This questionnaire is designed to get an insight into the main motivational climate of an organisation or a unit of an organisation. Given below are 11 areas on which we are surveying your perception. Under each area, six different items are given. Please rank those six items indicating the extent to which they are characteristic of your department/organisation. Put 1 against the statement which is most descriptive of your department/organisation, 2 against the next most descriptive, and 6 against the item that is least descriptive of your department/organisation. Rank all six statements under each area.

1. **Orientation**

   Your Rank

   a) People here are mainly concerned about following laid down rules and procedures.

   b) The main concern of management is to help employees develop greater skills and advance in the organisation.

   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 in the organisation is to develop 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 spend enough time in informal social relations.

   c) There are strong cliques in the organisation to protect their interests.
Your Rank

- Business-like relationship prevails here – people are warm, but get together mostly for ensuring excellence in performance.
- People have strong associations with their supervisors and mostly look for suggestions and guidance from them.
- People have high concern for one another and help each other spontaneously when such help is needed.

3. Supervision

- Supervisors here is usually to check mistakes and 'catch' the person.
- Supervisors here strongly prefer that their subordinates carry out their instructions and suggestions.
- Supervisors here take pains to see that their subordinates improve personal skills and chances of advancement.
- Supervisors reward outstanding achievement.
- Supervisors try to use their expertise and competence rather than their formal authority in influencing their subordinates.
- Supervisors here are more concerned with maintaining good relations with their subordinates than stressing duties and performance.

4. Communication

- Instructions are issued after due consideration by the authorities and are expected to be carried out.
- Most communication is informal and friendly and contributes to warm relations at work.
- People ask for information from those who are experts on the subject.
- Relevant information is made available to all who need and can use much information for achieving high performance.
- People communicate information, suggestions and even criticisms to others out of them.
- Communication is often selective - people usually give or hold back crucial information as a way of control.
5. 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 of society.

6. 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 attitudes generate mutual trust.

f) Those who can achieve results are highly trusted.

7. Managing Problems

a) People here take problems as challenges and prefer to solve them by themselves.

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 of the people in the organisation and the society at large.

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

f) Usually problems are solved by superiors without involving their subordinates.
8. Managing Mistakes

a) The person making a mistake is not rejected; he is shown warmth and his friends support him.
b) Here the philosophy is that the supervisor can commit no mistake and the subordinate does not make one.
c) Usually people are able to acknowledge and analyze 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 the future.
e) Subordinates expect guidance from their superiors to correct or prevent making mistakes.
f) Help of experts is sought in analyzing and preventing mistakes.

9. Managing Conflicts

a) Most interpersonal and inter-departmental conflicts arise out of striving for higher performance and these are analyzed and resolved with the overriding consideration being high productivity.
b) Conflicts are usually avoided or glossed 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 conflicts appeal is made to principle's organizational ideals and the larger need of people in the organization.
f) Relevant experts are consulted and used in solving the problem.

10. Managing Rewards

a) Mainly excellence in performance and accomplishing tasks are rewarded.
b) Knowledge and expertise are recognized and rewarded here.
c) Loyalty is rewarded more than anything else.
Your Rank

d) The organisation rewards those who help their junior colleagues to develop and those who contribute to team work.

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 rewarded here.

Risk Taking

e) 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 situations, managers generally go to their bosses for instructions.

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

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