


Johannesson, R.E. (1973) : Some problems in the measurement of organisational climate. Organisation Behaviour and Human Performance, 10, 118-144.

Jones, A.P., L.R. James, and J.R. Bruni. (1975) : Perceived leadership behavior and employee confidence in the leader as moderated by job involvement. Journal of Applied Psychology, 60, 146-149.


The information that you give in this questionnaire will be used only for research purposes and the same will be kept confidential. So please give your free and frank responses to all the items. There are no right or wrong answers in this. The responses that you give are the only correct ones.

INSTRUCTIONS

Below are a number of statements each of which you may agree or disagree with depending on your personal evaluation of work in general, without reference to your present job. Please indicate the degree of your agreement or disagreement with each statement by putting a circle 'O' mark in one of the six answer categories.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Mildly Agree</th>
<th>Mildly disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

1. The most important things that happen in life involve work

2. Work is something people should get involved in most of the time

3. Work should be only a small part of one's life

4. Happiness in life comes mainly through work

5. People feel guilty if they don't work
6. Work should be considered central to life

7. There are other activities which are more meaningful than work

8. In my view, an individual's personal life goals should be work oriented

9. Work should be a fulfilling experience

10. Life is worth living only when people get absorbed in work

11. People should derive satisfaction from work

INSTRUCTIONS

Below are a number of statements each of which you may agree or disagree with depending on your personal evaluation of your present job. Please indicate the degree of your agreement or disagreement with each statement by putting a circle 'O' mark in one of the six answer categories.

- Strongly agree
- Agree
- Mildly Agree
- Mildly Disagree
- Disagree
- Strongly Disagree

1. The most important things that happen to me involve my present job

2. I'll stay overtime to finish my job, even if I am not paid for it

3. To me, my job is only a small part of who I am
4. I am very much involved personally in my job 6 5 4 3 2 1

5. Generally I avoid taking on extra responsibilities in my job 6 5 4 3 2 1

6. I live, eat and breathe my job 6 5 4 3 2 1

7. Some times I would like to kick myself for the mistakes I make in my job 6 5 4 3 2 1

8. Most of my interests are centered around my job 6 5 4 3 2 1

9. I have very strong ties with my present job, which would be very difficult to break 6 5 4 3 2 1

10. Usually I feel detached from my job 6 5 4 3 2 1

11. Most of my personal life goals are job oriented 6 5 4 3 2 1

12. I feel depressed when I fail at something connected with my job 6 5 4 3 2 1

13. I considered my job to be very central to my existence 6 5 4 3 2 1

14. I have, other activities which are more satisfying than my job 6 5 4 3 2 1

15. I like to be absorbed in my job most of the time 6 5 4 3 2 1

INSTRUCTIONS

Below are listed some characteristics or qualities that people look for in their jobs. We would like to know the degree of your satisfaction or dissatisfaction with each of the job qualities as they relate to your present job. For each job quality listed below, you will find six answer categories. Please indicate your feeling by putting a circle '0' mark in the appropriate space representing your answer. Make sure that you indicate your feelings for each item.
Extremely Satisfied  6
Moderately Satisfied  5
Mildly Satisfied  4
Mildly Dissatisfied  3
Moderately Dissatisfied  2
Extremely Dissatisfied  1

1. With the amount of security I have on my job, I feel  6 5 4 3 2 1

2. With the kinds of policies and practices that govern my job, I feel  6 5 4 3 2 1

3. With the amount of compensation that I receive to maintain a reasonably good living, I feel  6 5 4 3 2 1

4. With the kind of benefit plans (Vacations, retirement, medical and so on) that go with my job, I feel  6 5 4 3 2 1

5. With the chance of future promotion I have in my job, I feel  6 5 4 3 2 1

6. With the kind of working conditions (lighting, noise, office space and so on) surrounding my job, I feel  6 5 4 3 2 1

7. With the interesting or enjoyable nature of the work in my job, I feel  6 5 4 3 2 1

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10. With the technical competence of my immediate superior, I feel  6 5 4 3 2 1

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12. With the considerate and sympathetic nature of my immediate superior, I feel  6 5 4 3 2 1
13. With the kinds of responsibility and independence that I have in my job, I feel

14. With the opportunity for acquiring higher skill, I feel

15. With the amount of compensation I receive for the work, I feel

16. From an overall consideration with respect to my job, I feel

INSTRUCTIONS

Following set of statements are concerned with your perceptions and observations about the organisation in which you are now working. Please read each of them carefully and judge to what extent each item is true in your organisation and put the '0' mark of your choice on a 5 point scale to the right of the statement.

To a very great extent  5
To a great extent       4
To some extent          3
To a small extent       2
Almost no extent        1

1. The assignments to this organisation are clearly defined

2. In this organisation, we set very high standards for performance

3. The policies and goals of this organisation are clearly understood

4. The goals I am supposed to achieve in my area are realistic

5. I have clear idea of what I am supposed to do in my job
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8. In this organisation people are rewarded in proportion to the excellence of their job performance 5 4 3 2 1

9. There is a lot of warmth in the relationships between management and other personnel in this organisation 5 4 3 2 1

10. In this organisation, people are encouraged to initiate works that they think are important 5 4 3 2 1

11. People in this organisation don’t really trust each other very much 5 4 3 2 1

12. In this organisation people don’t seem to take much pride in the excellence of their performance 5 4 3 2 1

13. People in this organisation tend to be cool and aloof toward each other 5 4 3 2 1

INSTRUCTIONS

Below are described various ways of obtaining information about how you go about changing the mind or opinion of your subordinates so that they agree with you. Please describe each statement on a 5-point scale given below by encircling the number of your choice.

Very often 5
Often 4
Some times 3
Seldom 2
Never 1

1. I promised to help them in getting further advancement if they helped me now 5 4 3 2 1
2. I offered an exchange of favour
3. I reminded them of past favour that I did for them
4. I challenged their ability (e.g., I bet you can't do that)
5. I asked them to co-operate for getting the work done while promising extra benefits for it
6. I told them the reasons why my plan was the best
7. I showed that I was concerned about their welfare
8. At times I showed my knowledge of the specific issue
9. I influenced them because of my competence
10. I argued my points logically
11. My knowledge of the technical issues won their favour for me
12. I helped them even in personal matters
13. I went out of my way to help them at the time of their need
14. I encouraged them to discuss even their personal matters
15. I got everyone else to agree with me before I made the request
16. I called a staff meeting to back up my request
17. I usually get my way making them feel that it was their idea
18. I obtained the support of co-workers to back up my request
19. I made an impression that I cannot really work without their help

20. I showed that I sought their help

21. I made them realize that I needed their help

22. I told them exactly why I needed their help

23. I obtained the informal support of higher ups

24. I obtained my boss's approval before making the request

25. I got the support of someone higher up to back up my request

26. I repeatedly reminded them about what I wanted

27. I pointed out that the rules required that they comply

28. I simply ordered them to do what I was asked

PERSONAL INFORMATION

Age:            Designation:
Name of the Organisation:
Educational Qualifications:
Total years of service:
Years of service in the present position:
Total salary:  Marital status: Married/Unmarried
No. of dependents: 1  2  3  4  5 & more

Thank you very much for your kind co-operation 'Sir' -

:-000:-
DEPARTMENT OF PSYCHOLOGY
Sri Venkateswara University, Tirupati.

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INSTRUCTIONS

The following statements are about the behaviour of your immediate superior. Please read each of them carefully and decide whether it is true or false his case. Select the number of your choice as given below by encircling that number.

Quite True 5
True 4
Doubtful 3
False 2
Quite False 1
1. He helps his subordinates to grow up and assume greater responsibility
2. He takes special care that work gets top priority
3. He maintains high standards of performance
4. He thinks that clear job descriptions are necessary for the effective functioning of the employee
5. He openly shows affection to those subordinates who work hard
6. He believes that one can really grow up by learning to do a job well
7. He grants full freedom and autonomy to his subordinates so that they can work well
8. He really works hard
9. As and when necessary, he gives specific directions to his subordinates
10. He makes his subordinates feel free even to disagree with him
11. He provides all information to his subordinates and let them jointly find the solutions of a problem
12. He interacts with his subordinates as if they are equal
13. He goes by joint decisions of his group
14. He is a friendly type
15. He finds time to listen to the personal problems of the subordinates
16. He has affection for his subordinates
17. He believes that all of us have more or less equal potentialities

18. He always follows standard rules and regulations

19. He always goes by the rules and procedures

20. He maintains strict division of labour even in his own group

21. He believes that most of the interpersonal troubles start because people try to be overly friendly and informal on the job

22. He rules with an iron hand in order to get work done

23. He wants to have full power and control over his subordinates

24. He does not tolerate any interference from his subordinates

25. He believes that if he does not watch out there are many people who may pull him down

26. He thinks that his subordinates don't deserve to be officers

PERSONAL INFORMATION

Age:

Designation:

Name of the organisation:

Educational qualifications:

Total years of service:

Years of service in the present position:

Total salary:

Marital status: Married/Unmarried

No. of dependents: 1 2 3 4 5 & more

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[Signature]

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[Signature]