Appendix C

MOTIVATIONAL ANALYSIS OF ORGANISATIONAL CLIMATE

Instructions: This questionnaire is framed to evaluate the climate or culture of your organisation. Below are 12 categories representing 12 dimensions of organizational climate and within each category are 6 statements. You are to rank the statements in each category from 6 (most like the situation in your organisation or unit) to 1 (least like the situation in your organisation or unit). Do not give the same rank to more than one statement. Please feel free while responding. Information given by you will be kept confidential.

Rank 1. ORIENTATION

— a) People here are mainly concerned with following established rules and procedures.
— b) The main concern of people here is to help one another develop greater skills and thereby advance in the organisation.
— c) Achieving or surpassing specific goals seems to be people’s main concern here.
— d) Consolidating one’s own personal position and influence seems to be the main concern here.
— e) The dominant concern here is to maintain friendly relations with others.
— f) The main concern here is to develop people’s competence and expertise.

2. INTERPERSONAL RELATIONSHIPS

— a) In this organisation most informal groups are formed around experts.
— b) The atmosphere here is friendly, and people spend enough time in informal social relations.
— c) In this organisation strong cliques protect their own interests.
— d) Business-like relationship prevails here, people are warm, but they get together primarily to ensure excellence in performance.
— e) People here have strong associations mostly with their supervisors and
look to them for suggestions and guidance.

- f) People have high concern for one another and tend to help one another spontaneously when such help is needed.

3. SUPERVISION

- a) The purpose of supervision is usually to check mistakes and to catch the person making the mistake.
- b) Supervisors here strongly prefer that their subordinates ask them for instructions and suggestions.
- c) Supervisors here take pains to see that their subordinates improve personal skills and chances of advancement.
- d) Supervisors here reward outstanding achievement.
- e) In influencing their subordinates, supervisors here try to use their expertise and competence rather than their formal authority.
- f) Supervisors here are more concerned with maintaining good relations with their subordinates than with emphasizing duties and performance.

4. PROBLEM MANAGEMENT

- a) People here take problems as challenges and try to find better solutions than anyone else.
- b) When problems are faced here, experts are consulted and play an important role in solving these problems.
- c) In dealing with problems, people here mostly consult their friends.
- d) When working on solutions to problems, people here keep in mind the needs of organizational members as well as society at large.
- e) People here usually refer problems to their superiors and look to their superiors for solutions.
- f) Problems here are usually solved by superiors, subordinates are not involved.
5. MANAGEMENT OF MISTAKES
   — a) When people here make mistakes, they are not rejected, instead, their
       friends show them keen understanding and warmth.
   — b) Here the philosophy is that the supervisor can make no mistake and
       the subordinates dare not make one.
   — c) Usually people here are able to acknowledge and analyse their
       mistakes because they can expect to receive help and support from
       others.
   — d) When a subordinate makes a mistake here, the supervisor treats it as a
       learning experience that can prevent failure and improve performance
       in the future.
   — e) Subordinates here expect guidance from their supervisors in correcting
       or preventing mistakes.
   — f) Here people seek the help of experts in analyzing and preventing
       mistakes.

6. CONFLICT MANAGEMENT
   — a) Most interpersonal and interdepartmental conflicts here arise as a
       result of striving for higher performance, and in analyzing and resolving
       these conflicts, the overriding consideration is high productivity.
   — b) Here conflicts are usually avoided or smoothed over to retain the
       friendly atmosphere.
   — c) Arbitration or third party intervention (usually performed by experienced
       or senior people) is sought and used here.
   — d) In a conflict situation here, those who are stronger force their points of
       view.
   — e) In resolving conflicts here, appeal is made to principles, organizational
       ideals, and the larger good of the organization.
7. COMMUNICATION
— a) After due consideration those in authority here issue instructions and expect them to be carried out.
— b) Most communication here is informal and friendly and arises from, as well as, contributes to warm relations at work.
— c) People here ask for information from those who are experts on the subject.
— d) Relevant information is made available to all who need it and can use it for the purpose of achieving high performance here.
— e) People here communicate information, suggestions, and even criticism to others out of concern for them.
— f) Communication is often selective here, people usually give or hold back crucial information as a form of control.

8. DECISION MAKING
— a) While taking decisions, people here make special attempts to maintain crucial relations with all concerned.
— b) Decisions are made at the top and communicated downward, and people here generally prefer this.
— c) People who have demonstrated high achievement have a big say in the decisions made here.
— d) Decisions here are generally made without involving subordinates.
— e) Decisions here are made and influenced by specialists and other knowledgeable people.
— f) Decisions are made here keeping in mind the good of the employees and of society.

9. TRUST
— a) Only a few people here are trusted by management, and they are quite influential.
— b) Trusting and friendly relations are highly valued.
— c) Here high value is placed on trust between supervisor and subordinate.
— d) The specialists and the experts are highly trusted here.
— e) A general attitude of helping generates mutual trust here.
— f) Those who can achieve results are highly trusted.

10. MANAGEMENT OF REWARDS
— a) Here the main things that are rewarded are excellence in performance and the accomplishment of tasks.
— b) Knowledge and expertise are recognized and rewarded here.
— c) Loyalty is rewarded here more than anything else.
— d) The people who are rewarded here are those who help their junior colleagues to achieve and develop.
— e) The ability to control subordinates and maintain discipline is afforded the greatest importance in rewarding supervisors here.
— f) The ability to get along well with others is highly rated and rewarded here.

11. RISK TAKING
— a) When confronted by risky situations, supervisors here seek the guidance and support of friends.
— b) In risky situations supervisors here strongly emphasize discipline and obedience to orders.
— c) In risky situations supervisors here have a strong tendency to rely on expert specialists for their advice.
— d) Supervisors here generally go to their superiors for instructions in risky situations.
— e) In responding to risky situations, supervisors here show great concern for the people working in the organisation.
— f) In responding to risky situations, supervisors here take calculated risks and strive above all to be more efficient or productive.
12. INNOVATION AND CHANGE

— a) Innovation or change here is initiated and implemented primarily by experts and specialists.

— b) Here innovation or change is primarily ordered by top management.

— c) Before initiating innovation or change, supervisors here generally go to their supervisors for sanction and guidance.

— d) Those who initiate innovation or change here demonstrate a great concern for any possible adverse effects on others (in the organization or outside) and try to minimize these effects.

— e) Innovation or change here is mainly initiated and implemented through highly result oriented individuals.

— f) Supervisors here seldom undertake innovations that disturb their existing friendships in the organization or earn the enmity of organizational members.