APPENDIX III

SCALES

Read the statements carefully and tick one of five words to show the answer you have selected.

Abbreviations used

| Strongly agree | - SA |
| Agree          | - A  |
| Neutral        | - N  |
| Disagree       | - DA |
| Strongly disagree | - SDA |

Commitment

1. I rate the interest of my organization above my personal interest
   Always/often/sometimes/rarely/never

2. I get a great sense of intrinsic satisfaction in my work which is a reward in itself
   Always/often/sometimes/rarely/never

3. Persons like myself have little work interest in organization
   SA / A / N / DA / SDA

4. I keep on thinking all the time how to get away from my present job
   SA / A / N / DA / SDA

5. Most of my real interests are centred in my work
   SA / A / N / DA / SDA

6. If I were in another job, I would have been better off
   SA / A / N / DA / SDA
7. My job under given circumstances is a sort of torture

SA / A / N / DA / SDA

8. At work I feel at home while away from work I feel homeless

Always/often/sometimes/rarely/never

9. For me no job could be better than the present one

SA / A / N / DA / SDA

10. This job is so tiresome that I will be glad to quit it

SA / A / N / DA / SDA

Bureaucratization

1. Rigidity of Rules

1.1 The recruitment in the organization is strictly on the basis of rules or formally approved criteria

Always/often/sometimes/rarely/never

1.2 Rules are ignored if they stand in the way of selecting a person who is considered suitable by appointing authority

Always/often/sometimes/rarely/never

1.3 Promotions are strictly on the basis of merit and seniority

Always/often/sometimes/rarely/never

1.4 Promotions are based on personal ties and connections with high authority

Always/often/sometimes/rarely/never

1.5 There is a high degree of arbitrariness in recruitment and promotions

Always/often/sometimes/rarely/never
1.6 Discretion of the person in authority is final in selection and promotion
Always/often/sometimes/rarely/never

2. Formality in Decision-making

2.1 There is a set procedure for decision-making
SA / A / N / DA / SDA

2.2 Decision making procedure is too much formalized
SA / A / N / DA / SDA

2.3 Channels of decision making are not violated even if decisions are delayed
Always/often/sometimes/rarely/never

2.4 Decisions are only by certain persons even if they are not competent for making such decisions
Always/often/sometimes/rarely/never

2.5 Concerned managers are involved in decision-making irrespective of their cadre
Always/often/sometimes/rarely/never

2.6 Decisions are at the top level and concerned managers are not consulted in this regard
Always/often/sometimes/rarely/never

3. Competence-based Hierarchy

3.1 The organization follows organizationally defined technical standard for promotions and selections of various posts
Always/often/sometimes/rarely/never

3.2 Those who hold higher positions are technically more competent and qualified
SA / A / N / DA / SDA
3.3 Technical standards for cadre are neither framed nor followed
SA / A / N / DA / SDA

3.4 Higher positions are held by those who are least technically competent but have linkages with higher authorities
Always/often/sometimes/rarely/never

3.5 Seniority is the only criterion for placing people in different cadres
SA/ A / N / DA / SDA

3.6 Hierarchy of people is mostly arbitrary
SA / A / N / DA / SDA

4. Rigidity of Hierarchy

4.1 Obedience to impersonal legitimate authority is essential in organization
SA / A / N / DA / SDA

4.2 Obedience is not to rules but to person in authority
Always/often/sometimes/rarely/never

4.3 There is a firm order of super and subordination in organization
SA/ A / N / DA / SDA

4.4 There is neither obedience to impersonal authority nor to persons in authority but everybody works at its own convenience
SA/ A/. N / DA / SDA

4.5 A subordinate is supposed to strictly follow the order of superordinate
SA/ A/ N/ DA/ SDA

4.6 A subordinate is given reasonable autonomy to carry out the orders of superordinate
SA / A / N / DA / SDA
5. **Division of Labour**

5.1 Role assignment in the organization is on the basis of specialization of a person

SA/ A/ N/ DA/ SDA

5.2 Each individual performs only that duties which are assigned to him

Always/often/sometimes/rarely/never

5.3 There is frequent shift of individuals from one duty to another

Always/often/sometimes/rarely/never

5.4 There is watertight specialized division of labour

SA / A / N / DA / SDA

5.5 A job of a person is changed as and when it is required

Always/often/sometimes/rarely/never

6. **Formality in Communication**

6.1 Communication channels are strictly formalised

SA / A / N / DA / SDA

6.2 Communication follows through specified channels even if it is delayed or distorted

Always/often/sometimes/rarely/never

6.3 There is no specified mode of communication

SA / A / N / DA / SDA

6.4 Nature of communication determines the mode of communication

SA / A / N / DA / SDA

6.5 Informal communication channels are followed very often in organization

Always/often/sometimes/rarely/never
Professionalization

1. Autonomy

1.1 Every branch manager is free to take decisions and give suggestions for the formation of rules concerning his department

Always/often/sometimes/rarely/never

1.2 A branch manager is hardly consulted for the important decisions and formation of rules

Always/often/sometimes/rarely/never

1.3 The lower cadre managers are compelled to follow irrelevant instructions issued by the employer

Always/often/sometimes/rarely/never

1.4 A manager is so tight by the employment conditions that he cannot do a thing which displeases an employer

SA / A / N / DA / SDA

1.5 Autonomy in management is for name sake

SA / A / N / DA / SDA

2. Service Orientation

2.1 A manager serves the employer rather than the community

SA / A / N / DA / SDA

2.2 A dedicated manager is the one who works for the welfare of community

SA / A / N / DA / SDA

2.3 Biggest charm in management profession is high salary and other incentives

SA / A / N / DA / SDA
2.4 People join management because there are greater chances of promotion

SA / A / N / DA / SDA

2.5 A dedicated manager works not for extrinsic but for intrinsic happiness

SA / A / N / DA / SDA

3. Code of Ethic

3.1 Whether there is specific code of ethic in management as in medical profession such as of curability of patients, nondiscriminatory and polite attitude towards them

Very specific/specific/less specific/least specific/not at all

3.2 There is a code of ethic about the manager's relation with their employer and superordinates

SA / A / N / DA / SDA

3.3 There is a code of ethic about manager's duty towards community

SA / A / N / DA / SDA

3.4 Whether it is possible to observe and follow such code of ethic

Always/often/sometimes/rarely/never

3.5 How far do you conform to your professional ethic

Always/often/sometimes/rarely/never

3.6 Whether such values clash with the views of higher authorities or owner of the firm

Always/often/sometimes/rarely/never

Powerlessness

1. There is not much that I can do about most of the important problems that we face today

SA / A / N / DA / SDA
2. I am just like a tool in the process of production
   SA / A / N / DA / SDA
3. I make important decisions
   Always/often/sometimes/rarely/never
4. I have many things in my control
   Always/often/sometimes/rarely/never
5. A manager is so tight by the employment conditions that he cannot do a thing which displeases an employer
   SA / A / N / DA / SDA

Normlessness
1. The things have become so complicated in the organization that I do not understand what is going on
   SA / A / N / DA / SDA
2. Things in the organization largely depend upon discretion and arbitrariness of few persons at the top
   SA / A / N / DA / SDA
3. Most of the decisions are guided by certain principles
   SA / A / N / DA / SDA
4. People behave and work the way they like
   SA / A / N / DA / SDA
5. There is high degree of discipline
   SA / A / N / DA / SDA