Appendices - Inventories

(A) Infra Structure
(B) Locus of Control
(C) Entrepreneurial Climate
(D) Participation
(E) Role efficacy
(F) Social-structure Indicators.
(A) Infra structure
(A) Infra structure
In the pages that follow, you will find a number of questions dealing with different facets of the problems connected with Techno-economic survey of Industrial Estates in Gujarat. I am encroaching upon your time with the earnest hope that you will kindly fill in the questionnaire and return the same at your earliest. I may assure you that the responses given in the questionnaire will be kept strictly confidential.

I shall very much appreciate and value your co-operation.

A. N. DESAI
(AUTHOR)
1. Name and address of the Industrial Estate.

2. Name of the owner

3. Proprietary Partnership Private

4. Total number of Sheds and plots allotted to entrepreneurs of Establishment of industries.

   Year of allotment

   Plots  Sheds, Year of operation

   With production

   output

   net value added.

5. Technician and qualified = Degree holders.

   Skill workers = artisans, Mistry, Blacksmiths, Carpenters

   Plumbing.

   Technicians  Workers  Labourers  Peons
Finance:

6. Approximate cost of the project is total

7. The sources of finance secured under schemes,

<table>
<thead>
<tr>
<th>Personal</th>
<th>General Scheme</th>
<th>Technician</th>
<th>Special</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

(1) (2) (3) (4) (5) (6)

Rural workshop scheme, If any other sources

8. Please check up the following items:

I have taken the loan on the basis of:

(1) Assisting in the creation, expansion and modernization of my enterprise

(2) Medium term loan or equity participation

(3) Through sponsoring and undertaking new issue of shares and securities.

(4) Assistance by technician's scheme

(5) By way of part payment

(6) I received loan under sanctions or disbursement.
9. Please check up

<table>
<thead>
<tr>
<th>My industry falls in the categories:</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Defence oriented industries</td>
</tr>
<tr>
<td>* Industries which are substantially</td>
</tr>
<tr>
<td>net savers of foreign exchange and</td>
</tr>
<tr>
<td>in particular are export oriented.</td>
</tr>
<tr>
<td>* Import substitution goods</td>
</tr>
<tr>
<td>manufacturing industries.</td>
</tr>
<tr>
<td>* Essential consumer goods industries</td>
</tr>
<tr>
<td>using indigenous raw materials</td>
</tr>
<tr>
<td>* Agriculture-based industries</td>
</tr>
<tr>
<td>* Industries providing basis for</td>
</tr>
<tr>
<td>further industrialization</td>
</tr>
</tbody>
</table>
10. My industry falls in the category of:

<table>
<thead>
<tr>
<th>Equity Preference Loan Guarantee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering (Heavy)</td>
</tr>
<tr>
<td>Engineering (Medium)</td>
</tr>
<tr>
<td>Engineering (Small)</td>
</tr>
<tr>
<td>Chemicals</td>
</tr>
<tr>
<td>Textiles</td>
</tr>
<tr>
<td>Printing Press and Publication.</td>
</tr>
<tr>
<td>Paper and Pulp</td>
</tr>
<tr>
<td>Cold storage and factories.</td>
</tr>
<tr>
<td>Ceramics and cements</td>
</tr>
<tr>
<td>Canning food and vegetables.</td>
</tr>
<tr>
<td>Miscellaneous.</td>
</tr>
<tr>
<td>Hotels.</td>
</tr>
<tr>
<td>Civil construction work</td>
</tr>
</tbody>
</table>
11. I have secured Loans from:

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>G.I.I.C.</td>
<td>Gujarat Industrial Investment Corporation.</td>
</tr>
<tr>
<td>G.I.D.C.</td>
<td>Gujarat Industrial Development Corporation.</td>
</tr>
<tr>
<td>G.S.F.C.</td>
<td>Gujarat State Financial Corporation.</td>
</tr>
<tr>
<td>S.B.I.</td>
<td>State Bank of India.</td>
</tr>
<tr>
<td>L.I.C.</td>
<td>Life Insurance Corporation.</td>
</tr>
<tr>
<td>G.S.I.C.</td>
<td>Gujarat Small Industries Corporation.</td>
</tr>
<tr>
<td>S.B.S.</td>
<td>State Bank of Saurashtra.</td>
</tr>
<tr>
<td>O.N.B.</td>
<td>Other Nationalized Bank.</td>
</tr>
</tbody>
</table>

* From Public, Private Parents.
12. How many years have you been in this industry?

I picked up this industry by

- Suggestion
- Imitation
- Ancestral
- Experience
- Social prestige
- Economic security
- Securing easy raw material
13. I have selected this location of Industrial estates for:

- Near to the Market
- Availability of Raw material
- Near to big city
- Availability of Labourers
- Transportation facilities
- Post facilities

14. I have faced the problems in starting this industries:

- Electricity
- Water
- Raw material
- Transportation
- Government
- Red.
- Tapism
- Difficulties of Roads.
- Difficulties in loans.
15. Please check up the following items in order of preference:

<table>
<thead>
<tr>
<th>Industrialist</th>
<th>Potential Entrepreneurs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Gives me an independent opportunity to work.</td>
<td></td>
</tr>
<tr>
<td>2. Gives me more income.</td>
<td></td>
</tr>
<tr>
<td>3. Enables me to meet family obligation.</td>
<td></td>
</tr>
<tr>
<td>4. Ideas was suggested by others.</td>
<td></td>
</tr>
<tr>
<td>5. If appeals to my interest.</td>
<td></td>
</tr>
<tr>
<td>6. Gives me social status and prestige.</td>
<td></td>
</tr>
<tr>
<td>7. Provide me challenge</td>
<td></td>
</tr>
<tr>
<td>8. I feel that I will be useful to the society.</td>
<td></td>
</tr>
<tr>
<td>9. Provides economic security.</td>
<td></td>
</tr>
<tr>
<td>10. I feel very active with independent movement of life.</td>
<td></td>
</tr>
</tbody>
</table>
16. What are your suggestions for improving the climate for industrialization better and optimum use of the facilities created by the state both through bodies like G.I.D.C. and other financing agencies?

17. Do you think that the selection of your location will help you in operation of production and marketing?
18. What is the time lag between your application and the grant of the necessary facilities?

19. Are the procedures burdensome and time consuming, if so, how do you think matters could be improved?

20. Is decision-making taken at the local level, or do you have to state headquarters frequently?

21. In which field do delays occur most – licensing, site allotment, provision of utilities, raw material supply?

22. Have you done any market survey regarding the potentialities of the industry in which you are engaged?

23. What measures have you taken to ensure quality control?

24. (1) Has the production started if yes what is the sale value of production per year.

What is the specific contribution made by your unit in terms of (1) Foreign exchange saving (2) Imports.

(2) Substitution. (3) Exports earning

(4) Extent of meeting the domestic requirement.
(3) Locus of Control
INSTRUCTIONS

This is a questionnaire to find out the way in which certain important events in our society affect different people. Each item consists of a pair of alternatives lettered a and b. Please select one statement of each pair (and only one) which you more strongly believe to be the case as far as you are concerned. Be sure to select the one you actually believe to be more true rather than the one you think you should choose or the one you would like to be true. This is, a measure of personal belief, obviously there are no right or wrong answers.

Please refer these items carefully but do not spend too much time on any one item. Be sure to find an answer for every choice.

In some instances you may discover that you believe both statements or neither one. In such cases, be sure to select the one you more strongly believe to be the true as far as you are concerned. Also try to respond to each item independently. When making choice, do not be influenced by your previous choices. Select any one statement and make circle around it.

Information given by you will be kept STRICTLY CONFIDENTIAL and will be used only for RESEARCH PURPOSES.

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I shall be happy to help you understand the questions if you have any doubts or confusion. Please feel free to ask any questions you might have. Thank you for your participation.
1. a. Children get into trouble because their parents punish them too much.
   b. The trouble with most children now-a-days is that their parents are too easy with them.

2. a. Many of the unhappy things in people's lives are partly due to bad luck.
   b. People's misfortunes result from the mistake they make.

3. a. One of the major reasons why we have wars is because people don't take enough interest in politics.
   b. There will always be wars, no matter how hard people try to prevent them.

4. a. In the long run people get the respect they deserve in this world.
   b. Unfortunately, an individual's worth often passes unrecognized no matter how hard he tries.

5. a. The idea that teachers are unfair to students is nonsense.
   b. Most students don't realize the extent to which their grades are influenced by accidental happenings.

6. a. Without the opportunity one cannot be an effective leader.
   b. Capable people who fail to become leaders have not taken advantage of their opportunities.
7 a No matter how hard you try some people just don't like you.

b People who are not liked by others do not understand how to get along with others.

c If you talk to them at all, they often talk to you about how much they hate you.

8 a Heredity plays the major role in determining one's personality.

b It is one's experiences in life which determine what they're like.

c One's experiences in life which determine what they're like.

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

e. As you see, this may happen in the future, but there's nothing you can do.

b Making a decision to make a definite course of action has turned out better for me than trusting on luck.

c. This has always been my strategy and I've found it works for me.

10 a In the case of the well prepared student there is rarely if ever such a thing as an unfair test.

b Many times exam questions tend to be so unrelated to course work that studying is really useless.

c. I've often found that even the most prepared student can still fail.

11 a Becoming a success is a matter of hard work, luck has little or nothing to do with it.

b Getting a good job depends mainly on being in the right place at the right time.

c. I've learned this from personal experience.

12 a The average citizen can have an influence in government decisions.

b This world is run by the few people in power, and there is not much the little guy can do about it.

c. So the best thing to do is to focus on your own life and let others worry about the world.
13 a. When I make plans, I am almost certain that I can make them successful.
b. It is not always wise to plan too much in advance because many things turn out to be a matter of good or bad fortune.

14 a. There are certain people who are just no good.
b. There is some good in everybody.

15 a. In my case getting what I want has little or nothing to do with luck.
b. Many times we might just as well decide what to do by flipping a coin.

16 a. Who gets to be the boss often depends on who has lucky enough to be in the right place first.
b. Getting people to do the right thing depends upon ability, luck has little or nothing to do with it.

17 a. As far as world affairs are concerned most of us are the victims of forces we can neither understand, nor control.
b. By taking an active part in political and social affairs the people can control world events.

18 a. Most people don't realize the extent to which their lives are controlled by accidental happenings.
19. a. One should always be willing to admit mistakes.
   b. It is usually best to cover up one's mistakes.
   c. One should always be willing to admit mistakes.

20. a. It is hard to know whether or not a person really likes you.
   b. How many friends you have depends upon how nice a person you are.
   c. One should always be willing to admit mistakes.

21. a. In the long run the good things and bad things are balanced.
   b. Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.
   c. One should always be willing to admit mistakes.

22. a. With enough effort we can completely remove political corruption.
   b. People cannot have much control over the things politicians do in office.
   c. One should always be willing to admit mistakes.

23. a. Sometimes I can't understand how teachers arrive at the grades they give.
   b. There is a direct connection between how hard I study and the grades I get.
   c. One should always be willing to admit mistakes.

24. a. A good leader expects people to decide for themselves what they should do.
   b. A good leader makes it clear to everybody what their jobs are.
   c. One should always be willing to admit mistakes.
25 a Many times I feel that I have little influence over the things that happen to me.

b I do not believe that chance or luck plays an important role in my life.

c Neither of the two factors is important in my life.

26 a People are lonely because they don't try to be friendly.

b It is useless to try too hard to please people if they like you, they like you.

c Because people tend to like me.

27 a There is too much emphasis on athletics in high school.

b Team sports are an excellent way to build character.

c In my life.

28 a What happens to me is my own doing.

b Sometimes I feel that I don't have enough control over the direction my life is taking.

c Mostly the way you think.

29 a Most of the time I can't understand why politicians behave the way they do.

b In the long run the people are responsible for bad government on a national as well as on a local level.
(C) Entrepreneurial Climate.
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 most 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.

**Rank 1. Orientation**

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

b. The main concern of people here is to help each other develop greater skills, and so, advance in the organization.

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 of the people here is to develop their competence and expertise.

**Rank 2. Interpersonal Relationship**

a. In this organization 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 organization to protect their interests.

d. Business-like relationship prevails here - people are warm, but get together mostly for ensuring excellence in performance.

e. People have strong associations mostly with their supervisors and look for suggestions and guidance from them.

f. People have high concern for one another and help each other spontaneously when such help is needed.
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".

Rank 3. **Supervision**

- **a.** Supervision here is usually to check mistakes and 'catch' the person
- **b.** Supervisor here strongly prefers 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

4. **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 society at large
- **e.** People usually refer the problems to and look for solutions from their seniors
- **f.** Usually problems are solved by supervisors without involving their subordinates
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".

**Rank 5. 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 supervisors to correct or prevent making mistakes

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

**Rank 6. 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
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".

Rank 7. 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.

8. 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.
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".

### Rank 9. Trust

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>a</td>
<td>Only a few persons are trusted by management and they are quite influential</td>
</tr>
<tr>
<td>b</td>
<td>Trusting and friendly relations are highly valued here</td>
</tr>
<tr>
<td>c</td>
<td>High value is put here on both the superior and his subordinates</td>
</tr>
<tr>
<td>d</td>
<td>The specialists and the experts are highly trusted here</td>
</tr>
<tr>
<td>e</td>
<td>Here a general helping attitude generates mutual trust</td>
</tr>
<tr>
<td>f</td>
<td>Those who can achieve results are highly trusted</td>
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</table>

### Rank 10. Managing Rewards

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>a</td>
<td>Mainly excellence in performance and getting tasks accomplished is rewarded</td>
</tr>
<tr>
<td>b</td>
<td>Knowledge and expertise are recognized and rewarded</td>
</tr>
<tr>
<td>c</td>
<td>Loyalty is rewarded more than anything else</td>
</tr>
<tr>
<td>d</td>
<td>The organization rewards those who help their junior colleagues to develop and those who contribute to teamwork</td>
</tr>
<tr>
<td>e</td>
<td>The ability to control subordinates and maintain discipline is given the highest weighting in rewarding managers and supervisors</td>
</tr>
<tr>
<td>f</td>
<td>The ability to get along well with others is highly valued here</td>
</tr>
</tbody>
</table>

### Rank 11. Risk Taking

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>a</td>
<td>When confronted by risky situations, managers here seek their friends for guidance and support</td>
</tr>
<tr>
<td>b</td>
<td>In risky situations, managers strongly emphasize discipline and obedience to orders</td>
</tr>
<tr>
<td>c</td>
<td>In risky situations, managers have a strong tendency to rely on experts and specialists for their advice</td>
</tr>
</tbody>
</table>
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 risks and strive above all to be more efficient or productive

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".

Rank 12. 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 minimize 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
(D) Participation
**Participation Inventory**

1. In general, your say or influence carries weight for what goes on in your company.

<table>
<thead>
<tr>
<th>Definitely True</th>
<th>Mostly True</th>
<th>Sometimes True</th>
<th>Mostly False</th>
<th>Definitely False</th>
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</table>

2. You feel that you can influence the decisions of your immediate supervisor regarding things about which you are concerned.

<table>
<thead>
<tr>
<th>Definitely True</th>
<th>Mostly True</th>
<th>Sometimes True</th>
<th>Mostly False</th>
<th>Definitely False</th>
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3. Your immediate supervisor asks your opinion when a problem comes up that involves your work.

<table>
<thead>
<tr>
<th>Definitely True</th>
<th>Mostly True</th>
<th>Sometimes True</th>
<th>Mostly False</th>
<th>Definitely False</th>
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4. When you have a suggestion for improving the job, it is easy for you to get your ideas across to your immediate supervisor.

<table>
<thead>
<tr>
<th>Definitely True</th>
<th>Mostly True</th>
<th>Sometimes True</th>
<th>Mostly False</th>
<th>Definitely False</th>
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</table>

5. Everybody is consulted for the welfare of the company.

<table>
<thead>
<tr>
<th>Definitely True</th>
<th>Mostly True</th>
<th>Sometimes True</th>
<th>Mostly False</th>
<th>Definitely False</th>
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</table>

6. Workers are encouraged for suggesting new ideas about the work.

<table>
<thead>
<tr>
<th>Definitely True</th>
<th>Mostly True</th>
<th>Sometimes True</th>
<th>Mostly False</th>
<th>Definitely False</th>
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<td></td>
<td>7. No changes are definitely introduced in the work method True without consulting the workers</td>
<td>Mostly True</td>
<td>Sometimes True</td>
<td>Mostly False</td>
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<tr>
<td></td>
<td>8. Suggestions given by the workers are not respected (recognized)</td>
<td>Definitely True</td>
<td>Mostly True</td>
<td>Sometimes False</td>
</tr>
<tr>
<td></td>
<td>9. Supervisor (officer) on everything according to their own wishes workers are not consulted for anything</td>
<td>Definitely True</td>
<td>Mostly True</td>
<td>Sometimes False</td>
</tr>
<tr>
<td></td>
<td>10. You believe that workers get full opportunity to use their abilities and experience here</td>
<td>Definitely True</td>
<td>Mostly True</td>
<td>Sometimes False</td>
</tr>
<tr>
<td></td>
<td>11. It is not considered desirable for the workers to adopt new methods of work</td>
<td>Definitely True</td>
<td>Mostly False</td>
<td>Sometimes True</td>
</tr>
<tr>
<td></td>
<td>12. Work of the Group is left to those who are considered most capable for the job</td>
<td>Definitely True</td>
<td>Mostly False</td>
<td>Sometimes True</td>
</tr>
</tbody>
</table>
13. Members are interested in the Group but not all of them want to work for it.

<table>
<thead>
<tr>
<th>Question</th>
<th>Definitely True</th>
<th>Mostly True</th>
<th>Sometimes False</th>
<th>Most</th>
<th>Definately False</th>
</tr>
</thead>
</table>

14. Each member of the group is on one or more active committees.

<table>
<thead>
<tr>
<th>Question</th>
<th>Definitely True</th>
<th>Mostly True</th>
<th>Sometimes False</th>
<th>Mostly True</th>
<th>Definately False</th>
</tr>
</thead>
</table>

15. The work of the group is well divided among members.

<table>
<thead>
<tr>
<th>Question</th>
<th>Definitely True</th>
<th>Mostly True</th>
<th>Sometimes False</th>
<th>Mostly True</th>
<th>Definately False</th>
</tr>
</thead>
</table>
(E) Role efficacy
ROE EFFFICACY INSTRUMENT

A more structured way of measuring role efficacy is to use an instrument which has multiple choices. The respondent has to choose between three alternatives on each of the 10 dimensions. These alternatives are pre-weighted and it is easy to get the sum of the values of the various alternatives selected by the individual. Such an instrument is included in a set of instruments published by Learning Systems (Paraske, 1977).

Scoring Role Efficacy

Role efficacy is scored by taking each of the 10 dimensions mentioned above. The general principle of scoring is to give highest score to the factor contributing to role efficacy. If a particular factor is not mentioned, then it cannot be scored. After trying out various ways of scoring, the scoring method which is found to be useful to give a score of 2 on each dimension, if that particular dimension is present; score of 1 when that dimension is present; score to some extent; -1 if the negative aspect of the dimension is shown. For example, let us take the first dimension on Centrality. If the person feels that his role is very important in the organisation, he gets a score of 2. If he feels that his role is useful, he gets a score of 1, because it is not perceived as very important nor is it perceived as
peripheral. If he mentions that very little importance is given to his role, he gets -1. However, if the essay he has written does not mention anything about importance being given to the role, it is not scored, and in that he gets 0, although the score of 0 is not mentioned in the scoring sheet. Based on this rationale, the scoring can be done on various dimensions. Each of the 10 dimensions is given a score of 2, 1 or -1, for analysing the essay on "My Role" or the material on interview etc. So the minimum possible is 20. After totalling the score, the Role Efficacy Index (RAI) can be calculated by the following formula:

\[ RAI = \frac{\text{Total score} + 10}{30} \times 100 \]

For scoring the various dimensions, brief guidelines are given below.

1. **Central vs Peripherality**

   This dimension measures the perception of significance of role of the role occupant. The more central the role occupant feels his role is in the organisation, the higher will be role efficacy.

   **Centrality** Score 2. Statements showing the perceived importance are scored. Example:

   I am a production manager, and my role is very important.
Usefulness Score 1. Sentence showing some importance given by the role occupant to the role are scored. Example:

I am doing useful work in the organisation.

Peripherality Score 1. Statements indicating that the role occupant deprecates his role, or sees it as not of much importance, or as neglected are scored. Example:

I am an R & D Manager. No one pays much attention to that I do.
Very little importance is given to me.

2. Integration vs. Distance

Integration between the self and the role contributes to role efficacy, and self-role distance diminishes efficacy.

Full integration Score 2. Statements showing that the role occupant is either enjoying his role, or thinks it is according to his liking, training, and aptitude, are scored. Example:

I am able to use my knowledge very well here.
I like my role very much.

Partial integration Score 1. Statements showing that the role occupants enjoy some aspects, but not others scored.
The word 'but' is indicative of this. Example:

I enjoy my role in R and D, but my knowledge of chemical processes is not fully utilised.
**Distance** 
Score -1. Statements indicating lack of involvement of the role occupant in his role, or his perception that his talents are not utilised at all in the role are scored. Example:

- *I am a misfit in the organisation*
- *My training is not used at all.*

**3. Proactivity vs Reactivity**

When a role occupant takes initiative and does something on his own, this is his proactive behaviour. On the other hand, if he merely responds to what others expect of him, he shows reactive behaviour.

**Proactivity** 
Score 2. Statements showing that the role occupant takes initiative in his role are scored. Problem solving statements are also scored. Example:

- *I prepare the budget for discussion*
- *I solve conflicts amongst my subordinates.*

**Reactivity** 
Score 1. Statements showing that the role occupant conforms to the expectations and demands from others are scored. Example:

- *I prepare the budget according to the guidance given by my boss.*

**Negative Reactivity** 
Score -1. Statements showing that the role occupant resents other’s expectations are scored. Example:

- *I have no freedom. I am only an errand boy and I do not like it.*
4. **Creativity vs. Routinity**

When a role occupant perceives that he does something new or unique in his role, his efficacy is high. The perception that only routine tasks are done by the role occupant lowers role efficacy.

**Creativity** Score 2. Statements showing that the role occupant innovates, or tries and does new things are scored. Example:

In my role (training manager) I design new programmes.

**Routinity** Score 1. Statements showing that the role occupant does only routine things are scored. If no statements of creativity are made, routinity is scored. Example:

I am supervising the workers.

**Boredom** Score 1. Statements indicating that the role occupant has no opportunity of doing creative work are scored. Example:

I have no time for creative work.

My job takes away all my time and I cannot try out something new.

5. **Linkage vs. Isolation**

Interrole linkages contribute to role efficacy. If the role occupant perceives interdependence with other roles, his efficacy will be high. Isolation of the role reduces efficacy.

**Linkage** Score 2. Statements indicating that the role occupant works or reacts with other roles, works in groups consisting of others are scored. Example:
I work in close liaison with the production manager. I am a member of a task force.

Isolation Score 1. Statements showing that the role occupant works on his own, and has no one to relate to, are scored.

Example:

I am alone and do not have any one to consult.

Distance Score -1. Statements showing role - role distance, other role occupants not responding to the initiative, not reacting or not available are scored. Example:

No one responds to my suggestions.

Other managers do not appreciate R and R work.

6. Helping vs. Hostility

One important aspect of efficacy is the perception that help is given and received. Perception of hostility decreases efficacy.

Helping Score 2. Statements showing that help is provided by other role occupants, or that help is given by the role occupant to others are scored. Example:

Whenever I have a problem, others help me.

I help people to see the problem more clearly.

Indifference Score 1. Statements indicating indifference of different role occupants to each other are scored. Example:

When I need some help, none is available.

People here are indifferent to you.
Hostility. Score -1. Statements showing interpersonal hostility are scored. Example:
People try to cut each other down.
I get very hostile responses.

7. Superordination vs Deprivation

One dimension of role efficacy is the perception of the role occupant that he is contributing to something beyond his own; he is serving the society, is influencing broader policies contributing to knowledge building etc. However, if he perceives deprivation of this sort in his role, his efficacy will be low.

Superordination. Score 2. Statements showing that the role occupant contributes to some 'larger' entity are scored. Example:
What I do is likely to benefit other industries also.
I am able to serve the poor through working on policies.

Ordination. Score 1. Statements indicating that the role occupant's work is useful for his organisation are scored. Example:
After I took over, the profits went up.
The individual counselling helps the employees.

Deprivation. Score -1. Statements indicating that the role occupants feel deprived of not being able to contribute to a larger goal are scored. Example:
I regret I do not have an opportunity to serve the poor.
I cannot find time for basic research which may advance knowledge.

8. Influence vs Powerlessness

The feeling that a role occupant is able to exercise influence in his role increases his role efficacy. The influence may be in terms of decision making, implementation, advice, or problem solution.

Influence. Score 2. Statements showing that the role occupant exercises influences or his advice is accepted, are scored.

Example:

My advice on the industrial relations matters is accepted by the top management.

I am able to influence the general policy of marketing.

Desired Influence. Score 1. Statements showing that the role occupant desires to influence are scored. Example:

I want to influence the practices here.

I would like to shape the industrial relations policy.

Powerlessness. Score 1. Statements showing that the role occupant feels powerless are scored. Example:

I have no power here.

I cannot make any independent decisions.

9. Growth vs Stagnation

When a role occupant gets opportunities and perceives them as such — of developing into the role through learning
new things, his efficacy is likely to be high. Similarly, if he perceives his role as giving no opportunities of growth, his role efficacy will be low.

**Growth.** Score 2. Statements showing that the role occupant perceives his role as providing him opportunities of his personal growth are scored. Example:

I enjoy my role very much because I have tremendous opportunities for my professional development here. I have been learning several new things here.

**Learning.** Score 1. Statements showing that the role occupant perceives his role as providing some opportunities of learning a few things are scored. Example:

I learn a few new things. I see some new perspectives of marketing here.

**Stagnation.** Score -1. Statements showing that the role occupant perceives the role as depriving him of opportunities of growth are scored. Example:

I do only routine things and have learnt nothing new. I am slowly forgetting all that I learnt as an engineer.

10. **Confrontation vs Avoidance**

When problems arise, these may either be confronted and attempts are made to find solution for them, or these are avoided. Confronting problems for solution contributes to efficacy, and avoidance reduces efficacy.
Confrontation: Score 2. Statements indicating that conflicts or problems are confronted and solved are scored. Example:

If a subordinate brings a problem to me, I sit with him and work out the solution.

Transfer: Score 1. Statements showing that problems or conflicts are referred to other persons are scored. Example:

I refer the conflict to my boss.

I ask people who come with a conflict to work it out between themselves.

Avoidance: Score -1. Statements showing dislike for conflicts or problems are scored. Example:

I dislike being bothered about interpersonal conflict.

The indiscipline bothers me.
Social-structure Indicators.
Social Structural Indicators

LEVEL OF LIVING (Based on informant's reports)

1. About what proportion of the people in this district lack adequate food for themselves and their children? In other words, they don't have enough food to keep their health and energy up.

2. In the above proportion different for the town as compared to the rest of the district? Town __________
   Rest of the district __________

3. In terms of the proportion of really poor people in this district — as defined above — how does this district rank as compared to adjacent districts? About same as: ________
   Poorer than __________ Better off than __________

4. In the households that are located outside the main town, what is the most frequently used material for the walls. What is the material that people would use if they had more money? __________

5. Of the people who live outside the town, about what proportion eat meat, poultry or fish at least once a week?

6. Of the people who live outside the town, about what proportion eat eggs or drink milk at least once a week. (10, 20, 30 etc.)
7. Outside the head town, what are the different kinds of water supply to the villages have in this district.

- Central source with pipes to most houses
- Many wells or other sources but with pipes to most houses
- Wells, improved streams, faucets, etc., from which people carry water to their homes
- Various sources, such as streams or springs, that are unimproved, and from which people carry water to their homes
- No local water -- must obtain from another village
- Other (explain)

8. Of the approximately ___ villages, barrios, etc., in this district, how many have the above types of water supply? (Put numbers in cells above besides the check marks).
1. Attitude of the head town in meters

2. Lowest point in the district ___ Highest point ___

3. About what proportion of the land in the district is cultivated with present technology? ______

   What proportion is actually cultivated? ______

4. Is the cultivated land in the district generally flat _____ rolling _____; upland _____; or mountains? ______

5. What is the average rainfall for the last several years ______?

6. Soil classification for an agronomic perspective (adopt a locally used classification)
Informant Characteristics

Name __________________________________________

1. Sex __________________  2. Age __________________

3. Main Occupation __________________________________

4. Second Occupation __________________________________

5. Is informant an official in the district? Which?

6. Is informant an official in the head town? Which?

7. Education (Graduate, undergraduate, Matriculate.)

8. Have you ever been to ___________ (largest city in the country)

9. About how many times have you visited ___________ (largest city in the country)

10. About how many times have you visited ___________ (Capital city, if different)?

11. How many times per week do you visit ___________ (importatn provincial city)?

12. Do you have close relatives living in ___________ (Insert most relevant city from above).

Thank you for your help. Do you have any questions of me?

Interviewer's Identification

Name ___________________________  Sex ______ approximate time in
Age _______ minutes for interview
Date ______/ Any Problems?

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