WORK INVOLVEMENT

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 encircling one of the five numbers against each statement.

Strongly agree  5
Mostly agree    4
Moderately agree 3
Mildly agree    2
Strongly disagree 1

a) The most important things that happen in life involve work

1 2 3 4 5

b) Work is something people should get involved in most of the time

1 2 3 4 5

c) Work should be only a small part of one's life

1 2 3 4 5

d) Happiness in life comes mainly through work

1 2 3 4 5

e) People feel guilty if they don’t work

1 2 3 4 5

f) Work should be considered central to life

1 2 3 4 5

g) There are other activities which are more meaningful than work

1 2 3 4 5

h) In my view, an individual's personal life goals should be work oriented

1 2 3 4 5
<p>| | |</p>
<table>
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<tbody>
<tr>
<td>1</td>
<td>Work should be a fulfilling experience</td>
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<tr>
<td>2</td>
<td>Life is worth living only when people get absorbed in work</td>
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<tr>
<td>3</td>
<td>People should derive satisfaction from work</td>
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ORGANIZATIONAL CLIMATE FOR CREATIVITY

QUESTIONNAIRE (CCCO)

Instructions: Here are some statements that describe various conditions in organizations. Please read each statement and encircle one of the five numbers that represent the conditions existing in your organization.

Strongly agree 5
Mostly agree 4
Moderately agree 3
Mildly agree 2
Strongly disagree 1

I. ORGANIZATIONAL FLEXIBILITY (6 Items)

1. My superior often crosses the organizational line of authority to discuss organizational problems with me. 1 2 3 4 5

2. I often cross the organizational line of authority of discuss organizational problems with my superior. 1 2 3 4 5

3. Red-tape is kept to a minimum in this organization. 1 2 3 4 5

4. My superior often seeks my opinion on any new problem. 1 2 3 4 5

5. Extent of financial constraints to new ways of approach in my work. 1 2 3 4 5

6. In this organization decisions emerge by combining the suggestions of the implementers. 1 2 3 4 5
## STIMULATING CREATIVITY (10 Items)

1. My job is so structured that there are no opportunities for expression of my creativity

2. My superior encourages me to put my new ideas into practice

3. My superior has an open-mind when suggest a new approach to a problem

4. My superior encourages me to express my creativity in my job

5. My superior offers opportunities to make new approach to problems

6. My job offers opportunities to express my creativity

7. My job requires me to be flexible and ready to change my approach to a problem

8. My job requires that I come up with creative or unique solutions to problems

9. In my job I must often deal with problems or situations which are very abstract or unstructured in nature

10. This organization effectively makes use of the varied talents of the employees

## NON-EVALUATION (4 Items)

1. My superior feels that his role is to make judgements about our actions while we carry out our work

2. In this organization there is always criticism when any novel attempt is being made
3 When something goes wrong with a new approach there is undue hue and cry over it

4 One cannot expect much support in this organization when one makes a mistake

IV CONFLICT TOLERANCE (5 Items)

1 My superior insists on arriving at a decision as smoothly and as quickly as possible

2 My superior encourages me to speak my mind even if it means disagreeing with his views

3 My superior seldom forces my compliance to his views

4 I often try to guess which action will be acceptable to my superior

5 When I express myself or act in ways unacceptable to my superior, he assumes that I had reasons that made sense to me and explore the action from that point of view

V. RISK-TAKING (8 Items)

1 My superior takes total responsibility for the risks involved in my work

2 This organization prefers slow, safe and sure approach than a novel approach

3 This organization feels that it cannot afford to take even calculated risks
4. My superior encourages me to take risks in putting my ideas to work

5. This organization does not encourage risk-taking

6. My job requires that I take many calculated risks in making decisions as opposed to waiting for a "sure thing to happen"

7. I am working under a man who will take over and do the job for me when I get into a jam

8. This organization is willing to take a chance on a good idea

VI FREEDOM FROM PRESSURE (4 Items)

1. My work is bound as much by legal or ethical constraints as by the organizational policies and goals

2. My superior allows me to take my own time to complete my work

3. My superior insists that I strictly adhere to deadlines in completing my tasks

4. My job involves working under constant pressure for deadlines

VII AUTONOMY (6 Items)

1. My superior leaves the total responsibility of my work to me

2. My superior reserves me considerable decision-making powers

3. My job requires that I have considerable amount of discretion in handling my work,
4 My superior gives me the freedom to be my own boss

5. My job allows me great freedom of action

6. My superior gives me complete independence as to how my job is done

VIII RECOGNITION (7 Items)

1. My superior often appreciates and acknowledge my new ideas.

2. My superior trusts completely my ability to solve work related problems

3. The promotion in this organization is merit based

4. My superior explicitly recognises my accomplishments

5. Any imaginative approach will be appreciated in this organization

6. My superior judges no solely in terms of the merits of my work

7. My superior rejects any new suggestion from me

IX ENRICHING CLIMATE (3 Items)

1. There are opportunities to learn new things in my job.

2. On-going education/training are not encouraged in this organisation

3. I am working under men who attempt to develop this subordinates
2. ORGANIZATIONAL ANXIETY (5 Items)

1. I feel secure to work under my superior
2. People in this organization do not trust each other
3. My job is such that the outcomes on my decisions cannot be evaluated for a year or more
4. I have very little say in what goes on my job
5. My superior understands the problems involved in my work

XI. ORGANISATIONAL IDENTITY (5 Items)

1. This organization is committed to my welfare
2. People are proud of belonging to this organization
3. I have a sense of belongingness to this organization
4. I love to work for this organization
5. This organization very much looks after my interests
Please read the sentences below

I like to . . .
A keep things neat and orderly
B help my friends in their troubles
C do things requiring efforts and skill

Which of the above three sentences show what you generally I like to do? If you like to "keep things neat and orderly", you should put a circle around the letter A or around the letter B or the letter C, as the case may be, if you agree with those statements.

On the following pages you will find a number of similar sentences, each of which has three alternatives, A B C. Draw a circle around the letter on the answer sheet supplied, to show what you generally prefer.

Please answer all the questions. Do not omit any. Work as fast as you can. Please do not write on the Test sheet. Write all your answers on the answer sheet provided.

1 I like
A to be faithful to my friends and colleagues
B to be very systematic in my work
C to do my best in whatever work I undertake

2 In accomplishing a task, I like
A to be neat and clean
B to do it much better than others
C to finish it before time

3 I wish I could have always been
A successful in doing difficult jobs
B generous with my friends
C sympathetic to the sick and poor
4. When working on groups, I desire to take the lead. B to excel others in similar tasks. C to do everything in an orderly fashion.


6. I often desire to be A a silent worker in uplifting the poor. B successful in doing something very significant. C a true devotee of God.

7. I like A reading fiction, adventure, travel, etc. B visiting different places in the world. C to think of my future career.

8. I believe that it is possible for me to be A a recognised authority. B to achieve social status. C to get sufficient power in my hands.

9. I frequently desire to be A a popular social reformer. B to be a great political leader. C to do something of great significance.

10. I am very serious. A about being truthful. B about helping those who really deserve help. C about being a great man in my own profession.
11 I consider myself better than those,  
A who do not have any aim in life  
B who are unsociable in nature  
C who are irresponsible

12 I will be very happy if  
A I can do something very valuable  
B I can earn a lot  
C I can be my own boss

13 I like to praise those who  
A have devoted their life to social service  
B have earned a reputation in their own field  
C have some principles of life

14 In whatever work I undertake,  
A I like to make advance plans  
B I like to do my very best  
C I like to assume full responsibility for it

15 It is my nature  
A to keep things neat and orderly  
B to do things for my friends  
C to undertake tasks which require great skill

16. I like to be . .  
A friendly and sympathetic with those in trouble  
B a great authority in some job or profession  
C very systematic in all my activities

17 I am of the opinion that for pleasure and happiness one must .  
A support charities  
B get the basic amenities of life  
C enrich the record of one's achievements
18 I want to know
   A the easiest path to achieve salvation
   B how I can be successful in whatever I undertake
   C the honest means of accumulating wealth

19 I am always keen to
   A fight for a noble cause
   B remove untouchability and other social evils
   C develop my qualifications

20 I feel best when
   A I tell others about my personal experience
   B I am assigned a difficult job
   C I am requested to give advice to others.

21 I frequently aspire to be
   A a man with wonderful achievements
   B a very rich man
   C a happy-go-lucky man

22 I am happiest when
   A making others happy
   B successful in my work
   C I become the centre of other’s attention

23 I often think of
   A accomplishing something great
   B helping those who are hurt or sick
   C being respected as a leader

24 I like to be able
   A to forgive those who have hurt me
   B to use words that others do not know the meaning of
   C to do things better than others
25. I feel  
A. unhappy when I fail to do my best in the examination  
B. depressed when I hear about somebody's death  
C. angry when I see injustice done to my friends

26. My secret ambition in life is  
A. to enjoy a happy married life  
B. to obtain a highly paid job  
C. to establish a glorious record of achievements

27. I like to do something which  
A. others can hardly do  
B. will make me wealthy  
C. others regard as a manifestation of leadership

28. It gives me great satisfaction .  
A. to supervise and direct others  
B. to be in the company of distinguished persons  
C. to undertake very difficult tasks

29. In most social situations  
A. I try to follow the customs  
B. I do not always accept and follow the usual religious practices  
C. I try to impress others

30. What I want most in my life is  
A. to get an ideal home life  
B. to do something requiring efforts  
C. to be a popular man in society.

31. I like others to think of me as  
A. very intelligent  
B. very industrious  
C. very much good-natured
32 In judging my merit, I believe that
A my grades were justified
B my grades were not a fair index of my work
C my teachers were partial to others

33 I wish the atmosphere
A in my home were more congenial to study
B in my school would really help me to achieve something
C in my city were more peaceful and healthy

34 I am
A quite punctual and I am never late for work, school, appointment etc
B quite neat and organised in what I do
C courageous, but avoid unnecessary danger and risks

35 I am always careful
A to please everybody with my manners
B to do my best in whatever I undertake
C to perform my activities in my own way,

36 I have a general tendency
A to continue a work till it is finished
B to analyse others judgement critically
C to be polished in my manners

37 Before starting a difficult task
A I would take others suggestions
B I would plan its details so as to lead to success
C I would imagine the difficulties that might arise
38 I am anxious  
A to know my own defects so as to overcome them  
B to do something of great significance  
C to be the object of attraction in the group.

39 In general I might be described as  
A optimistic (believing that everything is order for the best)  
B tolerant  
C polite

40 I take pains  
A not to hurt other's feelings,  
B to overcome obstacles and attain a high standard  
C to avoid blame from others

41 I am often tempted  
A to undertake very difficult tasks  
B to see new places, new people and new things  
C to be sympathetic with those who are unhappy

42 I am sure that after ten years  
A I will be achieving true freedom  
B I will be earning a lot  
C I will be a recognised authority in my field

43. I am  
A tolerant about people who hurt me  
B a morally upright person  
C determined to work towards a high goal

44 I enjoy  
A a long spell of continuous activity to solve a difficult problem  
B the company of fun-loving people  
C, the company of children
45. I feel happy
A if I get an opportunity to do someone a favour
B if I get an opportunity to entertain others with some jokes
C when I have finished successfully a difficult task

46. I avoid
A gay and irresponsible pleasure seekers
B mental confusion and disorder
C those situations which are not competitive

47. I prefer
A getting encouragement from my friends and elders
B difficult tasks to easy ones
C the company of elders and experienced persons

48. I feel upset whenever
A I am blamed
B I fail to reach my desired goal
C I am neglected or not loved

49. I believe that
A it is better to be faithful than famous
B love is more just than justice
C my future depends upon my doing some notable work

50. I would like to solve
A the socio-economic problems of my country
B very difficult puzzles and quizzes
C those problems which will give me novel experiences
THE ADJUSTMENT INVENTORY
ADULT FORM

By Hugh M. Bell

Directions  Are you interested in knowing more about your own personality? If you will answer honestly and thoughtfully all of the questions on the pages that follow, it will be possible for you to obtain a better understanding of yourself. Your answers to the questions will be treated in the strictest confidence. Therefore, feel free to give candid replies. There are no right or wrong answers. Indicate your answer to each question by drawing a circle around the 'Yes' or 'No'

1. Does the place in which you live now in any way interfere with your obtaining the social life which you would like to enjoy?  
Yes/No

2. Do you have ups and downs in mood without apparent cause?  
Yes/No

3. Are you troubled occasionally by a skin disease or skin eruption such as athlete's foot, carbuncles, or boils?  
Yes/No

4. Do you feel self-conscious when you have to ask an employer for work?  
Yes/No

5. Do you sometimes get badly flustered and "jittery" in your present job?  
Yes/No

6. Have you had any trouble with your heart or your kidneys or your lungs?  
Yes/No

7. Do you feel that your present home environment allows you enough opportunity to develop your own personality?  
Yes/No

8. Do you like to participate in festival gatherings and lively parties?  
Yes/No
9. Do you think you made the wrong selection of your occupation?  Yes/No
10. Have you ever been extremely afraid of something which you knew could do you no harm?  Yes/No
11. Is any member of your present home very nervous?  Yes/No
12. Does your present work allow you time off each year for some vacation?  Yes/No
13. Have you ever been anemic (lacking in red blood corpuscles)?  Yes/No
14. Do you worry too long over humiliating experiences?  Yes/No
15. Do you find it difficult to start a conversation with a stranger?  Yes/No
16. Did you disagree with your parents about the type of occupation you should enter?  Yes/No
17. Does it upset you considerably to have someone ask you to speak when you have had no time to prepare your talk?  Yes/No
18. Does some particular useless thought keep coming into your mind to bother you?  Yes/No
19. Do you take cold rather easily from other people?  Yes/No
20. Do you think you must "play politics" to get promotion or an increase in pay in your present job?  Yes/No
21. Do you keep in the background on social occasions?  Yes/No
22. Have you had unpleasant disagreements over such matters as religion, politics, or sex with the person or persons with whom you live?  Yes/No
23. Do you get upset easily?  Yes/No
24. Do you find it necessary to watch your health carefully?  Yes/No
25. Has there ever been a divorce among any members of your immediate family?  Yes/No
26 Has your employer always treated you fairly? Yes/No
27 Do you frequently come to your meals without really being hungry? Yes/No
28 Are you often in a state of excitement? Yes/No
29 Do you feel embarrassment if you have to ask permission to leave a group of people? Yes/No
30 Do you think that you have to work too long hours on your present job? Yes/No
31 Have any of the members of your present home made you unhappy by criticizing your personal appearance? Yes/No
32 Do you find that you tend to have a few close friends rather than many casual acquaintances? Yes/No
33 Have you had an illness from which you feel that you have not completely recovered? Yes/No
34 Does criticism disturb you greatly? Yes/No
35 Are you happy and contented in your present home environment? Yes/No
36 Would you like to secure some other job than the one you now hold? Yes/No
37 Are you often the center of favourable attention of a party? Yes/No
38 Do you frequently have shooting pains in the head? Yes/No
39 Are you troubled with the idea that people are watching you on the street? Yes/No
40 Do you feel a lack of affection and love in your present home? Yes/No
41 Do you have considerable difficulty in knowing just where you stand with your present employer? Yes/No
42 Do you suffer from sinusitis or any obstruction in your breathing? Yes/No
43 Are you bothered by the feeling that people are reading your thoughts? Yes/No
44 Do you make friends readily?  Yes/No
45 Do you feel that your present employer or boss holds a personal dislike or grudge toward you? Yes/No
46 Do the person or persons with whom you now live understand you and sympathize with you Yes/No
47 Do you day-dream frequently? Yes/No
48 Has any illness you have had resulted in a permanent injury to your health? Yes/No
49 Do you have to work on your present job with certain people whom you dislike? Yes/No
50 Do you hesitate to enter a room by yourself when a group of people are sitting around talking together? Yes/No
51 Do you feel that your friends have happier home environments than you? Yes/No
52 Do you often hesitate to speak out in a group lest you say and do the wrong thing? Yes/No
53 Do you have difficulty getting rid of a cold? Yes/No
54 Do ideas often run through your head so that you cannot sleep? Yes/No
55 Does any person with whom you live now become angry at you very easily? Yes/No
56 Are you getting enough pay on your present job to support those who are dependent upon you? Yes/No
57 Are you troubled with too high or too low blood pressure? Yes/No
58 Do you worry over possible misfortunes? Yes/No
59 If you come late to a meeting would you rather stand or leave than take a front seat? Yes/No
60 Is your present boss or employer an individual whom you feel you can always trust? Yes/No
61 Are you subject to hay fever or asthma? 
62 Are the members of your present home congenial and well-suited to each other? 
63 At a reception or a tea do you seek to meet the important person present? 
64 Do you feel that your employer is paying you a fair salary? 
65 Are your feelings easily hurt? 
66 Are you troubled much with constipation? 
67 Do you dislike intensely certain people with whom you live now? 
68 Are you sometimes the leader at a social affair? 
69 Do you like all the people with whom you work on your present job? 
70 Are you bothered by the feeling that things are not real? 
71 Do you occasionally have conflicting moods of love and hate for members of your immediate family? 
72 Do you feel very self-conscious in the presence of people whom you greatly admire but with whom you are not well acquainted? 
73. Do you frequently experience nausea or vomiting or diarrheas? 
74 Do you blush easily? 
75 Have the actions of any person with whom you now live frequently caused you to feel blue and depressed? 
76 Have you frequently changed jobs during the last five years? 
77. Do you ever cross the street to avoid meeting somebody?
78. Are you subject to tonsillitis or other throat ailments?  
Yes/No

79. Do you often feel self-conscious because of your personal appearance?  
Yes/No

80. Does your present job fatigue you greatly?  
Yes/No

81. Is the home where you live now often in a state of turmoil and dissension?  
Yes/No

82. Do you consider yourself rather a nervous person?  
Yes/No

83. Do you greatly enjoy social dancing?  
Yes/No

84. Are you subject to attacks of indigestion?  
Yes/No

85. Did either of your parents frequently find fault with your conduct when you lived with them?  
Yes/No

86. Do you feel that you have adequate opportunities to express your own ideas in your present job?  
Yes/No

87. Do you find it very difficult to speak in public?  
Yes/No

88. Do you feel tired most of the time?  
Yes/No

89. Is the pay in your present work so low that you worry lest you be unable to meet your financial obligations?  
Yes/No

90. Are you troubled with feelings of inferiority?  
Yes/No

91. Do the personal habits of some of the people with whom you now live irritate you?  
Yes/No

92. Do you often feel just miserable?  
Yes/No

93. Has it been necessary for you to have frequent medical attention?  
Yes/No

94. Have you had a number of experiences in appearing before public gatherings?  
Yes/No

95. Have you been able to get the promotions you desire in your present job?  
Yes/No

96. Does any member of your present home try to dominate you?  
Yes/No
97. Do you often feel fatigued when you get up in the morning?  
98. Do any of the people with whom you work have personal habits and characteristics which irritate you?  
99. When you are a guest at an important dinner do you without something rather than ask to have it passed to you?  
100. Does it frighten you to be alone in the dark?  
101. Did your parents tend to supervise you too closely when you lived with them?  
102. Have you found it easy to make friendly contacts with members of the opposite sex?  
103. Are you considerably underweight?  
104. Does your present job force you to hurry a great deal?  
105. Have you ever, when you were on a high place, been afraid that you might jump off?  
106. Do you find it easy to get along with the person or persons with whom you live now?  
107. Do you have difficulty starting conversation with a person to whom you have just been introduced?  
108. Do you frequently have spells of dizziness?  
109. Are you often sorry for the things you do?  
110. Does your present employer or boss take all the credit for a piece of work which you have done yourself?  
111. Do you have frequent disagreements with the individual or individuals where you live now concerning the way things are to be done about the house?  
112. Do you get discouraged easily?
113 Have you had considerable illness during the last ten years?  
114 Have you had experience in making plans for and directing the actions of other people such as committee chairman, leader of a group, etc?  
115 Do you feel you are just a cog in an inhuman machine in your present job?  
116 Does any person in the place you now live frequently object to the companions and friends with whom you like to associate?  
117 Are you subject to attacks of influenza?  
118 Does your present employer or boss praise you for work which you do well?  
119 Would you feel very self-conscious if you had to volunteer an idea to start a discussion among a group of people?  
120 Have you frequently been depressed because of the unkind things others have said about you?  
121 Are any of the members of your present household very easily irritated?  
122 Do you have many colds?  
123 Are you easily frightened by lightning?  
124 Are you troubled with shyness?  
125 Did you enter your present job because you yourself really wanted to go into it?  
126 Have you ever had a major surgical operation?  
127 At home did your parents frequently object to the kind of companions you went around with?  
128 Do you find it easy to ask others for help?  
129 Do you get discouraged in your present work?
130  Do things often go wrong for you from no fault of your own?  Yes/No
131  Would you like very much to move from the place where you now live so that you might have more personal independence?  Yes/No
132  When you want something from a person with whom you are not very well acquainted, would you prefer to write a note or letter to the individual than go and ask him or her personally?  Yes/No
133  Have you ever been seriously injured in any kind of an accident?  Yes/No
134  Do you dread the sight of a snake?  Yes/No
135  Do you feel that your work is supervised by too many different bosses?  Yes/No
136  Have you lost considerable weight recently?  Yes/No
137  Does the lack of money tend to make your present home life unhappy?  Yes/No
138  Would it be difficult for you to give an oral report before a group of people?  Yes/No
139  Is your present job very monotonous?  Yes/No
140  Are you easily moved to tears?  Yes/No
141  Do you frequently feel very tired toward the end of the day?  Yes/No
142  When you lived with your parents did either of them frequently criticize you unjustly?  Yes/No
143  Does the thought of an earthquake or a fire frighten you?  Yes/No
144  Do you feel embarrassed when you have to enter a public assembly by yourself after everyone else has been seated?  Yes/No
145  Do you find that you have very little real interest in your present job?  Yes/No
146  Do you sometimes have difficulty getting to sleep even when there are no noises to disturb you?  Yes/No
147. Is there anyone at the place where you live now who insists on your obeying him or her regardless of whether or not the request is reasonable? Yes/No

148. Did you ever take the lead to enliven a dull party? Yes/No

149. Do you feel that your immediate superior or boss lacks sympathy and understanding in dealing with you as an employee? Yes/No

150. Do you often feel lonesome even when you are with people? Yes/No

151. As a youth did you ever have a strong desire to run away from home? Yes/No

152. Do you have many headaches? Yes/No

153. Have you ever felt that someone has hypnotizing you and making you act against your will? Yes/No

154. Do you often have much difficulty in thinking of an appropriate remark to make in group conversation? Yes/No

155. Do you sometimes feel that your employer does not show real appreciation of your attempts to do your job in a superior manner? Yes/No

156. Have you ever had scarlet fever or diphtheria? Yes/No

157. Do you sometimes feel that you have been a disappointment to your parents? Yes/No

158. Do you take responsibility for introducing people at a party? Yes/No

159. Do you experience a fear of losing your present job? Yes/No

160. Do you frequently have spells of the blues? Yes/No
Co-operation

Name

Organization

Small-scale/
Medium scale

Age

Public/Private sector

Instructions Please place a check at some point indicating the degree of employee's cooperation with his superiors, equals and subordinates

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<thead>
<tr>
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<th>Far below typical</th>
<th>Below typical</th>
<th>Within typical</th>
<th>Above typical</th>
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Co-operation with Superiors

Co-operation with equals

Co-operation with subordinates
Productivity Questionnaire

Name

Organization

Small-scale/
Medium scale

Age

Public/Private sector

Instructions: Please place a check at some point indicating the quantity and quality of the employee's work-output

<table>
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<tr>
<th>Far below typical performance</th>
<th>Below typical performance</th>
<th>Within typical performance</th>
<th>Above typical performance</th>
<th>Far above typical performance</th>
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Quantity of work

Quality of work

GIR: 47555564  
Signature: [Signature]