The following instructions are to be given to each group.

**Instructions:** Describe your Level and all the other Levels in your organisation. You can use adjectives or phrases. Do not base your description on any one person or the other, but treat each Level as a class unto itself. Please do not utter an adjective which you do not sincerely believe to be true, and also do not withhold an adjective which you do believe to be true. As you speak out the adjectives, one of us will record them. You may also speak out the same adjective that somebody else has spoken before, provided you too feel the same way.

Let us now start with describing Level 1.
FEEDBACK SURVEY QUESTIONNAIRE

We are conducting this survey with the approval of your organisation. This survey is being undertaken with the hope that the knowledge gained out of this survey will be used, to the extent possible, for making the work situation more satisfying and productive.

This questionnaire is designed to obtain feedback from the employees to understand the organisation better. The broad objectives of the survey are to learn about

- how employees work here
- what the mental climate in which they work is
- how the employees view different aspects of organisational life
- what impact have developmental efforts had on the organisational culture

Your responses to the questions are completely CONFIDENTIAL. No identification will be made. You are not required to write your name or any identifying response anywhere in the questionnaire such that it is impossible to identify you personally.

Completed questionnaires will be processed by the computer. The computer will summarise your answers in statistical form and the answers of all the people will be pooled; no individual will thus ever be identified. After processing and analysis, the generalised feedback will be considered for further action decisions.

Your co-operation is solicited. The survey study depends essentially on your FREE, FRANK and THOUGHTFUL answers. Your answers will be of help only when they accurately describe or denote what you see or the way you feel about things as they are. Base your responses on your general impression and evaluation of the organisation, rather than on any specific incident. This is not a test. There is no right or wrong answer to any question.

You will see the questionnaire divided into parts. Each question is provided with alternative answers. You are to select one out of the alternatives. Special instructions have been provided in each part. In all these cases if you do not find the exact answer that fits your case, indicate the one which is the nearest to the exact answer.

Please do not leave any question unresponded. Please start from Q No 1 and move on. The items of this questionnaire have been arranged in a sequence.

The filled up questionnaire should be returned to:
The questions in this part relate to different aspects of life in your organisation. When you respond to the questions, please take an overall view of the whole organisation.

There are 60 questions in this part. Each question has five alternatives A, B, C, D & E. You have to choose the alternative closest to your thinking. There are two boxes for each question. In the left hand side box you have to write the ACTUAL state of affairs and in the right hand side box, you have to write the DESIRED state of affairs. For example Question No 4 is:

**ACTUAL**

4 How often are your ideas for change given a good hearing?
A Almost never
B Rarely
C Sometimes
D Usually
E Almost always

**DESIRED**

First decide your answer on the basis of what you think is the ACTUAL state of affairs at present. If your response is "Sometimes", please write 'C' in the left hand side box.

4 How often are your ideas for change given a good hearing?
A Almost never
B Rarely
C Sometimes
D Usually
E Almost always

Next, imagine that your organisation has reached the DESIRED state of functioning. If you were present at that point of time and were asked the same question, then what would your response be? If your response is "Usually", please write 'D' in the right hand side box.

4 How often are your ideas for change given a good hearing?
A Almost never
B Rarely
C Sometimes
D Usually
E Almost always

Like this, please start from Question No 1 and give your responses for all the questions.
1. How often do you feel that an employee sees a threat to his career in this organisation?
   A. Almost never
   B. Rarely
   C. Sometimes
   D. Usually
   E. Almost always

2. "Serious discrepancy does not exist in the way benefits are awarded to persons in the organisation." To what extent do you agree with this statement?
   A. Strongly disagree
   B. Disagree
   C. Neither disagree nor agree
   D. Agree
   E. Strongly agree

3. To what extent do you feel that people here have a sense of defeatism, and have to be pushed every now and then?
   A. To a very great extent
   B. To a considerable extent
   C. To some extent
   D. To a little extent
   E. Not at all

4. How often are your ideas for change given a good hearing?
   A. Almost never
   B. Rarely
   C. Sometimes
   D. Usually
   E. Almost always

5. To what extent do you receive correct information about your work, duties, etc.?
   A. To a very great extent
   B. To a considerable extent
   C. To some extent
   D. To a little extent
   E. Not at all

6. To what extent do you feel that people here are required to check with their superiors even the minute details of a task at every stage?
   A. Not at all
   B. To a little extent
   C. To some extent
   D. To a considerable extent
   E. To a very great extent
7. How are tasks executed here?
   A. Instructions are issued with no opportunity to raise questions or give comments
   B. Instructions are issued and explained and then an opportunity is given to ask questions
   C. Instructions are drawn up, but are discussed with subordinates and sometimes modified before being used
   D. Specific alternative objectives are drawn up by the superiors and the subordinates are asked to discuss and choose the one they prefer
   E. Problems are presented to those persons who are involved, and objectives are then set up by the subordinates and the superiors jointly by group participation and discussions

8. "People here take pride in the fact that no one can really find fault with what they have done—the standards they maintain for themselves are so high." To what extent do you agree with this statement?
   A. Strongly disagree
   B. Disagree
   C. Neither disagree nor agree
   D. Agree
   E. Strongly agree

9. "There is a general feeling here that grievances of the employees are handled properly." To what extent do you agree with this statement?
   A. Strongly disagree
   B. Disagree
   C. Neither disagree nor agree
   D. Agree
   E. Strongly agree

10. To what extent do people in your department encourage one another at work?
    A. To a very great extent
    B. To a considerable extent
    C. To some extent
    D. To a little extent
    E. Not at all

11. To what extent do you agree that in general an employee here is aware of what is expected of him by different people in the organisation?
    A. Strongly disagree
    B. Disagree
    C. Neither disagree nor agree
    D. Agree
    E. Strongly agree
12 To what extent do you agree with the statement that this organisation is better than other similar organisations in the country to work for?
   A Strongly disagree
   B Disagree
   C Neither disagree nor agree
   D Agree
   E Strongly agree

13 Is there a general feeling of insecurity amongst the employees at your level regarding their position in the organisation?
   A Most employees feel insecure
   B Many employees feel insecure
   C Some employees feel insecure
   D Quite a few employees feel insecure
   E Only a few employees feel insecure

14 How often is a piece of good work, even if not rewarded financially, is recognised and appreciated in this organisation?
   A Almost always
   B Usually
   C Sometimes
   D Rarely
   E Almost never

15 In your opinion, how many people here show keen interest to improve upon their knowledge and skills?
   A Almost none
   B A few people
   C Some of the people
   D Most of the people
   E Almost all the people

16 "People are apprehensive of doing anything that does not have an established precedence." To what extent do you think that this statement applies to this organisation?
   A Yes, in very few cases
   B Yes, in some cases
   C Yes, in many cases
   D Yes, in most of the cases
   E Yes, in almost all the cases

17 How adequate is the amount of information you get about what is going on in other departments and units of this organisation?
   A Very inadequate
   B Inadequate
   C Neither inadequate nor adequate
   D Adequate
   E Very adequate
18. To what extent do superiors here show real faith in the capability of their subordinates?
   A. Not at all
   B. To a little extent
   C. To some extent
   D. To a considerable extent
   E. To a very great extent

19. How often do you feel that the tendency here is to pass the job of taking important decisions on to somebody else?
   A. Almost never
   B. Rarely
   C. Sometimes
   D. Usually
   E. Almost always

20. "In order to meet targets within prescribed deadlines, the tendency here is to somehow get the job over with, without adequate concern for its quality." How often does it happen here?
   A. Almost always
   B. Usually
   C. Sometimes
   D. Rarely
   E. Almost never

21. "The general feeling here is that people do not get a fair hearing from those who are higher up." How much do you agree with this statement?
   A. Strongly disagree
   B. Disagree
   C. Neither disagree nor agree
   D. Agree
   E. Strongly agree

22. "Whatever be the level of performance, groups of people here often lose sight of larger considerations." To what extent do you agree with this statement?
   A. Strongly agree
   B. Agree
   C. Neither agree nor disagree
   D. Disagree
   E. Strongly disagree

23. Do you agree that almost everyone here knows who is working under whom in this organisation?
   A. Strongly disagree
   B. Disagree
   C. Neither disagree nor agree
   D. Agree
   E. Strongly agree
24 "If they have an alternative choice, the employees in this organisation in general would feel happy to leave the organisation." To what extent do you think that this is true of employees here?

A All of them would feel happy to leave this organisation
B Most of them would feel happy to leave this organisation
C Some of them would feel happy to leave this organisation
D Very few of them would feel happy to leave this organisation
E None of them would feel happy to leave this organisation

25 Do people share their concerns with others freely and openly?

A No, they are very cautious
B Quite cautious
C Slightly defensive
D Quite free and open
E Very free and open

26 If one of your colleagues does his job in a better way than it is usually done, does he get proper recognition for it?

A Almost never
B Rarely
C Sometimes
D Usually
E Almost always

27 In your observation, how often do the employees in this organisation feel bored and stagnant?

A Not at all
B On very few occasions
C On some occasions
D On most occasions
E On all occasions

28 "It does not matter much whether you do a good job or not; the important thing is not to make a mistake." To what extent do you feel that people here think this way?

A To a very great extent
B To a considerable extent
C To some extent
D To a little extent
E Not at all

29 To what extent is the information passed from one person to another in this organisation distorted?

A To a very great extent
B To a considerable extent
C To some extent
D To a little extent
E Not at all
30 How often are people here told to carry out tasks without knowing why and for what?
A Almost always
B Usually
C Sometimes
D Rarely
E Almost never

31 How often are your ideas sought about the work that you are to do?
A Almost never
B Rarely
C Sometimes
D Usually
E Almost always

32 To what extent is it true that remaining busy is not enough in this organisation; one has to show results?
A Yes, it is true to a very great extent
B Yes, it is true to a considerable extent
C Well, it is true to a negligible extent
D No, it is not quite true
E No, it is not true at all

33 Five different ways of handling problems between people and departments are described below. Which one of these five is most often used in this organisation?
A Little is done about these problems; they continue to exist
B Little is done about these problems, they work themselves out with time
C The problems are appealed to a higher authority in the organisation, but often are still not handled
D The problems are appealed to a higher authority in the organisation, and are usually tackled there
E The problems are worked out at the level where they appeared, through mutual effort and understanding

34 How often do you think that professional jealousies obstruct the performance of duties in this organisation?
A Almost always
B Usually
C Sometimes
D Rarely
E Almost never

35 To what extent do you feel that the way people are grouped in this organisation has proved to be dysfunctional?
A To a very great extent
B To a considerable extent
C To some extent
D To a little extent
E Not at all
36 To what extent do you think that the contribution that your organisation makes to society is not so outstanding?
A To a very great extent
B To a considerable extent
C To some extent
D To a little extent
E Not at all

37 To what extent do you have confidence in the people you work with?
A Not at all
B To a little extent
C To some extent
D To a considerable extent
E To a very great extent

38 To what extent do people here have a sense of pride in the contribution they make to this organisation?
A Yes, to a very great extent
B Yes, to a considerable extent
C Yes, to some extent
D To a little extent
E Not at all

39 Are there things around your working environment (people, policies, conditions) that discourage you from working hard?
A Yes, practically everything around here discourages me from working hard
B Yes, a great many things around here discourages me from working hard; only a few do not discourage me
C About as many things discourage me as encourage me to work hard
D No, most things around here encourage me to work hard
E No, practically everything around here encourages me to work hard

40 "Whenever people here are bogged down with a problem, any attempt to take a fresh look at it, meets with a lot of resistance." To what extent do you agree with this statement?
A Strongly disagree
B Disagree
C Neither disagree nor agree
D Agree
E Strongly agree
41 To what extent do you feel that people here approach others directly for information rather than write memos to them?
A Almost never
B Rarely
C Sometimes
D Usually
E Almost always

42 "One cannot simply go ahead and do a thing unless one has first discussed it with one's superiors." How often does it happen here?
A Yes, it is almost always so
B Yes, it is usually so
C Yes, it is sometimes so
D No, it is rarely so
E No, it is almost never so

43 How much influence do you think your colleagues have in deciding what should be done in this organisation?
A Very much
B Much
C Some
D Little
E Not at all

44 "Wasting one's time and energy is a common thing here." To what extent do you agree with this statement?
A Strongly agree
B Agree
C Neither agree nor disagree
D Disagree
E Strongly disagree

45 "Grievances normally are not settled unless they are taken up by an organised body of employees like, employees' union, association, etc." How often do you think it happens in this organisation?
A Almost never
B Rarely
C Sometimes
D Usually
E Almost always

46 Do the employees here work with a team spirit?
A Team spirit does not exist at all
B Team spirit exists in a few members
C Team spirit exists in most of the members
D Team spirit exists in almost all the members
E Team spirit exists in all the members
47. To what extent do you think that the way policies, rules and procedures are practised here obstruct the smooth functioning of the organisation?

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>To a very great extent</td>
</tr>
<tr>
<td>B</td>
<td>To a considerable extent</td>
</tr>
<tr>
<td>C</td>
<td>To some extent</td>
</tr>
<tr>
<td>D</td>
<td>To a little extent</td>
</tr>
<tr>
<td>E</td>
<td>Not at all</td>
</tr>
</tbody>
</table>

47 [ ]

48. To what extent do you think that your organisation has real interest in the welfare of the employees?

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>They are not at all really interested</td>
</tr>
<tr>
<td>B</td>
<td>They are not very much interested</td>
</tr>
<tr>
<td>C</td>
<td>Only in certain ways they are interested</td>
</tr>
<tr>
<td>D</td>
<td>They are somewhat interested</td>
</tr>
<tr>
<td>E</td>
<td>They are very interested</td>
</tr>
</tbody>
</table>

48 [ ]

49. How often do employees here rely on one another?

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Almost always</td>
</tr>
<tr>
<td>B</td>
<td>Usually</td>
</tr>
<tr>
<td>C</td>
<td>Sometimes</td>
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<tr>
<td>D</td>
<td>Rarely</td>
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<tr>
<td>E</td>
<td>Almost never</td>
</tr>
</tbody>
</table>

49 [ ]

50. "Significant contribution may arouse jealousy amongst co-workers." How often do you feel that this happens here in this organisation?

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
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<tr>
<td>B</td>
<td>Usually</td>
</tr>
<tr>
<td>C</td>
<td>Sometimes</td>
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<tr>
<td>D</td>
<td>Rarely</td>
</tr>
<tr>
<td>E</td>
<td>Almost never</td>
</tr>
</tbody>
</table>

50 [ ]

51. "This organisation facilitates the self-improvement of its employees." Do you agree with this statement?

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>B</td>
<td>Disagree</td>
</tr>
<tr>
<td>C</td>
<td>Neither disagree nor agree</td>
</tr>
<tr>
<td>D</td>
<td>Agree</td>
</tr>
<tr>
<td>E</td>
<td>Strongly agree</td>
</tr>
</tbody>
</table>

51 [ ]

52. How often do you feel that employees' ideas for changing the way things are done given a good hearing?

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Almost never</td>
</tr>
<tr>
<td>B</td>
<td>Rarely</td>
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<tr>
<td>C</td>
<td>Sometimes</td>
</tr>
<tr>
<td>D</td>
<td>Usually</td>
</tr>
<tr>
<td>E</td>
<td>Almost always</td>
</tr>
</tbody>
</table>

52 [ ]
53 To what extent is there a free exchange of information among and between different levels of employees in this organisation?

A  To a very great extent  
B  To a considerable extent  
C  To some extent  
D  To a little extent  
E  Not at all

54 "Some superiors are always tough, some are always soft, some change depending upon the situation." How often do superiors here change their way of handling tasks and people depending upon the situation?

A  Almost always  
B  Usually  
C  Sometimes  
D  Rarely  
E  Almost never

55 Considering the pressures here, how often do you feel that people resort to taking adhoc decisions rather than analysing the situation?

A  Almost always  
B  Usually  
C  Sometimes  
D  Rarely  
E  Almost never

56 "In order to stay here, one can't just perform somehow; work has to be done well." To what extent do you agree with this statement?

A  Strongly disagree  
B  Disagree  
C  Neither disagree nor agree  
D  Agree  
E  Strongly agree

57 "Interpersonal problems are not avoided; attempts are made to explore and get to the root of the problems." How often does it happen here?

A  Almost never  
B  Rarely  
C  Sometimes  
D  Usually  
E  Almost always

58 "Considering the busy schedules and work-load here, the employees seldom find time to share their concerns with each other." How much do you agree with this statement?

A  Strongly disagree  
B  Disagree  
C  Neither disagree nor agree  
D  Agree  
E  Strongly agree
<table>
<thead>
<tr>
<th>ACTUAL</th>
<th>DESIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>59 At some places, anybody can go to anybody else to discuss any problem he faces. In your opinion, how often does it happen here?</td>
<td></td>
</tr>
<tr>
<td>A Almost never</td>
<td>59</td>
</tr>
<tr>
<td>B Rarely</td>
<td></td>
</tr>
<tr>
<td>C Sometimes</td>
<td></td>
</tr>
<tr>
<td>D Usually</td>
<td></td>
</tr>
<tr>
<td>E Almost always</td>
<td></td>
</tr>
</tbody>
</table>

<p>| 60 How important do you feel in this organisation? | |
| A Not at all | 60 |
| B Not quite | |
| C Somewhat | |
| D Quite | |
| E Very | |</p>
<table>
<thead>
<tr>
<th>S No</th>
<th>Dimension</th>
<th>Items</th>
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<tbody>
<tr>
<td>1</td>
<td>Trust</td>
<td>1 13 25 37 49</td>
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<tr>
<td>2</td>
<td>Recognition</td>
<td>2 14 26 38 50</td>
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<tr>
<td>3</td>
<td>Personal development</td>
<td>3 15 27 39 51</td>
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<tr>
<td>4</td>
<td>Innovation</td>
<td>4 16 28 40 52</td>
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<tr>
<td>5</td>
<td>Communication</td>
<td>5 17 29 41 53</td>
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<tr>
<td>6</td>
<td>Supervision</td>
<td>6 18 30 42 54</td>
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<tr>
<td>7</td>
<td>Decision-Making</td>
<td>7 19 31 43 55</td>
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<td>8</td>
<td>Standard of performance</td>
<td>8 20 32 44 56</td>
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<td>9</td>
<td>Managing problems</td>
<td>9 21 33 45 57</td>
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<td>10</td>
<td>Team work</td>
<td>10 22 34 46 58</td>
</tr>
<tr>
<td>11</td>
<td>Structure</td>
<td>11 23 35 47 59</td>
</tr>
<tr>
<td>12</td>
<td>Overall identity</td>
<td>12 24 36 48 60</td>
</tr>
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</table>

### Reverse Scoring

<table>
<thead>
<tr>
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<th>Alternative</th>
<th>Scoring Straight</th>
<th>Reverse</th>
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<tbody>
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<td>6 40</td>
<td>C</td>
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<td>10 43</td>
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<td>14 45</td>
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<td>21 54</td>
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<td>27 58</td>
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</tbody>
</table>
Some statements are given below describing the general atmosphere of an organisation. Read each statement carefully, and write down below a figure against its serial number, to indicate how much the statement is true about your organisation.

Write A if it hardly applies to or is not true about your organisation
Write B if it is somewhat true about your organisation
Write C if it is fairly true about your organisation
Write D if it is quite true about your organisation
Write E if it describes your organisation very well

1. Achieving goals or targets set, or excelling them, seems to be the main concern here
2. The concern of people to develop their competence and expertise is quite high here
3. The main concern here is the availability of right information to the right person at the right time
4. The main concern here is to learn from and follow the examples of competent senior executives
5. The concern about the organisation and each other is fairly high here
6. The concern for meaningful personal relationships is quite evident here
7. There is over-emphasis on achieving targets and excellence resulting in anxiety in most people
8. The main concern here is the development of expertise rather than doing the tasks well
9. The main concern here is to ensure that things are done according to laid out plans
10. People here are mainly concerned about following laid down rules and procedures
11. The main concern of people here is to help each other to develop and advance in the organisation
12. The dominant concern here is to maintain friendly relations with others
13. Business-like relationship prevails here—people are warm, but get together mostly for ensuring excellence in performance
14. Expertise is also considered here in the formation of informal groups
15. Interpersonal relationship here is mainly governed by the exchange of information for keeping track of things
16. People have respectful relationships with their superiors who are supportive of their employees
17. People have high concern for one another and help each other spontaneously when such help is needed
18. The atmosphere here is quite friendly and people spend enough time in informal social relations
19. Most relationships here are task oriented, with little human feelings
20. In this organisation most informal groups are formed around experts
21. Informal relationships prevail here even for getting critical information at the higher levels
A= hardly/not true  B= somewhat true  C= fairly true  D= quite true  E= describes very well

22 People have strong associations mostly with their superiors and look for suggestions and guidance from them

23 People have so much concern for others that they are willing to take up responsibility on behalf of others

24 Informal friendly relationships are so dominant here that these influence the formation of task groups also

25 Superiors reward outstanding achievement

26 Superiors try to use their expertise and competence rather than their formal authority in influencing their subordinates

27 Superiors here want the minimum information to ensure that things are being done according to plans

28 Superiors provide due guidance and support to their employees who tend to seek their help when required

29 Superiors here take pains to see that their subordinates improve personal skills and chances of advancement

30 Superiors maintain good human relations with their employees

31 Superiors reward high and errorless performance; they disapprove errors

32 Superiors overwhelm their employees with their expertise, with little concern about the ability of the latter's technical levels

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

34 Superiors here strongly prefer that their subordinates ask them for instructions and suggestions

35 Superiors out of concern about their subordinates share the latter's burden

36 Superiors here are more concerned with maintaining good relations with their subordinates than stressing duties and performance

37 People here take problems as challenges and try to find better solutions than anybody else

38 Experts are consulted while solving problems

39 Information collected from several sources is used in solving most problems

40 When employees need the help of their superiors in solving problems, they do not hesitate to consult them

41 Problems are solved keeping in mind the needs and benefits to the people in the organisation and the society at large

42 Feelings of people involved are also considered while dealing with problems

43 People are more concerned about problems which may adversely affect high performance

44 Mainly the experts are involved in solving problems

45 Usually problems are solved by superiors without involving their subordinates

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

47 The concern of people in this organisation about the welfare of others generally comes in the way of effective problem-solving

48 People mostly consult their friends while dealing with problems
A = hardly/not true   B = somewhat true   C = fairly true   D = quite true
E = describes very well

49 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 the future

50 Help of experts is sought in analysing and preventing mistakes

51 People committing mistakes are helped to understand the reasons, and superiors pay special attention to monitoring and follow-up of mistakes made

52 If mistakes are made, employees analyse them and discuss with their superiors the tentative solutions and the ways of preventing such mistakes in future

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

54 The person making a mistake is not rejected; he is handled with warmth

55 People are afraid of making mistakes and strive to commit none.

56 Mainly experts are involved in analysing and correcting mistakes

57 It is believed here that mistakes occur when laid down procedures are not followed; therefore, the superiors insist on strict conformity to procedures

58 Subordinates expect guidance from their superiors to correct or prevent making mistakes

59 There is over-concern for people who make mistakes, preventing them from analysing and learning from their mistakes

60 If someone commits a mistake, people close to him give him affection and protection

61 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

62 Relevant experts are consulted and used in resolving conflicts

63 Superiors use conflicts to clarify the roles, boundaries, etc., and improve the systems to prevent similar conflicts

64 Employees work out tentative solutions of conflicts and then seek the help of their superiors in managing conflicts

65 In resolving conflicts the larger interests of people and the organisation are also considered

66 While dealing with conflicts feelings of people are also considered

67 Most interpersonal and inter-departmental problems arise because of cut-throat competition and tensions of performance

68 When conflicts occur, managers pass on the responsibility to the experts concerned for solutions

69 Superiors analyse why conflicts occur and lay down procedures, etc., to be strictly followed in future

70 Arbitration or third-party intervention (usually by experienced persons or seniors) is sought and used in managing conflicts

71 In resolving conflicts, appeal is made to principles, organisational ideals, and the larger good of the organisation

72 Conflicts are avoided in this organisation; they are seen as threats to the existing good relations
A = hardly/not true    B = somewhat true    C = fairly true    D = quite true
E = describes very well

73 Relevant information is made available to all who need and can use such information for achieving high performance
74 Experts are consulted freely and relevant feedback is given to them
75 Communication is used as an effective way of getting relevant feedback and critical information for corrective action
76 Superiors communicate both information and support to their employees, and the latter give relevant feedback to the former
77 People communicate information, suggestions and even criticisms to others out of concern for them
78 There is enough informal and friendly communication arising out of and contributing to warm relations at work
79 Relevant information is made available for performers and people are on their toes to get such information; there is continuous pressure for productivity. There is hardly any time left for sharing other matters of concern to employees
80 Mostly communication here is with experts for relevant information
81 Communication is often selective—people usually give or hold back crucial information as a way of control
82 Instructions are issued after due consideration by the authorities and are expected to be carried out
83 Negative feedback is usually not given out of concern for the persons involved
84 People here hesitate to communicate criticism or negative feelings in order to maintain friendly relations
85 People who have demonstrated high achievement have a great say in the decisions made here
86 In decision making, experts or knowledgeable persons play an important role
87 Decisions are made at a higher level on the basis of the information collected from several sources
88 In decision making, people prefer to discuss the relevant matters with their seniors who provide them support and stand by them in their implementation
89 While making decisions, the good of the employees and the organisation are kept in mind
90 In taking decisions, feelings of people are also considered
91 High performers have great influence in the decisions made; and people are always anxious lest they fall short of expectations
92 Decisions are greatly influenced by the relevant experts
93 Decisions here are generally made without involving subordinates or colleagues
94 Decisions are made at the top and communicated downwards, and people here generally prefer this
95 While making decisions, people here are anxious about the implications of the decisions for the welfare and good of the employees
96 The most dominant consideration while taking decisions is to maintain cordial relations with all concerned
A = hardly/not true  B = somewhat true  C = fairly true  D = quite true  E = describes very well

97 Those who can achieve results are highly trusted  
98 People have great trust in expertise here  
99 There is enough mutual trust amongst people here; systems are used to collect the needed information and the information is regarded as trustworthy  
100 There is high trust between superiors and employees, the former providing support and the latter learning from the former  
101 Here a general helping attitude generates mutual trust  
102 Trusting and friendly relations are highly valued here  
103 Trust between people is task-oriented; people not coming up to expectations lose the trust of the management  
104 Mainly the experts are trusted here  
105 There is more trust in this organisation in systems and procedures than in people  
106 High value is put here on both the superior and his subordinate trusting each other like father and son  
107 Mutual concern and trust generally comes in the way of testing and checking systems and procedures  
108 Mostly people here trust those who are close to them  
109 Mainly excellence in performance and getting tasks accomplished is rewarded  
110 Knowledge and expertise are recognised and rewarded here  
111 Superiors are praised and rewarded for devising systems which would require the least personal supervision, and minimise delay in decision making  
112 People keeping up the tradition and identity of the organisation are duly recognised and rewarded  
113 The organisation rewards those who help their junior colleagues to develop and those who contribute to team work  
114 Maintaining good relationships at work is appreciated here  
115 Here reward and recognition for high achievement results in pressure, anxiety, and a feeling of tension all the time  
116 In rewarding people undue importance is given to knowledge and expertise  
117 The abilities to monitor information, control the subordinates, and maintain discipline are given the higher weightage in rewarding managers and supervisors  
118 Loyalty is rewarded more than anything else  
119 Concern for and helping each other is the main factor considered while rewarding people  
120 The ability to get along well with others is more appreciated here than other abilities
MOTIVATIONAL ANALYSIS OF ORGANISATION (CLIMATE)

MAO (C)

SCORING KEY

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<tr>
<th>Climate Dimension</th>
<th>Orientation</th>
<th>Interpersonal Relationship</th>
<th>Supervision</th>
<th>Managing Problems</th>
<th>Managing Mistakes</th>
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<th>Communication</th>
<th>Decision-Making</th>
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| **AVOIDANCE**     |             |                            |             |                  |                  |                   |              |                 |       |                  |
| Achievement       | 7           | 19                         | 31          | 43               | 55               | 67                | 79           | 91              | 103   | 115              |
| Expert Influence  | 8           | 20                         | 32          | 44               | 56               | 68                | 80           | 92              | 104   | 116              |
| Control           | 9           | 21                         | 33          | 45               | 57               | 69                | 81           | 93              | 105   | 117              |
| Dependency        | 10          | 22                         | 34          | 46               | 58               | 70                | 82           | 94              | 106   | 118              |
| Extension         | 11          | 23                         | 35          | 47               | 59               | 71                | 83           | 95              | 107   | 119              |
| Affiliation       | 12          | 24                         | 36          | 48               | 60               | 72                | 84           | 96              | 108   | 120              |

**SCORE VALUE**

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