ROLE EFFICACY SCALE

Instructions: In each of the following set of three statements, tick the one (a, b or c) that most accurately describes your own experience in your organizational role. Choose only one statement in each set.

1. (a) my role is very important in this organization; I feel central here.
   (b) I am doing useful and fairly important work.
   (c) Very little importance is given to my role in the organization; I feel peripheral here.

2. (a) my training and expertise are not fully utilized in my present role.
   (b) my training and knowledge are not used in my present role.
   (c) I am able to use my knowledge and training very well here.

3. (a) I have little freedom in my role; I am only an errand boy.
   (b) I operate according to the directions given to me.
   (c) I can take initiative and act on my own in my role.

4. (a) I am doing usual, routine work in my role.
   (b) in my role I am able to use my creativity and do something new.
   (c) I have no time for creative work I my role.

5. (a) no one in the organization responds to my ideas and suggestions.
   (b) I work in close collaboration with some other colleagues
   (c) I am alone and have almost no one to consult in my role.

6. (a) when I need some help, none is available.
   (b) whenever I have a problem, others help.
   (c) I get very hostile responses when I ask for help.

7. (a) I regret that I do not have the opportunity to contribute to society in my role.
   (b) What I am doing in my role is likely to help other organizations or society.
   (c) I have the opportunity to have some effect on the larger society in my role.

8. (a) I contribute to some decisions.
   (b) I have no power here.
   (c) My advice is accepted by my seniors.

9. (a) Some of what I do contributes to my learning.
   (b) I am slowly forgetting all that I learnt (my professional knowledge).
   (c) I have tremendous opportunities for professional growth in my role.

10. (a) I dislike being bothered with problem.
    (b) When a subordinate brings a problem to me, I help find a solution.
    (c) I refer the problem to my boss or to some other person.
11 (a) I feel quite central in the organization.  
   (b) I think I am doing fairly important work.  
   (c) I feel I am peripheral in the organization.

12 (a) I do not enjoy my role.  
   (b) I enjoy my role very much.  
   (c) I enjoy some part of my role and not others.

13 (a) I have little freedom in my role.  
   (b) I have a great deal of freedom in my role.  
   (c) I have enough freedom in my role.

14 (a) I do a good job according to a pre-decided schedule. 
   (b) I am able to be innovative in my role. 
   (c) I have no opportunity to be innovative or to do something creative.

15 (a) Others in the organization see my role significant to their work. 
   (b) I am a member of task force or a committee. 
   (c) I do not work on any committee.

16 (a) Hostility rather than cooperation is evident here. 
   (b) I experience enough mutual help here. 
   (c) People operate more in isolation here.

17 (a) I am able to contribute to the company in my role. 
   (b) I am able to serve larger part of society in my role. 
   (c) I wish I could do some useful work in my role.

18 (a) I am able to influence relevant decisions. 
   (b) I am sometimes consulted on important matters. 
   (c) I cannot make any independent decision.

19 (a) I learnt a great deal in my role. 
   (b) I learn a few new things in my role. 
   (c) I am involved in routine or unrelated activities and have learnt nothing.

20 (a) When people bring problems to me, I tend to ask them to work out themselves. 
   (b) I dislike being bothered with interpersonal conflict. 
   (c) I enjoy solving problems related to my work.
INTERPERSONAL TRUST SCALE

**Instructions:** this questionnaire is designed to know about your experiences while interacting with people in general. Please read the statements given below and give your response by writing (1,2,3 or 4) where,

1- Totally Agree
2- Agree to a large extent
3- Somewhat Agree
4- Totally Disagree

1- Most of the people do not do what they say.
2- If you expose your weakness before others, you are in for trouble.
3- Nobody is my friend of enemy in this world.
4- People seem to be in search of opportunities to belittle and degrade me.
5- Most of the people do not feel happy when they see others flourishing.
6- If you have high expectations from people you will be disappointed.
7- I am a lot cautious while dealing with strangers.
8- I have a feeling that most of the people don't understand me.
9- Most of the people don't think positively about others.
10- There is so much competition in this world that people will not hesitate in stepping on your toes to go ahead.
11- Neither do I like to seek obligation from others, nor do I like others patronizing me.
12- Whenever I relied on people I was deceived.
13- Most of the people show friendliness only when they have some self interest.
14- Unless you show people your power, they underestimate you.
15- I always try to achieve better than others.
16- People have generally taken advantage of my goodness.
17- Most of the people are not what they pretend to be.
18- If you share your sorrows with people you will only be ridiculed.
19- I know how to retort back when somebody blames me.
20- People seem to be in a habit of opposing even the best of my intentions.
ORGANIZATIONAL ROLE STRESS SCALE

Instructions: people have different feelings about their roles. Statements describing some of them are given below. Use the answer sheet to write the responses. Read each statement carefully and indicate the response in the space against the corresponding number in the answer sheet, how often you have the feeling expressed in the statement in relation to your role in the organization. Use the number given below to indicate your own feelings. If you find that category to be used in answering does not adequately indicate your own feelings, use the one which is closest to the way you feel. Do not leave any item unanswered.

Write 0 if you never or rarely feel this way.
Write 1 if you occasionally (a few times) feel this way.
Write 2 if you sometimes feel this way.
Write 3 if you frequently feel this way.
Write 4 if you very frequently or always feel this way.

1- My role tends to interfere with my family life.
2- I am afraid I am not learning enough in my present role for taking up higher responsibilities.
3- I am not able to satisfy the conflicting demands of various people above me.
4- My role has recently been reduced in importance.
5- My work load is too heavy.
6- Other role occupants do not give enough attention and time to my role.
7- I do not have adequate knowledge to handle the responsibilities in my role.
8- I have to do things, in my role, that are against my better judgment.
9- I am not clear on the scope and responsibilities of my role.
10- I do not get the information needed to carry out responsibilities assigned to me.
11- I have various other interests (social, religious, etc.) which remain neglected because I do not get time to attend to these.
12- I am too preoccupied with my present role responsibilities to be able to prepare for taking up higher responsibilities.
13- I am not able to satisfy the conflicting demands of my peers and juniors.
14- Many functions that should be a part of my role have been assigned to some other role.
15- The amount of work I have to do interfere with the quality I want to maintain.
16- There is not enough interaction between my role and other roles.
17- I wish I had more skills to handle the responsibilities of my role.
18- I am not able to use my training and expertise in my role.
19- I do not know what the people work with expect of me.
20- I do not get enough resources to be effective in my role.
21- My role does not allow me enough time for my family.
22- I do not have time and opportunities to prepare myself for the future challenges of my role.
23- I am not able to satisfy the demands of client and others, since these are conflicting with one another.
24- I would like to take on more responsibilities than I am handling at present.
25- I have been given too much responsibility.
26- I wish there was more consultation between my role and other roles.
27- I have not had the right training for my role.
28- The work I do in the organization is not related to my interests.
29- Several aspects of my role are vague and unclear.
30- I do not have enough people to work with me in my role.
31- My organizational responsibilities interfere with my extra organizational roles.
32- There is very little scope for personal growth in my role.
33- The expectations of my seniors conflict with those of my juniors.
34- I can do much more than what I have been assigned.
35- There is a need to reduce some parts of my role.
36- There is no evidence of several roles (including mine) being involved in joint problem solving or collaboration for planning action.
37- I wish I had prepared myself well for my role.
38- If I had full freedom to define my role, I would be doing something differently from the way I do them now.
39- My role has not been defined clearly and in detail.
40- I am rather worried that I lack the necessary facilities needed in my role.
41- My family and friends complaint that I do not spend time with them due to the heavy demands of my work role.
42- I feel stagnant in my role.
43- I am bothered with the contradictory expectations different people have from my role.
44- I wish I had been given more challenging task to do.
45- I feel overburdened in my role.
46- Even when I take the initiative for discussion or help, there is not much response from the other roles.
47- I need more training and preparation to be effective in my role.
48- I experience a conflict between my values and what I have to do in my role.
49- I am not clear what the priorities are in my role.
50- I wish I had more financial resources for the work assigned to me.
## RESPONSE SHEET FOR ORS SCALE

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JOB SATISFACTION QUESTIONNAIRE

Instructions: Please indicate how satisfied you are with the following by using appropriate rating scale.

2. Very Dissatisfied
3. Dissatisfied
4. Neutral
5. Satisfied
6. Very Satisfied

1. Physical work condition.
2. The freedom to choose your own method of working.
3. Your fellow worker.
4. The recognition you get from good work.
5. Your immediate boss.
6. Amount of responsibility you are given.
7. Opportunity to use your abilities.
8. Industrial relations with management and workers.
9. Your rate of pay.
10. Your chance of promotion.
11. The way your firm is managed.
12. The attention paid to suggestions you made.
13. Your hours of work.
14. The amount of variety in your job.
15. Your job security.
16. Opportunity to help others with personal problems at work.
17. Chance to learn new things.
18. Power and prestige in the job.
19. Opportunity to make decisions.
20. Opportunity to achieve something worthwhile.