Date:
Name:
Age:
Organization:
Your Income (monthly):
Type of family: Joint ..... Nuclear......
No. of family members: Your birth order:
Marital status:
No. of children: Their age: ____________
Distance of place - work from residence:
How do you go to work?
Native place where most of your family members live?
With whom you stay in Ahmedabad?
____ alone
____ with parents/husband/ in-laws
____ with relatives/acquaintances

How long have you been working?
When did you join the present organization in which you work?
In what capacity?
Below are given some reasons for which people generally work. Please read all of them carefully and then select three reasons for your taking the present job. Rank order these by putting 1 against the most important reason, 2 against the next, and 3 against the least important, of the three.

Rank Order

____ 1. Financial need
____ 2. To make use of education received.
____ 3. To do a job for its own sake.
____ 4. To pass time
____ 5. To avoid family responsibilities
____ 6. To wait for marriage
____ 7. To learn and grow intellectually
____ 8. To do interesting work
____ 9. To earn a good salary
____ 10. Security of job
____ 11. To be financially independent
____ 12. To get acquainted with more people/to make more friends
____ 13. To be of service to others
____ 14. To gain social status
____ 15. To influence and make impact.
Directions:

Following is a series of attitude statements. Each represents a commonly held opinion and there are no right or wrong answers. You will probably disagree with some items and agree with others. We are interested in the extent to which you agree or disagree with such matters of opinion.

Read each statement carefully. Then indicate the extent to which you agree or disagree by tick marking (✓) in front of each statement.

First impressions are usually best in such matters. Read each statement, decide if you agree or disagree and the strength of your opinion, and then tick mark under the appropriate category in front of the statement. Give your opinion on every statement.

If you find that the category to be used in answering does not adequately indicate your own opinion, use the one which is closest to the way you feel.
1. Whether or not I get to be a leader depends mostly on my ability.

2. To a great extent my life is controlled by accidental happenings.

3. I feel like what happens in my life is mostly determined by powerful people.

4. Whether or not I get into a road accident depends mostly on how careful I am when I walk or drive a car.

5. When I make plans, I am almost certain to make them work.

6. Often there is no chance of protecting my personal interest from bad luck happenings.

7. When I get what I want, it's usually because I am lucky.

8. Although I might have good ability, I will not be given leadership responsibility without appealing to those in positions of power.

9. How many friends I have depends on how nice a person I am.

10. I have often found that what is going to happen will happen.

11. My life is chiefly controlled by powerful others.

12. Whether or not I get into a road accident is mostly a matter of luck.

13. People like myself have very little chance of protecting our personal interests when they conflict with those of strong pressure groups.

14. It's not always wise for me to plan too far ahead because many things turn out to be a matter of good or bad fortune.
15. Getting what I want requires pleasing those people above me.

16. Whether or not I get to be a leader depends on whether I'm lucky enough to be in the right place at the right time.

17. If important people were to decide they didn't like me, I probably wouldn't make many friends.

18. I can pretty much determine what will happen in my life.

19. I am usually able to protect my personal interests.

20. Whether or not I get into a road accident depends mostly on the other driver.

21. When I get what I want, it's usually because I worked hard for it.

22. In order to have plans work, I make sure that they fit in with the desires of people who have power over me.

23. My life is determined by my own actions.

24. It's chiefly a matter of fate whether or not I have a few friends or many friends.
This questionnaire is being handled with strict confidence. All the data gathered during the project will be used only in statistical analyses and for research purposes. No names will be mentioned in the discussion for results.

This is a questionnaire of your attitudes; what you do, or how you feel about certain situations. Some people feel one way; other people feel another way. Thus, there are no "right" or "wrong" answers to the questions.

Herein are five sample questions which you will answer for practice, and to see that you understand what you are to do in the questionnaire proper. There are three possible answers to each question. You should answer either "Yes" or "No" (or "A" or "B"), by placing a tick (✓) in the appropriate space. Only mark the middle answer, when it is impossible to say "Yes" or "No".

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SAMPLE QUESTIONS

Answer the questions below

I like out-of-door exercise  yes Occasionally No
( ) ( ) ( )

I would like to be :  A Uncertain B
( ) ( ) ( )

A) a Machinist;  B) a Salesman
( ) ( ) ( )

When I sleep, I dream a good deal  yes Sometimes No
( ) ( ) ( )

I like a person who is :
A. attentive to people;  A Inbetween B
( ) ( ) ( )

B. cool and aloof to people.
( ) ( ) ( )

I find it hard to carry on a conversation, when the radio is on Yes Slightly No
( ) ( ) ( )

On the remaining pages, you will find more questions similar to those above. As you answer the questions, keep these rules in mind:

(a) Answer the questions as frankly and truthfully as possible. There is no advantage in giving the wrong impression as to how you feel about these activities. Never give an untrue answer about yourself, because you think it is the "right thing to say".

(b) Answer the questions as rapidly as you can. Do not spend time pondering over the questions. Read each question, and then answer it in the way you feel about it. Put down your first reaction, and then go on to the next question.

(c) Check the "Yes" (Or "A") answer or the "No" (Or "B") answer for most questions. Only check the middle answer, when it is impossible to say Yes or No. In some cases, it may be hard for you to make a choice but do the best you can.

(d) Be sure to answer every question. Some of the questions may not be pertinent to your interests, but answer each question. Do not skip any questions. Your answer will be kept confidential.
1. I would rather be; (A) a lawyer; (B) a pilot

2. I am annoyed by conceited people who claim to be superior to others

3. I have been active in organizing a club, team or similar social group

4. I complain about bad service, even when it is fairly satisfactory

5. Other people have sometimes told me that I am a proud, stuck-up, or egotistic person

6. I could stand being a hermit

7. I have learnt more in school
   A) by going to class; B) by reading textbooks

8. I find it hard to admit when I am wrong

9. I would enjoy more an evening
   (A) with a hobby of my own; (B) at a lively party

10. I think it is more important:
    (A) to keep the national military forces strong
    (B) to seek to develop international fellowship

11. Most people act as if they hate to see me coming

12. In a factory, I would rather be:
    (A) in charge of mechanical work; (B) a specialist in interviewing and hiring people
13. I have had a number of disagreements with people with whom I work  
Yes  Very few  No  None

14. I like to do my planning alone, without interruptions and suggestions from others  
Yes  Inbetween  No

15. I crave travel  
Yes  Occasionally  No

16. I tend to be depressed, if my opinions differ from those of my acquaintances  
Yes  Sometimes  No

17. If the odds are really against something being a success, I still believe in taking the risk  
Yes  Inbetween  No

18. I take a prominent part in social affairs  
Yes  Occasionally  No

19. When I undertake a new job, I never feel tired  
Yes, Never  Rarely  Not true

20. I would rather have a husband who is able to:
(A) impress people and exert a strong social influence;  
Uncertain  B
(B) give interesting intellectual companionship

21. I have difficulty in collecting my thoughts, settling down to write a letter, working on a problem etc.  
Yes  Not often  No

22. I can deliberately lie to a friend, and keep a straight face  
Yes  Sometimes  No

23. I get concerned about whether I shall always have enough money to live on  
Yes  Rarely  No

24. I think that society ought to pay more attention to scientific thinking about its problems  
Yes  Uncertain  No
25. I spend much time in thinking or talking about social events which I enjoyed in the past. ( ) ( ) ( )

26. I sometimes get so angry that I am speechless. ( ) ( ) ( ) ( )

27. I care what other people think about me. ( ) ( ) ( )

28. I never gossip about fellow workers. ( ) ( ) ( ) ( )

29. I try to avoid doing things that might make me seem odd. ( ) ( ) ( )

30. If a person behaves in a dictatorial and domineering fashion, I: (A) simply avoid him ( ) ( ) ( )
     B) seek an occasion to have it out with him ( ) ( ) ( )

31. I would hate to be where there wouldn’t be a lot of people to talk. ( ) ( ) ( )

32. For special holidays and birthdays, I: ( ) ( ) ( )
     (A) Like to give personal presents ( ) ( ) ( )
     (B) feel that buying presents is a bit of a nuisance ( ) ( ) ( )

33. I am interested in the social problems of today. ( ) ( ) ( )

34. I enjoy being in really large gatherings as at parties or picnics. ( ) ( ) ( )

35. If I wanted to find out something about a certain social problem, I would read: ( ) ( ) ( )
     A) a recent novel on that issue ( ) ( ) ( )
     B) a textbook giving statistical facts ( ) ( ) ( )

36. I tend to be slow in expressing my ideas in words. ( ) ( ) ( )
37. I think my personal appearance might be a bit against me on some kinds of jobs:  
   Yes  Uncertain  No  
   ( )  ( )  ( )

38. I believe in censorship of movies and magazines:  
   Yes  partly  No  
   ( )  ( )  ( )

39. I remember names of people fairly well:  
   Yes  Average  No  
   ( )  ( )  ( )

40. I would prefer the life of:  
   (A) An Artist;  
   (B) A secretary running a social club  
   A  Uncertain  B  
   ( )  ( )  ( )
The purpose of this instrument is to find how different persons perceive different situations involving organisational roles. Below are given 24 statements made by a person (A) to another person (B). For each statement write down what the other person (B) would respond to the first person (A).

There are no right or wrong answers. Please write down what occurs to you on reading the statement of the first person.

1. A (a colleague) to B: So they load you with so much more work.
   B to A:
2. A (a colleague) to B: It's too much that my boss and my subordinate have just opposite expectations from me.
   B to A:
3. A (a colleague) to B: It's pity you did not have an opportunity to prepare for the future role you are likely to take in the organisation.
   B to A:
4. A (husband) to B: You are so lonely in the organisation!
   B to A:
5. A to B (boss): I cannot use my talents and skills in my job.
   B (boss) to A:
6. A to B (a colleague): I just don't get enough time to spend with my family and friends.
   B (a colleague) to A:
7. A (a colleague) to B: You do not get enough resources to do a good work on your job.
   B to A:
8. A (a colleague) to B: They have taken away some important functions from your role, and have given those to other roles.
   B to A:
9. A to B (boss): Too many people expect too much from me.
   B (boss) to A:
10. A to B (boss): It is not clear what I am supposed to do on my job.
    B (boss) to A:
11. A to B (colleague) 
   B (colleague) to A:
   Enough attention should have been given to help me get into the present job more effectively.

12. A to B (colleague) :
   B (colleague) to A:
   I just don't have an opportunity to interact with many other roles.

13. A (colleague) to B:
   B to A:
   I wish our job would help you to use your special training.

14. A (a colleague) to B:
   B to A:
   Your family is disappointed and feel deprived of your attention because of your busy job.

15. A to B (boss) :
   B to A:
   I wish I had higher level of expertise on this job.

16. A to B (boss) :
   B (boss) to A:
   I would like to work on many more functions than are contained in my job.

17. A (boss) to B:
   B to A:
   I know you are already overburdened, but I am afraid you will have to do this assignment also.

18. A (a colleague) to B:
   B to A:
   You are not clear about the requirements of your job.

19. A (boss) to B:
   B to A:
   You are not yet ready to take higher responsibility.

20. A (boss) to B:
   B to A:
   You do not have closer relations with other roles in the organisations.

21. A (boss) to B:
   B to A:
   You do not use your main talents in your role.

22. A (a colleague) to B:
   B to A:
   You are too busy with your work and you do not have enough time for us.

23. A to B (a colleague)
   B (a colleague) to A:
   you do not have the necessary technical knowledge and experience for the job.

24. A (boss) to B:
   B to A:
   I am afraid the specific function you wanted to perform has to be given to some other role.
### YOUR FEELINGS ABOUT YOUR ROLE*

**PART A**

People have different feelings about their roles. Please read each statement given below and check how often you have the feeling expressed in the statement by tick-marking (√) in front of each statement.

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

<table>
<thead>
<tr>
<th></th>
<th>If you never or scarcely feel this way</th>
<th>If you occasionally (a few times) feel this way</th>
<th>If you sometimes feel this way</th>
<th>If you frequently feel this way</th>
<th>If you very frequently and always feel this way</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  I have to do things in my role that are against my better judgement.</td>
<td>[ ]</td>
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<tr>
<td>2  My role tends to interfere with my family life.</td>
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<tr>
<td>3  I am afraid I am not learning enough in my present role for taking up higher responsibility.</td>
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<tr>
<td>4  I am not clear on the scope and responsibilities of my role (job).</td>
<td>[ ]</td>
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<td>5  My workload is too heavy.</td>
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<tr>
<td>6  Other role occupants do not give enough attention and time to my role.</td>
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<td>7  My role has recently been reduced in importance.</td>
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<tr>
<td>8  I have too little authority to carry out the responsibilities assigned to me.</td>
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<tr>
<td>9  I am able to use my training and expertise in my role.</td>
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</tbody>
</table>

* An experimental form developed by Udai Pareek.
My role does not allow me to have enough time with my family.

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

I am not able to satisfy the conflicting demands of various people over me.

The amount of work I have to do may interfere with how well it gets done.

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

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

I do not have adequate knowledge to handle the responsibilities in my role.

The responsibilities I have are not related to my interest.

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

I am quite effective in my present role, but have apprehension about being effective when given another role.

I am not able to satisfy the conflicting demands of the various peer level people/subordinates.

Too much authority and responsibility has been delegated to me.

I wish there was more consultation between my role and other roles.
<table>
<thead>
<tr>
<th>Statement</th>
<th>If you never or scarcely feel this way</th>
<th>If you occasionally (a few times) feel this way</th>
<th>If you sometimes feel this way</th>
<th>If you frequently feel this way</th>
<th>If you very frequently and always feel this way</th>
</tr>
</thead>
<tbody>
<tr>
<td>23 What I should and can do in my role is being done by other role occupants.</td>
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<tr>
<td>24 I do not get information needed to carry out responsibilities assigned to me.</td>
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<tr>
<td>25 What I do in my role is what I would have done if I had the full freedom to devise my role.</td>
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<tr>
<td>26 My organizational responsibilities interfere with my extraorganizational roles.</td>
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<tr>
<td>27 I wish there was more attention given to my preparation for taking higher responsibility.</td>
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<tr>
<td>28 I do not know what the people I work with expect of me.</td>
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<tr>
<td>29 Too many people expect too much from my role.</td>
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<tr>
<td>30 Involvement of several roles (including my role) in joint problem-solving or planning action is not much evident.</td>
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<tr>
<td>31 Many functions of what should be a part of my role have been assigned to some other role.</td>
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<tr>
<td>32 I do not have sufficient time or resources to do all the things I feel should be done.</td>
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<tr>
<td>33 I experience conflict between my values and what I have to do in my role.</td>
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<td>34 My family and friends complain that I do not spend time with them due to heavy demands of my work role.</td>
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<tr>
<td>35 My role is stagnant: I wish its scope increases more.</td>
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<tr>
<td>Question</td>
<td>If you never or scarcely feel this way</td>
<td>If you occasionally (a few times) feel this way</td>
<td>If you sometimes feel this way</td>
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<tr>
<td>36 I am not able to satisfy all the demands of clients and others having expectations from my role.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>37 There is a need to reduce some parts of my role.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>38 Even when I take initiative for discussions or help, there is not much response from other roles.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>39 The organization gives more importance to some other role(s) than my role.</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>40 I wish I had more skills to handle the responsibilities of my role.</td>
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PART B

On each of the ten dimensions given below, check one of the three alternatives that is nearest to your feelings and perception about your role. Do not leave any dimension unchecked. Please be frank and free in your responses.

1. a. My role is very important in this organisation.
   b. My role is quite useful.
   c. Not much importance is given to my role.

2. a. I greatly enjoy my role, and I am able to use my knowledge and training in the role.
   b. I enjoy my role but my knowledge and expertise is not fully utilised.
   c. I can hardly use my training and knowledge here.

3. a. Most of the time I take initiative in what is to be done.
   b. I most often act according to the directions given by my seniors.
   c. I have no freedom. I am only an errand boy here, and I do not like it.

4. a. I do enough new creative work in my role.
   b. I am doing the usual routine work.
   c. My routine work takes away all my time, and I cannot try out something new.

5. a. I work in close liaison with other colleagues, and I am a member of some committees or task groups.
   b. I work all by myself.
   c. Others do not appreciate my role and do not respond to my initiative.

6. a. Whenever there is a problem, others help me.
   b. People here are indifferent to others’ needs.
   c. People try to cut each other down, and I get hostile responses.
7. a. What I do is likely to benefit people beyond my organisation.
    b. What I do is likely to benefit my organisation on the whole.
    c. I regret I do not have opportunities in my present role to contribute to larger goals.

8. a. I am able to influence decisions a great deal in my role.
    b. I would like to influence more than I do at present.
    c. I feel helpless in my role.

9. a. I learn a lot of new things in my present role.
    b. I learn a few new things in my present role.
    c. I have no opportunity to learn much in my present role.

10. a. If a problem is brought to me, I sit down with the person to find a solution.
     b. Usually I refer the problem to my boss or others.
     c. I dislike being bothered with problems.
ORGANISATIONAL CLIMATE QUESTIONNAIRE

The purpose of this questionnaire is to find out respondents' perception of their organisations. Please read each statement carefully. Then indicate the extent to which you agree or disagree by circling the number in front of each statement.

In the last four items (19 to 22) tick mark one of the five alternative statements given under each item.

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

There are no right or wrong answers. Please be frank in your answers.
| 1. | To what extent is this organization generally quick to use improved work methods? |
| 2. | To what extent does this organization have a real interest in the welfare and happiness of those who work here? |
| 3. | How much does this organization try to improve working conditions? |
| 4. | To what extent does this organization have clear-cut, reasonable goals and objectives? |
| 5. | To what extent are work activities sensibly organized in this organization? |
| 6. | How adequate for your needs is the amount of information you get about what is going on in other departments and shifts? |
| 7. | How receptive are those above you to your ideas and suggestions? |
| 8. | To what extent are you told what you need to know to do your job in the best possible way? |
| 9. | To what extent are there things about working here (people, policies, or conditions) that encourage you to work hard? |

In general, how much say or influence does each of the following groups of people have on what goes on in your department?

| 10. | Lowest level supervisors |
| 11. | Middle managers (Departmental Heads etc.) |
| 12. | Top managers |
| 13. | Employees who have no subordinates |
In this organisation to what extent are decisions made at those levels where the most adequate and accurate information is available?

When decisions are being made to what extent are the persons affected asked for their ideas?

People at all levels of an organization usually have know-how that could be of use to decision-makers. To what extent is information widely shared in this organisation so that those who make decisions have access to all available know-how?

To what extent do different units or departments plan together and coordinate their efforts?

To what extent are the equipment and resources you have to do your work with adequate, efficient and well-maintained?

How are differences and disagreements between units or departments handled in this organisation?

1 Disagreements are almost always avoided, denied or suppressed.

2 Disagreements are often avoided, denied, or suppressed

3 Sometimes disagreements are accepted and worked through, sometimes they are avoided or suppressed.

4 Disagreements are usually accepted as necessary and desirable and are worked through.

5 Disagreements are almost always accepted as necessary and desirable and are worked through.

Why do people work hard in this organization?

1 Just to keep their jobs and avoid being chewed out.
To keep their jobs and to make money

To keep their jobs, make money, and to seek promotions

To keep their jobs, make money, seek promotions, and for the satisfaction of a job well done

To keep their jobs, make money, seek promotions, do a satisfying job, and because other people in their work group expect it

How are objectives set in this organization?

Objectives are announced with no opportunity to raise questions or give comments.

Objectives are announced and explained, and an opportunity is then given to ask questions.

Objectives are drawn up, but are discussed with subordinates and sometimes modified before being issued.

Specific alternative objectives are drawn up by supervisors, and subordinates are asked to discuss them and indicate the one they think is best

Problems are presented to those persons who are involved, and the objectives felt to be best are then set by the subordinates and the supervisor jointly, by group participation and discussion.

Which one of the following best describes manner in which problems between departments are generally resolved?

Little is done about these problems, they continue to exist.

Little is done about these problems, they work themselves out with time.

The problems are appealed to a higher level in the organization but often are still not resolved.

The problems are appealed to a higher level in the organization and are usually resolved there.

The problems are worked out at the level where they appear through mutual effort and understanding.
Below are given six statements for each of several aspects of the work culture or climate of the part of organization you are located in. In each category, you are requested to rank the statements from 1 to 6. Rank '1' is to be given to the statement which must closely describes the climate or norms of your part of the organization, '2' to the statement which is next in closely describing it and so on. Rank '6' is to be given to the statement which has least resemblance with it. Please do not give the same rank to more than one statement.

**Orientation**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Your ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. People here are mainly concerned about following laid down rules and procedures</td>
<td></td>
</tr>
<tr>
<td>b. The main concern of people here is to help each other develop greater skills, and so, advance in the organization</td>
<td></td>
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<tr>
<td>c. Achieving goals or targets set, or excelling them, seems to be the main concern</td>
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<tr>
<td>d. Consolidating one's own personal position and influence seems to be the main concern</td>
<td></td>
</tr>
<tr>
<td>e. The dominant concern here is to maintain friendly relations with others</td>
<td></td>
</tr>
<tr>
<td>f. The main concern of the people here is to develop their competence and expertise</td>
<td></td>
</tr>
</tbody>
</table>

**Interpersonal Relationship**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Your ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. In this organization most informal groups are formed around experts</td>
<td></td>
</tr>
<tr>
<td>b. The atmosphere here is very friendly and people spend enough time in informal social relations</td>
<td></td>
</tr>
<tr>
<td>c. There are strong cliques in the organization to protect their interests</td>
<td></td>
</tr>
<tr>
<td>d. Business-like relationship prevails here—people are warm, but get together mostly for ensuring excellence in performance</td>
<td></td>
</tr>
<tr>
<td>e. People have strong associations mostly with their supervisors and look for suggestions and guidance from them</td>
<td></td>
</tr>
<tr>
<td>f. People have high concern for one another and help each other spontaneously when such help is needed.</td>
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</tbody>
</table>
Supervision

a. Supervision here is usually to check mistakes and ‘catch’ the person
b. Supervisors here strongly prefer that their subordinates ask them for instructions and suggestions
c. Supervisors here take pains to see that their subordinates improve personal skills and chances of advancement
d. Supervisors reward outstanding achievement
e. Supervisors try to use their expertise and competence rather than their formal authority in influencing their subordinates
f. Supervisors here are more concerned with maintaining good relations with their subordinates than stressing duties and performance

Managing Problems

a. People here take problems as challenges and try to find better solutions than anybody else
b. Experts are consulted, and they play an important role in solving problems
c. People mostly consult their friends while dealing with problems
d. Problems are solved keeping in mind the needs and benefit to the people in the organization and the society at large
e. People usually refer the problems to and look for solutions from their seniors
f. Usually problems are solved by superiors without involving their subordinates

Managing Mistakes

a. The person making a mistake is not rejected, he is shown much warmth by his friends
b. Here the philosophy is that the supervisor can commit no mistake and the subordinate dare not make one
c. Usually people are able to acknowledge and analyse their mistakes because they can expect to receive help and support from others
d. A mistake by a subordinate is treated as an experience (by the boss) from which lessons are learnt to prevent failure and improve performance in the future
e. Subordinates expect guidance from their superiors to correct or prevent making mistakes.

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

Managing Conflicts

a. Most interpersonal and inter-departmental conflicts arise out of striving for higher performance and these are analysed and resolved with the overriding consideration being high productivity.

b. Conflicts are usually avoided or smoothed over to retain the friendly atmosphere.

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

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

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

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

Communication

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

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

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

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

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

f. Communication is often selective—people usually give or hold back crucial information as a way of control.

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

Trust

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

b. Trusting and friendly relations are highly valued here

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

d. The specialists and the experts are highly trusted here

e. Here a general helping attitude generates mutual trust

f. Those who can achieve results are highly trusted

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

Managing Rewards

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

b. Knowledge and expertise are recognised and rewarded here

c. Loyalty is rewarded more than anything else

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

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

f. The ability to get along well with others is highly rewarded here
Risk Taking

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

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

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

d. In risky 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 organization.

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

Innovation and Change

a. Innovations or changes in the organization are largely initiated and implemented through experts and specialists.

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

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

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

e. Innovations or changes in the organization are largely initiated and implemented through highly result-oriented individuals.

f. Managers seldom undertake innovations that disturb their existing friendship in the company or earn the enmity of others in the organization.
J S SCALE

A. Is there some other work, either here or outside your bank, which you would like better than what you are now doing? (Tick mark (✓) one of the items)
   (1) I would rather have some other job.
   (2) I would rather have my present job.

B. Not counting all the other things that make your particular job good or bad, how do you like the kind of work that you do? (Tick mark (✓) the item that presents your feelings)
   (1) I dislike it very much; would prefer almost any other kind of work.
   (2) I don't like it very much; would much prefer some other kind of work.
   (3) It's all right, but there are other kinds of work I like better.
   (4) I like it very much, but there are other kinds of work I like just as much.
   (5) It's exactly the kind of work I like best.

C. How do you feel about the progress you have made in this bank? (Tick mark (✓) one item appropriate to you)
   (1) I have made little or no progress
   (2) I have made some progress, but it should have been much better.
   (3) I have made quite a lot of progress, but it should have been better.
   (4) I have made a great deal of progress.

D. How much does your job give you a chance to do the things you are best at? (Tick mark (✓) one of the items appropriate)
   (1) No chance at all
   (2) Very little chance
   (3) Some chance
   (4) Fairly good chance
   (5) Very good chance

E. How do you like working for this bank? (Tick mark (✓) one of the items)
   (1) It's not a very good place to work.
   (2) It's all right, but there are many things that should be changed.
   (3) It's a fairly good place, but quite a few things should be changed.
   (4) It's good place, but there are a few things that should be changed.
   (5) It's a very good place—wouldn't change anything.
F. Would you advise a friend to come and work for this bank? (Tick mark (✓) one of the items):

(1) I would not advise a friend to come and work for this bank.

(2) I would advise a friend to come and work for this bank.

G. If you had a chance to do the same kind of work for the same pay, but in another organization, would you stay here? (Tick mark (✓) one of the items)

(1) I would prefer to go to the other organization.

(2) I would stay in this bank.
Entrepreneurs face several problems. Some of these problems bother them a great deal, and some others do not. The purpose of this questionnaire is to find out what problems bother entrepreneurs. While answering the questionnaire, please respond on the degree of bothersomeness you personally experience in relation to a particular problem. You may have a problem, and yet it may not bother you. We want to know how much what problems bother entrepreneurs.

Please read each statement carefully. Then indicate to what extent the problem bothers you by tick marking (/) in front of each statement.

<table>
<thead>
<tr>
<th>Hardly or never bothers</th>
<th>Occasionally bothers</th>
<th>Sometimes bothers</th>
<th>Often bothers</th>
<th>Most often or always bothers</th>
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</thead>
</table>

1. Having to do things that are against my better judgement.
2. Not being able to spend enough time with the family.
3. Loneliness in my role as an entrepreneur.
4. Taking risk.
5. Too heavy workload.
6. Not getting the results I want.
7. Lack of social usefulness of the work I do.
8. Lack of adequate finances.
10. Not being able to use the expertise, training or your strengths.
<table>
<thead>
<tr>
<th>Hardly or never bothers</th>
<th>Occasionally bothers</th>
<th>Sometimes bothers</th>
<th>Often bothers</th>
<th>Most often or always bothers</th>
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<tr>
<td>11. Not being able to pursue some other interests (social, religious, political, culture, etc.)</td>
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<td>12. Not having some others to share my ideas and problems.</td>
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<td>13. Competition of others in the field.</td>
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<td>14. Lack of time to pay attention to different aspects</td>
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<td>15. Poor sellling of my product.</td>
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<td>16. Conflict between what I do and my concern for doing something for others and the society.</td>
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<td>17. Lack of adequate machinery or other means.</td>
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<td>18. Lack of relevant technical knowledge.</td>
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<td>19. Conflict between my values and what I do.</td>
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<td>20. Conflict of my role as an entrepeneur with family and social life.</td>
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<td>21. Lack of joint and collaborative work.</td>
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<td>22. Going into something new, not yet tried out.</td>
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<td>23. Having to take all decisions and follow them up myself.</td>
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<tr>
<td>24. Lack of quality in my products or service.</td>
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<td>25. Lack of opportunity to do some service to others in need.</td>
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<td>26. Difficulty in getting raw material or other needed material.</td>
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<td>27. Lack of expertise in management (finance, marketing, etc.)</td>
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APPENDIX XI

ENTREPRENEURIAL ROLE PICS

Your Name ___________________________ Date ___________________

The following 16 situations have been given in which two entrepreneur friends (A and B) are talking. In each case we show what A or B has said. You are required to guess what B or A said in response to the statement given in the situation. Only in one situation the entrepreneur's wife makes a statement to her husband. Write down the response in all cases how the concerned entrepreneur would reply.

There are no right or wrong answers. Write down your first reactions. Do not leave any situation unanswered, and go to the next situation after you have responded to the previous one.

1. A to B : I do not have enough relevant information about the product and the market needed for my business.
   B to A :

2. A to B : You are working too hard, and this may affect your health.
   B to A :

3. B to A : Sometimes I have to do things that are against my better judgement.
   A to B :

4. B to A : Another factory has been set up to manufacture the same product which you manufacture.
   A to B :
5. A to B : I sometimes feel lonely in my role as an entrepreneur.
    B to A : 

6. A to B : The product you are manufacturing still lacks high quality.
    B to A : 

7. B to A : I do not have any more money to invest in the factory. I do not know what will happen.
    A to B : 

8. Wife to A : You do not have any time to spend with me and the children these days.
    A to wife : 

9. A to B : Your main problem is that you lack adequate knowledge of finance management.
    B to A : 

10. A to B : I have too much work to do.
    B to A : 

11. B to A : You are not able to use all your expertise and knowledge in your business.
    A to B : 

12. B to A : I am afraid of taking the risk. I do not know what to do.
    A to B :
13. A to B $ You do not have anyone with whom you can share your problems and ideas.

B to A $

14. A to B $ I just cannot find the place to sell my product; the stocks are piling up.

B to A $

15. B to A $ You do not have the appropriate machinery to manufacture the product you have decided to manufacture.

A to B $

16. B to A $ Some of my friends complain that I have been neglecting them and hardly have any time for them.

A to B $
1. Women occupying higher positions in their professions have little time for other social activities.

2. Women’s pursuit of their careers conflicts with their husbands’ growth in their professions.

3. Generally working women prefer to meet the obligations of their career roles better than their roles of wives and mothers.

4. Women who are more concerned with their career development do not get social approval.

5. Generally women, who have obtained special training and education, find it hard to use it because if they do so, they can not take care of their family properly.

6. The male students dislike those girls who fare better than they do in the examinations.

7. Ladies are not able to pay enough attention towards their husbands, if they take up jobs which carry more responsibilities.

8. Women having fast success in their jobs find increasingly wider gaps between themselves and people at home.

9. Those girls who have achieved higher positions in their professions, are ignored by their friends.

## APPENDIX XII

**GENERAL BELIEFS SURVEY**

**Directions:**

Following is a series of statements. Each represents an opinion and there are no right or wrong answers. Please read each statement and indicate the extent to which you agree or disagree with it by tick marking (/) in the appropriate place on its left-hand side.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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</table>

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5. Generally women, who have obtained special training and education, find it hard to use it because if they do so, they can not take care of their family properly.

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<tbody>
<tr>
<td>10. Generally husbands feel jealous of their wives if they earn more than what they do.</td>
<td>Agree</td>
<td>Strongly Agree</td>
<td></td>
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<tr>
<td>11. Successful women are generally seen as aggressive and pushy.</td>
<td>Agree</td>
<td>Strongly Agree</td>
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<tr>
<td>12. In many cases career commitments of girls come in the way of their marriage or married life.</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
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<tr>
<td>13. Generally men believe that women having high success in their professions become less feminine.</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
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<tr>
<td>14. If women are more involved in their profession, then they would not be able to pay enough attention to needs of their family.</td>
<td>Agree</td>
<td>Strongly Agree</td>
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<tr>
<td>15. People usually suspect the character of women having higher positions in their professions.</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
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<tr>
<td>16. A successful female in her profession is generally considered arrogant and unsociable by her relatives.</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
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<tr>
<td>17. Women who are very successful in the professions cannot be affectionate and helpful to their children.</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
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<tr>
<td>18. Women who have higher status than their husbands are likely to get less affection and attention from them.</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
<td></td>
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<tr>
<td>19. Generally people do not like women who are highly ambitious in relation to their jobs.</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
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<tr>
<td>20. It becomes difficult for a girl to find a suitable match if she is highly educated.</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
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