agree      Agree  Neutral  Disagree  Strongly disagree
Questionnaire for occupational stress-2

IMPACT OF HRM PRACTICES ON OCCUPATIONAL STRESS AMONG WORKING WOMEN IN SERVICE SECTOR (WITH SPECIAL REFERENCE TO BANKING AND INSURANCE SECTOR IN TIRUVARUR DISTRICT OF TAMILNADU)

The scale assesses the extent of stress, employees experience in context of their life. Select any one of the alternative responses to indicate the extent of accuracy to which each statement describes the nature and conditions at your jobs and experiences and feelings about various aspects of your job life.

To estimate the levels of your occupational stress add up the scores on all the statements. If the score is below 115, you have low occupational stress, if the score is between 116 and 161, your occupational stress is of moderate level, and if the score is above 161, you are highly stressed.

The score for the statements are - 5 for absolutely true, 4 for almost true, 3 for partially true, 2 for almost false and 1 for absolutely false. The statement with asterisk should be scored inversely, e.g., 5 for absolutely false and 1 for absolutely true.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Statements</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>I have to do a lot of work in this job</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>02</td>
<td>The available information Job role and its outcomes are vague and insufficient.</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>03</td>
<td>My different officers often give contradictory instructions regarding my work.</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>04</td>
<td>Sometimes it becomes complicated problem For me to make adjustment between political/ Group pressures and formal rules and instruction</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>05</td>
<td>The responsibility for the efficiency and productivity of many employees is thrust upon me.</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>06</td>
<td>*Most of my suggestions are heeded and implemented here</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>07</td>
<td>*My decisions and instructions concerning distribution of assignments among employees are properly followed</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>08</td>
<td>*I have to work with persons of my liking.</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>09</td>
<td>My assignments are of monotonous nature.</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>10</td>
<td>*Higher authorities do care for my self-respect</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td></td>
<td>Description</td>
<td>Rating</td>
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<tr>
<td>11</td>
<td>I get less salary in comparison to the quantum of labour/work.</td>
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<tr>
<td>12</td>
<td>I do my work under tense circumstances.</td>
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<tr>
<td>13</td>
<td>Owing to excessive workload I have to manage with insufficient number of employees and resources</td>
<td></td>
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<tr>
<td>14</td>
<td>*The objectives of my work role are quite clear and adequately planned.</td>
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<tr>
<td>15</td>
<td>*Officials do not interfere with my jurisdiction and working methods</td>
<td></td>
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<tr>
<td>16</td>
<td>I have to do some work unwillingly owing to certain group/political pressures.</td>
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<tr>
<td>17</td>
<td>I am responsible for the future of a number of Employees.</td>
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<tr>
<td>18</td>
<td>*My cooperation is frequently sought in solving the administrative or industrial problem at higher level</td>
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<tr>
<td>19</td>
<td>*My suggestion regarding the training programmes of the employees are given due significance.</td>
<td></td>
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<tr>
<td>20</td>
<td>Some of my colleagues and subordinates try to defame and malign me as unsuccessful.</td>
<td></td>
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<tr>
<td>21</td>
<td>*I get ample opportunity to utilize my ability and experience independently.</td>
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<tr>
<td>22</td>
<td>*This job has enhanced my social status.</td>
<td></td>
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<tr>
<td>23</td>
<td>I am seldom rewarded for my hard labour and efficient performance.</td>
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<tr>
<td>24</td>
<td>Some of my assignments are quite risky and complicated.</td>
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<td>25</td>
<td>I have to dispose off my work hurriedly owing to excessive work load.</td>
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<td>26</td>
<td>I am unable to perform my duties smoothly owing to uncertainty and ambiguity of the scope of my jurisdiction and authorities.</td>
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<td>27</td>
<td>I am not provided with clear instructions and sufficient facilities regarding the new assignments trusted me.</td>
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<td>28</td>
<td>In order to maintain group conformity sometimes I have to do/produce more than the usual.</td>
<td></td>
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<tr>
<td>29</td>
<td>I bear the great responsibility for the progress and prosperity of this organisation.</td>
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<tr>
<td>30</td>
<td>My options are sought in framing important policies of the organisation/department.</td>
<td></td>
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<tr>
<td>31</td>
<td>*Our interest and opinion are duly considered in making appointment for important posts.</td>
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<tr>
<td>32</td>
<td>*My colleagues do cooperate with me voluntarily in solving administrative and industrial problems.</td>
<td></td>
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<tr>
<td>33</td>
<td>*I get ample opportunity to develop my aptitude and proficiency properly.</td>
<td></td>
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<tr>
<td>34</td>
<td>My higher authorities do not give due significance to my position and work.</td>
<td></td>
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<tr>
<td>35</td>
<td>I often feel that this job has made my life cumbersome.</td>
<td></td>
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<tr>
<td>36</td>
<td>Being too busy with official work I am unable to devote sufficient time to my domestic and personal problems.</td>
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<td></td>
<td>Statement</td>
<td>5</td>
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<td>---------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>37</td>
<td>It is unclear what type of work and behavior my higher authorities and colleagues expect from me.</td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>*Employees attach due importance to the official instructions and formal working procedures.</td>
<td>5</td>
</tr>
<tr>
<td>39</td>
<td>I am compelled to violate the formal and administrative and policies owing to group/political pressures.</td>
<td>5</td>
</tr>
<tr>
<td>40</td>
<td>*My opinion is sought in changing or modifying the working systems/instruments and conditions here.</td>
<td>5</td>
</tr>
<tr>
<td>41</td>
<td>*There exists sufficient mutual cooperation and team-spirits among the employees of this organisation/department.</td>
<td>5</td>
</tr>
<tr>
<td>42</td>
<td>My suggestions and cooperation are not sought in solving even those problems for which I am quite competent.</td>
<td>5</td>
</tr>
<tr>
<td>43</td>
<td>*Working conditions are satisfactory here from the point of view of our welfare and convenience.</td>
<td>5</td>
</tr>
<tr>
<td>44</td>
<td>I have to do such work as ought to be done by others.</td>
<td>5</td>
</tr>
<tr>
<td>45</td>
<td>It becomes difficult to implement all of a sudden the new dealing procedures and policies in place of those already in practice.</td>
<td>5</td>
</tr>
<tr>
<td>46</td>
<td>I am unable to carry out my assignments to my satisfaction on account of excessive work load and lack of time.</td>
<td>5</td>
</tr>
</tbody>
</table>