Dear Sir,

This schedule is a part of the research work undertaken by me on the topic Motivation and Leadership: A study of LIC and Commercial Bank Branches in Nellore District. This schedule contains a number of statements designed to elicit your opinions on the related aspects of the topic. Please read all the statements carefully and give them. Its purpose is to elicit your frank opinions. Though, you feel a little inconvenience in giving your responses, please bear with us and answer all the questions. Your responses will be kept confidential and individual identity will not be revealed. Your co-operation and help is highly solicited.

Thanking you,

Yours Truly,

(P. KONDA REDDY)
# SCHEDULE - I

## PERSONAL PROFILE

<table>
<thead>
<tr>
<th>Age</th>
<th>Years</th>
<th>( )</th>
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<tbody>
<tr>
<td>Designation</td>
<td></td>
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<tr>
<td>Experience (in years)</td>
<td></td>
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<tr>
<td>Educational qualifications</td>
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<tr>
<td>Economic Status</td>
<td>Lower Middle Class</td>
<td>( )</td>
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<td></td>
<td>Middle Class</td>
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<td></td>
<td>Upper Class</td>
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SCHEDULE – II

MOTIVATION

The following statements have been designed to know your opinion on some factors relating to 'Motivation'. Please read each statement and decide as to what extent you agree or disagree with the statement and show your response by drawing a circle around one of the five responses. The responses are measured on a five point scale given below:

SA=Strongly Agree, A=Agree, MA=Moderately Agree, D=Disagree, SD=Strongly Disagree

1. I want to dominate people working in my organization
   SA A MA D SD

2. I want to influence people
   SA A MA D SD

3. I want to control people
   SA A MA D SD

4. I want to exercise power
   SA A MA D SD

5. I like to direct others towards goals
   SA A MA D SD

6. I like to have social contacts with people working in the organization
   SA A MA D SD

7. I like companionship with others
   SA A MA D SD

8. I seek other's support
   SA A MA D SD

9. I like to extend support to others
   SA A MA D SD

10. I like to develop meaningful relationships with others
    SA A MA D SD

11. I prefer frequent interactions with co-workers
    SA A MA D SD

12. I like challenging work
    SA A MA D SD

13. I would like to shoulder responsibility
    SA A MA D SD

14. I would like to know how well I am doing
    SA A MA D SD

15. I would like to develop skills and abilities
    SA A MA D SD

16. My work is challenging
    SA A MA D SD

17. I want to get rewards by fulfilling the challenging work
    SA A MA D SD

18. I will withdraw from work if expected reward is not given
    SA A MA D SD
19. I always compare my performance with my colleagues’ performance
   SA A MA D SD
20. I have enough skills to do my work
   Yes / No
21. Skills of my colleagues are: (Please select a, b, or c)
   a) Equal to me
      SA A MA D SD
   b) More than me
      SA A MA D SD
   c) Less than me
      SA A MA D SD
22. I always compare my performance with my colleagues
   Yes / No
23. My performance is:
   (Please select a, b or c)
   a) Equal to my colleagues
      SA A MA D SD
   b) More than my colleagues
      SA A MA D SD
   c) Less than my colleagues
      SA A MA D SD
24. I always compare my pay with my performance
   Yes / No
25. My pay is:
   (Please select a, b or c)
   a) Equal to my performance
      SA A MA D SD
   b) More than my performance
      SA A MA D SD
   c) Less than my performance
      SA A MA D SD
26. Performance and rewards are strictly matched in the organization
   Yes / No
27. My promotions are:
   (Please select a, b or c)
   a) Equal to my colleagues
      SA A MA D SD
   b) More than my colleagues
      SA A MA D SD
   c) Less than my colleagues
      SA A MA D SD
28. All in all we are enjoying equal benefits and comforts in the organization
   Yes/No
29. I have reasonable amount of salary and fringe benefits for my job
   SA A MA D SD
30. I have security in my job
   SA A MA D SD
31. I have an opportunity to talk with others in my job.  
32. I have an opportunity to develop close friendship in my job  
33. I have a feeling of self-esteem in my job  
34. I have prestige in my job  
35. I have authority connected to my job  
36. I have an opportunity to participate in the setting of goals  
37. I have independence in my job  
38. I have an opportunity for personal growth and development  
39. I have self-fulfillment in my job  
40. I have worthwhile accomplishment in my job.
LEADER’S SELF PERCEPTION

Below are given some statements regarding the Behaviour of a leader. Please judge to what extent they are true or false for you are in the leading role. Put a circle around one of the five responses against each statement.

QT – Quite True, T – True, D – Doubtful, F – False, QF – Quite False

1. I maintain partnership in the group
2. I help my subordinates in their career planning.
3. I keep crucial information to myself.
4. I help my subordinates to grow up and assume responsibility.
5. I explain to my subordinates what is expected from them and what they can expect from me.
6. I make my subordinates feel free and even to disagree with me.
7. I interact with my subordinates as if they are equal.
8. I take special care to get the work done with top priority.
9. I maintain fair but impersonal relationship in the group.
10. I go by joint decisions of the group.
11. I maintain high standard of performance.
12. I guide my subordinates to feel the sense of responsibility.
13. I think that if clear-cut job descriptions are available, there will be less conflict in the organization.
14. I help my subordinates to increase their knowledge on the job.
15. I openly show affection to those subordinates who work hard.

vi
<table>
<thead>
<tr>
<th></th>
<th>Statement</th>
<th>Q</th>
<th>T</th>
<th>D</th>
<th>F</th>
<th>QF</th>
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<tbody>
<tr>
<td>16.</td>
<td>I give as much responsibility as my subordinates can handle</td>
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<td>17.</td>
<td>I consider seniority as a time-tested criterion for promotion</td>
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<td>18.</td>
<td>I see that subordinates work to their maximum capacity.</td>
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<td>19.</td>
<td>I grant full freedom and autonomy to my subordinates so that they can work hard.</td>
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<td>20.</td>
<td>I favour that the area of responsibility should be clearly demarcated according to rank and positions.</td>
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<tr>
<td>21.</td>
<td>I inform my subordinates how well they are doing their job.</td>
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<td>22.</td>
<td>I do not tolerate any interference from my subordinates.</td>
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<td>23.</td>
<td>I am alert all the time as there are many people who may pull me down</td>
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<td>24.</td>
<td>I never question the well – established ways of doing things in this organization.</td>
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<td>25.</td>
<td>I believe that top boss makes major decisions and implements them.</td>
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<tr>
<td>26.</td>
<td>I rule with an iron hand to get the work done.</td>
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<td>27.</td>
<td>I want have full power and control over my subordinates.</td>
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<td>28.</td>
<td>I categorize my subordinates as good and bad</td>
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<td>29.</td>
<td>I am a friendly type.</td>
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<td>30.</td>
<td>I have affection for my subordinates.</td>
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<tr>
<td>1.</td>
<td>My superior motivates me to do the job well</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>2.</td>
<td>My superior influences me to acquire new knowledge and skills.</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>3.</td>
<td>My superior provides me solace in the calamities I face.</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>4.</td>
<td>My superior fights with the organisation superiors to provide the benefits due to me</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>5.</td>
<td>My superior understands my psychology</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>6.</td>
<td>My superior gives proper instructions</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>7.</td>
<td>My superior provides the confidence to me that I can fulfill my ambition in life</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>8.</td>
<td>My superior provides the needed security on my job</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>9.</td>
<td>My superior never feels the envy for my growth</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>10.</td>
<td>My superior visits my residence often.</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>11.</td>
<td>My superior attends all the functions to which I invite him.</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>12.</td>
<td>My superior dines with me in my house</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>13.</td>
<td>My superior knows about the names and details of my family members</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>14.</td>
<td>My superior enquires about the welfare of my family</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>15.</td>
<td>My superior evinces interest in my personal problems</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>16.</td>
<td>My superior helps overcome the crisis I face</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>17.</td>
<td>My superior discuss his problems with me</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>18.</td>
<td>My superior accepts my suggestions often</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
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<tr>
<td>19.</td>
<td>My superior loves me</td>
<td>SA</td>
<td>A</td>
<td>MA</td>
<td>D</td>
<td>SD</td>
</tr>
</tbody>
</table>
20. My superior protects me whenever needed.
   SA A MA D SD

21. My superior delegates me the required power to undertake my job.
   SA A MA D SD

22. My superior communicates with me with the spirit of understanding.
   SA A MA D SD

23. My superior provides me good moral support.
   SA A MA D SD

24. My superior is friendly with me.
   SA A MA D SD

25. My superior is compassionate towards me.
   SA A MA D SD

26. My superior maintains proper discipline.
   SA A MA D SD

27. My superior inculcates good competitive spirit.
   SA A MA D SD

28. My superior forgives me for the mistakes committed by me.
   SA A MA D SD

29. My superior is visionary in the departmental tasks.
   SA A MA D SD

30. My superior is not egoist.
    SA A MA D SD

31. My superior does not suffer from pride.
    SA A MA D SD

32. My superior does not suffer from greed.
    SA A MA D SD

33. My superior does not suffer from anger.
    SA A MA D SD

34. My superior is not cunning in his transactions.
    SA A MA D SD

35. My superior is a role model to me.
    SA A MA D SD

36. My superior extracts work with tact.
    SA A MA D SD

37. My superior handles my grievances properly.
    SA A MA D SD

38. My superior helps overcome the shyness.
    SA A MA D SD

39. My superior helps overcome the laziness.
    SA A MA D SD

40. My superior likes sincerity.
    SA A MA D SD
SUBORDINATES' PERCEPTION ON SUPERIOR STYLES

Below are given some statements regarding the behaviour of a leader. Please judge to what extent they are true or false about your superior when you are in subordinate's role. Put a circle around one of the five responses against each statement.

QT – Quite True, T – True, D – Doubtful, F – False, QF – Quite False

<p>| | | | | |</p>
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<tr>
<th></th>
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<tbody>
<tr>
<td>1. He maintains partnership in the group.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
</tr>
<tr>
<td>2. He helps us in our career planning.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
</tr>
<tr>
<td>3. He keeps crucial information to himself alone.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
</tr>
<tr>
<td>4. He helps us to grow up and assume responsibility.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
</tr>
<tr>
<td>5. He explains to us what he expect from us and what we can expect from him.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
</tr>
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<td>6. He makes us feel free even to disagree with him.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
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<tr>
<td>7. He interacts with us as if we are equal.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
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<tr>
<td>8. He takes special care to get the work done with top priority.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
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<td>9. He maintains fair but impersonal relationship in the group.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
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<tr>
<td>10. He goes by the joint decisions of the group.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
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<tr>
<td>11. He maintains high standard of performance.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
</tr>
<tr>
<td>12. He believe that we acquire sense of responsibility under the care and guidance of a good leader.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
</tr>
<tr>
<td>13. He thinks that if clear-cut job descriptions are available, there will be less conflict in an organization.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
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<tr>
<td>14. He believes that one can really grow up by learning to do a job well.</td>
<td>QT</td>
<td>T</td>
<td>D</td>
<td>F</td>
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</tbody>
</table>
15. He openly show affection to those subordinates who work hard.

16. He gives as much responsibility as we can handle.

17. He considers seniority as a time tested criterion for promotion.

18. He sees that we work to our capacity.

19. He grants full freedom and autonomy to us so that we can work hard.

20. He favours that the area of responsibility should be clearly demarcated according to rank and positions.

21. He informs us how well we are doing our job.

22. He does not tolerate any interference from us.

23. He believes that if he is not alert all the time there are many people who may pull him down.

24. He never questions the procedures of doing things in this organization.

25. He believes that the top boss makes major decisions and implements them.

26. He rules with an iron hand to get the work done.

27. He want to have full power and control over us.

28. He categorizes us as good and bad.

29. He is friendly type.

30. He has affection for us.