APPENDICES
Dear Respondent,

The purpose of the present research study is to identify the facts of your job life important for enhancing job condition and quality working life. The success of the study will depend upon your honest and frank responses. Be sure, your responses will kept strictly confidential and will be solely used for research purpose only.

It is hoped, you will extend your co-operation wholeheartedly in achieving the objective of the study.

Here is a very important requested that you please read each & every statement very carefully and answer them honestly and do not leave any statement/question unanswered.

Thanks.

RICHA GARG
(Research Scholar)
Dept. of psychology
A.M.U., Aligarh

Please read carefully do not leave any item unanswered
### SECTION – A
#### OC SCALE

**INSTRUCTIONS:-**

Listed below are a series of statements that represent possible feelings that individuals might have about the organization for which they work. Please, indicate the degree of your agreement or disagreement with each statement in the bracket provided against each statement. Response to each item are to be measured on a 7 point scale with points labeled as:

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th></th>
<th>Moderately Disagree</th>
<th></th>
<th>Slightly Disagree</th>
<th></th>
<th>Neither Disagree nor Agree</th>
<th></th>
<th>Slightly Agree</th>
<th></th>
<th>Moderately Agree</th>
<th></th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td>1</td>
<td></td>
<td>2</td>
<td></td>
<td>3</td>
<td></td>
<td>4</td>
<td></td>
<td>5</td>
<td></td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

1. I feel proud of being attached to my organization.  
2. I feel that I would be at loss when I would be leaving this organization.  
3. I have a firm conviction of not leaving job in this organization because this organization has helped me to stand on my feet.  
4. I can never think of leaving this organization even if my promotion is delayed.  
5. Real pleasure comes to me only when I accomplish the task.  
6. I live, eat and breathe my job in this organization.  
7. I feel sorry and dissatisfied when I fail to utilize my utmost efforts for meeting the goals of this organization.  
8. I don'ts leave the work place unless I complete my task/work.  
9. My organization is sufficiently fulfilling my needs which other organization can not do.
10. I love to work for my organization. 

11. What status I am enjoying here, I could not have found it in other organization.

12. Present benefits are more important to help promote organization development.

13. I do not delay my work because I can not take any risk of being kicked out from my organization.

14. I believe one should not over-stay in the organization at the cost of family affairs.

15. My organization has provided me opportunity to live with dignity on this earth, so I can never think to switch-over to other organization/company.

Please recheck that you have answered all the questions.
Section – B

HRD SCALE

Instructions:-
Every organization involves number of activities for achieving its goals. People in organization generally have their feelings and reactions towards various organizational activities. The Questions/ statement given below pertain to your work organization. Against each statement you have to endorse your response in the following manner:
- Assign ‘5’ to the statement when the conditions are present in the “maximum” Degree.
- Assign ‘4’ to the statement when it is present “above moderate and below maximum” Degree
- Assign ‘3’ to the statement when the conditions are present in the “moderate” degree.
- Assign ‘2’ to the statement when the conditions are present “below moderate and above minimum” degree.
- Assign ‘1’ to the statement when the condition is present at the “minimum” degree.

1. Employees feel free to express opinions and ideas even these may be different from their bosses. ( )
2. Competitiveness and smartness are highly valued in this company/organization.( )
3. Employees generally feel here that they are never alone. ( )
4. Nurturing and helping subordinates are encouraged here. ( )
5. Achievement and competence at work have more importance here, than hierarchical status or position. ( )
6. Our company/organization makes selection of employees well before any position is likely to become vacant for avoiding any irregularity and employees work over load. ( )
7. Employees feel that they have greater say here and they can influence many important issues. ( )
8. Skill development training programs are very regularly being run here, or employees are sent outside the company for training.

9. Changes, if needed for companies/organizational productive efficiency are given prime importance here.

10. For working on new technology, in service employees are trained and given due placement.

11. Management here have a very supportive attitude toward employees.

12. Attractive incentives are given to the best, efficient employees here.

13. Supervisors always extend helping hand to their subordinates.

14. Supervisors generally do not leave any impression over their subordinates that they are superior.

15. Job rotation, i.e. shifting employees from one shift to other shifts is followed here

16. Confidential report of the employees is strictly maintained here.

17. Employees have a full confidence in management here.

18. Employees have a general feeling that their interests are well safe-guarding here.

19. Company/organization strictly adhere very open self-appraisal system.

20. Organization/company thinks that only strict supervision can make employees disciplined and highly productive.

21. Performance assessment it a regular feature of this organization/company to help, develop and not to punish employees.

22. Organization/company has trust over employees.

23. Quantum of work is not generally decided by management/supervisors alone but it is set through mutual understanding between the employees and the supervisors.

24. Employees do not have any feeling of non availability of any personnel or employees that may cause work of suffer.

25. Company/Organization rules are flexible here to protect employee’s needs in specific time and situation.
26. Employees are treated here very strictly in accordance with company's/organizational rules and regulations.

27. Management generally provides excellent working conditions and environment along with giving emphasis on product quality and consumer satisfaction.

28. Employees generally feel that they are not treated differentially.

29. Promotions here are not linked with experience and favoritism but to work excellence only.

30. There is no limit of promotional growth here for good and dedicated employees.

31. Salary and other perks and benefits are not the constraint here for the best and efficient worker.

32. Company/Organization encourages healthy competition among employees through the system of individual rewards to the best workers.

33. Our organization/company does not have any system for giving training to the employees.

34. Organization/Company generally highlights best worker.

35. Company/Organization always make concerted efforts to find out the best modern means of improving and achieving organization/company productive efficiency.

36. Management has a lot of concern and sympathy about employees here.

37. Employees share the event of sorrow and happiness of each other irrespective of any difference of religion caste, hierarchical positions etc.

38. Employees generally feel here they are being very strictly supervised.

39. Healthy competitive conflicts are generally observed here.

40. Our organization/company always think in using new modern technology.

Please recheck that you have answered all the questions.
Section- C

OS SCALE

Instructions: -

The following statements pertain to your work situation. You are requested to indicate the extent to which you find them satisfying. Each statement is to be evaluated on 5 point scale. Please indicate your response in the brackets provided against each statement in the manner given below:

If you, strongly Agree then put (5);
Agree then put (4);
Undecided then put (3);
Disagree then put (2);
And if you strongly disagree then put (1);

1. I have to do a lot of work in this job. ( )
2. The available information's relating to my job role and its outcomes are vague and insufficient. ( )
3. My different officers often give contradictory instruments regarding my works. ( )
4. Sometimes it becomes complied problem for me to make adjustment between political/ group pressures and formal rules and instructions. ( )
5. The responsibility for the efficiency and productivity of many employees is trust upon me. ( )
6. Most of suggestions are heeded and implemented here. ( )
7. My decisions and instructions concerning distribution of assignments among employees are properly followed. ( )
8. I have to work with people whom I like. ( )
9. My assignments are of monotonous nature. ( )
10. Higher authorities do care for my self respect. ( )
11. I get less salary in comparison to the quantum of my labor/work. ( )
12. I do my work under tense circumstances. ( )
13. Owing to the excessive workload I have to manage with insufficient number of employees and resources.

14. The objectives of my work-role are quite clear and adequately planned.

15. Officials do not interfere with my jurisdiction and working methods.

16. I have to do some work unwillingly owing to certain group/political pressures.

17. I am responsible for the future of a number of employees.

18. My co-operation is frequently sought in solving the administrative or industrial problems at higher level.

19. My suggestions regarding the training programs of the employees are given due significance.

20. Some of my colleagues and subordinates try to defame and malign me as unsuccessful.

21. I get ample opportunity to utilize my abilities and experience independently.

22. This job has enhanced my social status.

23. I am seldom rewarded for my hard labor and efficient performance.

24. Some of my assignments are quite risky and complicated.

25. I have to dispose off my work hurriedly owing to excessive work load.

26. I am unable to perform my duties smoothly owing to uncertainty and ambiguity of the scope of my jurisdiction and authorities.

27. I am not provided with clear instructions and sufficient facilities regarding the new assignments trusted to me.

28. In order to maintain group-conformity sometimes I have to do/produce more than the usual.

29. I have the great responsibility for the progress and prosperity of this organization.

30. My opinions are sought in framing important policies of the organization/department.

31. Our interests and opinions are duly considered in marking appointments for important posts.
32. My colleagues do co-operate with me voluntarily in solving administrative and industrial problems.

33. I get ample opportunity to be develop my attitude and proficiency properly.

34. My higher authorities do not give due significance to my post and work.

35. I often feel that this job has made my life cumbersome.

36. Being too busy with official work, I am not able to devote sufficient time to my domestic and personal problems.

37. It is not clear that what type of work and behavior my higher authorities and colleagues expect from me.

38. Employees attach due importance to the official instructions and formal working procedures.

39. I am compelled to violate the formal and administrative procedures and policies owing to group/political pressures.

40. My opinion is sought in changing or modifying the working system, instruments conditions.

41. There exists sufficient mutual co-operation and team spirit among the employees of the organization/department.

42. My suggestions and co-operation are not sought in solving even those problems for which I am quite competent.

43. Working conditions are satisfactory here from the point or view of our welfare and convenience.

44. I have to do such work as ought to be done by others.

45. It becomes difficult to implement all of a sudden the new dealing procedures and policies in place of those already in practice.

46. I am unable to carry out my assignment to my satisfaction on account to excessive load of work and lack of time.

Please, recheck that you have answered all the questions.
Section- D

OC SCALE

Instructions:

This questionnaire is designed to find out some of the believes, values and practices of the organization in which you are working. Below are given no. of statements/questions and you are requested to read carefully each and to respond in the following manner:

1. Assign “1” to the statement/questions when you have strong disagreement.
2. Assign “2” to the statement/questions when you have disagreement.
3. Assign “3” to the statement/questions when you have neutral view.
4. Assign “4” to the statement/questions when you have agreement.
5. Assign “5” to the statement/questions when you have strong agreement.

1. In our organization employee’s skills and abilities are given due weight age in giving promotion and sanctioning any other reward.
2. Peoples generally have greater enthusiasm to take initiative at work.
3. People generally follows organizational rules and regulations here.
4. Employees always feel free to think, generate, and apply new ideas for the productive growth of the company.
5. Supervisors/managers generally emphasize over team work in carrying out work-responsibilities here.
6. Criticism and back-biting is a normal culture in this organization.
7. Employees generally take initiative to resolve the conflicts and problems at their own level.
8. Employees interact and communicate with their supervisors, colleagues and subordinates in confidence and trust.
9. Employees are generally being treated here as they are expecting.
10. Supportive attitude are encourage and promoted here.
11. Maintaining harmony is highly valued here.
12. Employees with right spirit generally hold discussion and give suggestions to help improve organizational working and productive efficiency.  

13. Generally employees behavior at work are quite predictable.  

14. People feel proud for organizational fairness.  

15. Absenteeism level is very low in our company/organization.  

16. Employees have greater freedom to act independently with in the boundaries of their job responsibilities.  

17. Employees generally have confidence among others that they will help them to resolve problems and if needed they would willingly share responsibilities at work here.  

18. People have very open discussion with regard to all sorts of problems for better solution.  

19. People feel free to work here.  

20. People spontaneously before express their feeling both pleasant or unpleasant manager/supervisors and their feeling are well attended and care here.  

21. People are strictly supervised here through strict organizational rules and regulation.  

22. I have the feeling of loosing my interested and commitment with my work and the organization here.  

23. People are action oriented, willing to take initiative & show a high degree of pro-organizational activity.  

24. People are generally productive and self-controlled here.  

25. The organization is well organized and has clearly defined goals.  

26. People try to put their best effort to work with others rather to have an individualistic effort.  

27. People generally do not want to work unless they are forced.  

28. People generally feel that they are not being trusted here.  

29. Nurturing and helping subordinates is encouraged in this organization.  

30. I am, for my organization/company.  

31. People generally say with proud about the prestige and status of the organization/company in which they are working.
32. Work environment allows people to accomplish the tasks in their best way here, hence, they do not hesitate to take up competitive and challenging tasks. ( )

33. Company/Organization strictly adhere very open self appraisal system. ( )

34. Performance standards are very low in the organization. ( )

35. People share responsibilities without hesitation. ( )

36. People’s achievement and competencies are given more importance than hierarchical status here. ( )

37. People usually do not tolerate criticism against the organization/company. ( )

38. Suggestions and employees grievances are welcomed here from all either seniors or juniors in cadre and are well taken for both employees’ quality of life and organization development. ( )

39. Work environment is very unhealthy and suffocative here. ( )

40. People here are more individualistic, they only complete assigned task for which they are expected to be compensated. ( )

41. People are generally deeply involved in developing and working out best means for promoting organization/company productive efficiency. ( )

42. There is no place here for the honest and efficient employees. ( )

43. I have the feeling that what I have achieved in my life, it is only because of my organization/company. ( )

44. People are only expected to follow proper channels of communications here. ( )

45. Responsibilities are allocated here without any prejudice. ( )

Please recheck that you have answered all the questions.
Please, furnish the following in formations.

Name.........................................................Age..............................

......

Qualification..................................Designation................................

Experience in the present position..........................................................

Total Experience..........................................................

Salary(Basic)..............................................Gross................................

Marital

Status...........................................................................................................

Family Structure-

N/J.................................................................

Religion........................................................................................................

......

Name of the

Bank........................................................................................................

Thanks.