Appendix (i)

Please fill in the following information:

1. Name:
2. Age:
3. Educational Qualifications:
4. Salary:
5. Background: Rural ___________ Urban ___________
6. Marital Status: Married _________ Unmarried_________
7. Designation: (Please specify the department).
8. Name of the Organisation:

Appendix (ii)

Carefully read the questions given below, against each question you have to respond either by 'Yes' or 'No'

Please put such a mark (✓) on either 'Yes' or 'No' which you think is applicable to you.

Yes No

1. Are you satisfied with your work environment: ( ) ( )

2. Do your supervisors reward good employees? ( ) ( )

3. Do you think that good people are respected in society? ( ) ( )
4. Does the thought of future mishaps make you worried?

5. Are most of your acquaintances reliable?

6. Do your supervisors sympathetically hear your difficulties?

7. Does this job provide good opportunities for promotion?

8. Do you think that due to poor health you could not get ahead in your job?

9. Do your neighbours help you when you are in some difficulties?

10. Do you have to work with some such people whom you don’t like much?

11. Do you sometimes think that you do not have those qualities which others have?

12. Do you often feel that you are alone in this wide world?

13. Do you feel satisfied with the overtime rules of your organisation?

14. Do your supervisors think that most of the people are hard working?
15. Do you sometimes feel that there is ( ) ( ) non in whom you can confide?

16. Do you often get such ideas at the ( ) ( )
    time of going to bed which make sleep difficult?

17. Do your supervisors behave well with ( ) ( )
    the employees?

18. Do you think that the work you are ( ) ( )
    doing is interesting?

19. Do you think that promotions to ( ) ( )
    employees are given impartially?

20. Do you get upset for a long time when ( ) ( )
    criticised but somebody?

21. Do you feel satisfied with the conditions of the place where you work ( ) ( )

22. Do you believe that in case of ( ) ( )
    emergency (such as illness or marriage)
    the management would help you?

23. Do you hesitate in accepting the ( ) ( )
    responsibilities of social functions?

24. Are you frequently worried due to ( ) ( )
    illness of your family members?

25. Are most of your neighbours gentle and ( ) ( )
    worth mixing with?
26. Do your supervisors invite suggestions from you for the welfare of your organisation?

27. Do you think that you have selected the right job for yourself?

28. Do you sometime think that your family members do not care for you sufficiently?

29. Do you sometimes think of changing your house due to the neighbours?

30. Are there any such members in your family whose presence causes you annoyance?

31. Do you think that you can earn in some other job?

32. Do you think that bad people out number good people in the society?

33. Does your job allow you sufficient time for rest and recreation?

34. Do your superiors respect your skills and

35. Do you think that most people exploit the weakness and shortcomings of others?
36. Do small things also hurt you? 

37. Do your superiors harshly punish employees for simple mistakes?

38. Do your fellow workers help you?

39. Do you think that people get promotions due to personal pulls?

40. Do your relatives frequently bother or trouble you?

41. If you are offered elsewhere the same facilities which you are enjoying in your present job would you like to change your job?

42. Are the employees dismissed from the job on simple and trivial matters?

43. Do you feel hesitation in talking to strangers?

44. Do you often have to leave tasks unfinished?

45. Do you think that your friends are sincere to you?

46. If you were an Officer would you treat your subordinates the same way as your officers do?
47. Do you think you have to work too much here?

48. Had there been some unpleasant experience in your childhood, which you cannot forget?

49. Do you believe that most of the social customs and traditions are troublesome?

50. Do you pass your time pleasantly in your home?

51. Do you think that your work is hard and difficult?

52. Are most of the people in society selfish?

53. Is your profession respected by others?

54. Do your superiors believe that the employees welfare is their own welfare?

55. Do you think that people do not make lasting friendship with you?

56. Do the members of your family often do things against your wishes?

57. Do most of your colleagues work under duress and fear?
58. Would you advise any of your close relatives to do the job which you are doing?

59. Do you think that the employees are treated here the way they should be treated?

60. Do you sometimes get worried without any apparent cause?

61. Do you sometimes feel like giving us this job and taking up some other job?

62. Do your superiors praise efficient employees?

63. Do most of the people misunderstand you?

64. Do you earn enough money so that you don't have to seek help from others?

65. Are you troubled by feelings of caste and creed in society?

66. Are you often given such orders by your superiors which are difficult to carry out?

67. Do you think that this work provides you opportunities to display your talent and skills?
68. Do you generally feel tired after doing ( ) ( ) ordinary job?

69. Do you think that your fellow workers ( ) ( ) generally avoid your company?

70. Do you think that things go wrong with ( ) ( ) out any fault of yours?

71. Do you think that you need some more ( ) ( ) training on this job?

72. Do you feel hesitant in seeking advise ( ) ( ) from others?

73. Do you think that in spite of your lack ( ) ( ) of interest in job, you work because you get good money?

74. Are you often asked to work at odd ( ) ( ) hours?

75. Do you easily make friends with new ( ) ( ) people?

76. Do the members of your family live ( ) ( ) Cordially?

77. Do your superiors think that their ( ) ( ) employees are efficient?

78. Do you think that your present job is ( ) ( ) respectable job for a person like you?
79. Do you think that you can place your problems before your superiors without any hesitation?

80. Do you get worried often thinking about the goal or purpose of life?

Appendix (iii)

Organizational Role Stress; ORS Scale (Pareek, 1982)

People have different feelings about their roles. Statements describing some such feelings are given in the attached list. Please read each statement and indicate below how often you have the feeling expressed in the statement in relation to your role in your organisation. Use of the numbers given below to indicate your feelings.

If you find that the category to be used in answering does not adequately indicate your own opinion, use the one which is closest to the way you feel.

Write 0 if you never or scarcely feel this way
" 1 if you occasionally (a few times) feel this way
" 2 if you sometimes feel this way
" 3 if you frequently feel this way
" 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 responsibility.
3. I am not able to satisfy the conflicting demands of various people over me.

4. My role has recently been reduced in importance.

5. My workload 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 judgement.

9. I am not clear on the scope and responsibilities of my role (job).

10. I do not get information needed to carry out responsibilities assigned to me.

11. My role does not allow me to have enough time with my family.

12. I am too preoccupied with my present role responsibility to be able to prepare for taking higher responsibility.

13. I am not able to satisfy the conflicting demands of the various peer level people and my juniors.

14. Many functions of what should be a part of my role have been assigned to some other role.

15. The amount of work I have to do interferes with the quality I want to maintain.

16. There is not enough interaction between my role and other role.

17. I wish I have 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 I work with expect of me.
20. I do not get enough resources to be effective in my role.
21. I have various other interests (social, religious, etc.) which remain neglected because I do not get time to attend to these.
22. I do not have time and opportunities to prepare myself for future challenges of my role.
23. I am not able to satisfy the demands of clients and others, since these are conflicting with one another.
24. I would like to take more responsibility 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 pertinent training for my role.
28. The responsibilities I have are of not related to my interest.
29. Several aspects of my role are vague and in clear.
30. I do not have enough people to work with time in my role.
31. My organisational roles/responsibilities interfere with my extra-organisational roles.
32. There is a 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 involvement of several roles (including my role) in joint problem solving or collaboration in 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 some things different from what I do now.

39. My role has not been defined clearly and in details.

40. I am rather worried that I lack the necessary facilities needed in my role.

41. My family and friends complain that I do not spend time with them due to 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 challenges tasks to do.

45. I feel overburdened in my role.

46. Even when I take initiative for discussions or help, there is not much response from other rules.

47. I feel inadequate for my present work roles.

48. I experience conflict between my values and what I have to do in my role.

49. I am not clear as to what are priorities in my roles.

50. I wish I had more financial resources for the work assigned to me.
Appendix iv

Eysenck Personality Inventory – by H.J. Eysenck And Sybil B.G. Eysenck (1965):

Here are some questions regarding the way you behave, feel and act. After each question is a space for answering 'Yes' or 'No'. Try to decide whether 'YES' or 'NO' represents your usual way of acting or feeling. Then put a circle around 'YES' or 'NO'. Work quickly and don't spend too much time over any question; we want your first reaction, not a long-drawn out thought process. The whole questionnaire should not take more than a few minutes. Be sure not to omit any question.

Work quickly and remember to answer every question. There are no right or wrong answers and this isn't a test of intelligence or ability but simply, a measure of the way you behave.

1. Do you often long for excitement? Yes No

2. Do you often need understanding friends to cheer you up? Yes No

3. Are you usually care-free? Yes No

4. Do you find it very hard to take no for an answer? Yes No

5. Do you stop and thinking over before doing anything? Yes No
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<th>Question</th>
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<td>7. Does your mood often go up and down?</td>
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<td>8. Do you generally do and say things quickly without stopping to think?</td>
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<td>9. Do you ever feel just miserable for no good reason?</td>
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<td>10. Would you do almost anything for a dare?</td>
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<td>11. Do you suddenly feel shy when you want to talk to an attractive stranger?</td>
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<td>12. Once in a while do you lose your temper and get angry?</td>
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<td>13. Do you often do things on the spur of the moment?</td>
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<td>14. Do you often worry about things you should have done or said?</td>
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<td>15. Generally, do you prefer reading to meeting people?</td>
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<td>16. Are your feelings rather easily hurt?</td>
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</table>
17. Do you like going out a lot?  
Yes  No

18. Do you occasionally have thought and ideas that you would not like other people to know about?  
Yes  No

19. Are you sometimes bubbling over with energy and sometimes very sluggish?  
Yes  No

20. Do you prefer to have few but special friends?  
Yes  No

21. Do you daydream a lot?  

22. When people shout at you do you shout back?  
Yes  No

23. Are you often troubled about feeling of guilt?  
Yes  No

24. Are all your habits good and desirable ones?  
Yes  No

25. Can you usually let yourself go and enjoy yourself at a gay party?  
Yes  No

26. Would you call yourself tense or highly strung?  
Yes  No

27. Do other people think of you as being very lively?  
Yes  No
28. After you have done something important do you often come away feeling you could have done better?    Yes  No

29. Are you mostly quiet when you are with other people?    Yes  No

30. Do you sometimes gossip?    Yes  No

31. Do ideas run through your head so that you cannot sleep?    Yes  No

32. If there is something you want to know about would you rather look it up in a book than talk to someone about it?    Yes  No

33. Do you get palpitation or thumping in your heart?    Yes  No

34. Do you like the kind of work that you need to pay close attention to?    Yes  No

35. Do you get attacks of shaking or trembling?    Yes  No

36. Would you always declare everything at the customs even if you knew that you could never be found out?    Yes  No

37. Do you hate being with a crowd who play jokes at one another?    Yes  No

38. Are you an irritable person?    Yes  No
39. Do you like doing things in which you have to act quickly?  
   Yes  No

40. Do you worry about awful things that might happen?  
   Yes  No

41. Are you slow and unhurried in the way you move?  
   Yes  No

42. Have you ever been late for an appointment or work?  
   Yes  No

43. Do you have many nightmares?  
   Yes  No

44. Do you like talking to people so much that you never miss a chance of talking to a stranger?  
   Yes  No

45. Are you troubled by aches and pains?  
   Yes  No

46. Would you be very unhappy if you could not see lots of people most of the time?  
   Yes  No

47. Would you call yourself a nervous person?  
   Yes  No

48. Of all the people you know are there some who you definitely do not like?  
   Yes  No

49. Would you say that you were fairly self confident?  
   Yes  No

-xvii-
50. Are you easily hurt when people find fault with you or work?  
Yes  No

51. Do you find it hard to really enjoy yourself at a lively party?  
Yes  No

52. Are you troubled with feeling of inferiority?  
Yes  No

53. Can you easily get some life into a rather dull party?  
Yes  No

54. Do you sometimes talk about things you know nothing about?  
Yes  No

55. Do you worry about your health?  
Yes  No

56. Do you like playing pranks on others?  
Yes  No

57. Do you suffer from Sleeplessness?  
Yes  No

Appendix (v)
MAO (C) Pareek, (1979)

Below are given six statements for each of several aspects of work culture or climate of the part of organisation you are located in. In each category, you are requested to rank the statements from 1 to 6. Rank '1' is given to the statement which most closely describes the climate or norms of your part of the Organization '2' to the statement which is next in closely describing it and so on. Rank '6' is to be given to the statement which has least resemblance with it. Please do not give the same rank to more than one statement.
1. Orientation

a. People here are mainly concerned about following rules and procedures.

b. The main concern of people here is to help each other develop greater skills, and so, advance in the organization.

c. Achieving goals or targets set, or excelling them, seems to be the main concern.

d. Consolidating one's own personal position and influence seems to be the main concern.

e. The dominant concern here is to maintain friendly relations with others.

f. The main concern of the people here is to develop their competence and expertise.

2. Interpersonal Relationship

a. In this organisation most informal groups are formed around experts.

b. The atmosphere here is very friendly and people spent enough time informal social relations.
c. There are strong cliques in the organization to protect their interests.

d. Business-like relationship prevails here—people warm, but get together mostly for ensuring excellence in performance.

e. People have strong associations mostly with their supervisors and look for suggestions and guidance from them.

f. People have high concern for one another and help each other spontaneously when such help is needed.

Please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of '1'; the one that next most closely resembles the situation of a rank of '2' and so on. The statement that least resembles the situation in the company is to be given a rank of '6'.

Rank

3. Supervision

a. Supervision here is usually to check mistakes and 'catch' the person.
b. Supervisor 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 reward outstanding achievement.

e. Supervisors try to use their expertise and competitiveness/competence rather than their formal authority in influencing their subordinates.

f. Supervisors here are more concerned with maintaining good relations with their subordinates than stressing duties and performance.

Rank 4. Managing Problems

a. People here take problems as challenges and try to find better solutions than anybody else.

b. Experts are consulted, and they play an important role in solving problems.

c. People mostly consult their friends while dealing with problems.
d. Problems are solved keeping in mind the needs and benefit to the people in the organization and the society at large.

e. People usually refer the problems to and look for solutions from their Seniors.

f. Usually problems are solved by supervisors without involving their subordinates.

Please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of '1' the one that next most closely resembles the situation a rank of '2' and so on. The statement that least resembles the situation in the company is to be given a rank of '6'.

Rank 5. Managing Mistakes

a. The person making a mistake is not rejected he is shown much warmth by the friends.

b. Here the philosophy is that the supervisor can commit no mistake and the subordinate dare not make one.
c. Usually people are able to acknowledge and analyse their mistakes because they can expect to receive help and support from others.

d. A mistake by a subordinate is treated as an experience (by the boss) from which lessons are learnt to prevent failure and improve performance in future.

e. Subordinates except guidance from their supervisor to correct or prevent making mistakes.

f. Help of experts is sought in analysing and preventing mistakes.

6. Managing Conflicts

a. Most interpersonal and interdepartmental conflicts arise out of striving for higher performance and these are analysed and resolved with the overriding consideration being high productivity.

b. Conflicts are usually avoided or smoothed over to retain the friendly atmosphere.

c. Arbitration or third party intervention (usually by experienced persons or seniors) is sought and used.
d. In a conflict situation those who are stronger force their point of view.

e. In resolving conflict appeal is made to principles and organizational ideals and the larger good of the organization.

f. Relevant experts are consulted and used in resolving conflicts.

Please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of '1'; the one that next most closely resembles the situation as rank of '2' and so on. The statement that least resembles the situation in the company is to be given a rank of '6'.

Rank 7. Communication

a. Instructions are issued after due consideration by the authorities and are expected to be carried out.

b. Most communication is informal and friendly and arises from as well as contributes to warm relations at work.

c. People ask for information from those who are experts on the subject.
d. Relevant information is made available to all who need and can use such information for achieving high performance.

e. People communicate information, suggestions and even criticisms to others out of concern for them.

f. Communication is often selective — people usually give or held back crucial information as a way of control.

B. Decision Making

a. While taking decisions, people make special attempts to maintain cordial 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 great say in the decisions made here.

d. Decisions here are generally made without involving subordinates or colleagues.

e. Decisions are made and influenced by specialists and knowledgeable persons.
f. Decisions are made by keeping in view the good of the employees and society.

Please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of "1", the one that next most closely resembles the situation a rank of "2", and so on. The statement that least resembles the situation in the company is to be given a rank of "6".

Rank 9. Trust

a. Only a few persons are trusted by management and they are quite influential.

b. Trusting and friendly relations are highly valued here.

c. High value is put here on both the superior and his subordinate trusting each other like father and son.

d. The specialists and the experts are highly trusted here.

e. Here a general helping attitude generates mutual trust.

f. Those who can achieve results are highly trusted.
10. Managing Rewards

a. Mainly excellence in performance and getting tasks accomplished is rewarded.

b. Knowledge and expertise are recognised and rewarded here.

c. Loyalty is rewarded more than anything else.

d. The organization rewards those who help their junior colleagues to develop and those who contribute to team work.

e. The ability to control subordinates and maintain discipline is given the highest weighting in rewarding managers and supervisors.

f. The ability to get along well with others is highly valued here.

11. Risk Taking

a. When confronted by risky situations, managers here seek their friends for guidance and support.

b. In risky situations, managers strongly emphasise discipline and obedience to orders.
c. In risky situations, managers have a strong tendency to relay on experts and specialists for their advice.

d. In risky situation managers generally go to their bosses for instructions.

e. In responding to risky situations managers show great concern for the people working in the organization.

f. In responding to risky situations managers take calculated risks and strive all to be more efficient or productive.

Please remember that under each heading the statement that most closely resembles the actual situation in your part of the organization is to be given a rank of "1" the one that next most closely resembles the situation a rank of '2' and so on. The statement that least resembles the situation in the company is to be given a rank of '6'.

Rank 12. Innovation and Change

a. Innovation or change in the organization are largely initiated and implemented through experts and specialists.

b. Innovations or changes are largely ordered by top management.
c. Before initiating innovations or changes managers generally go to their bosses for sanction and guidance.

d. Those who initiate innovations or changes demonstrate a great concern for any possible adverse effects on others (in the organisation or outside) and seek to minimise any adverse effects.

e. Innovation or change in the organization are largely initiated and implemented through highly result oriented individuals.

f. Managers seldom undertake innovations that disturb their existing friendship in the company or even earn the enmity of others in the organisation.
Appendix (III a)

OR S SCALE

Answer Sheet

1. 11 21 31 41 = IRD
2. 12 22 32 42 = RS
3. 13 23 33 43 = REC
4. 14 24 34 44 = RE
5. 15 25 35 45 = RO
6. 16 26 36 46 = RI
7. 17 27 37 47 = PI
8. 18 28 38 48 = SRD
9. 19 29 39 49 = RA
10. 20 30 40 50 = RIn

IRD = Inter Role Distance
RS = Role Stagnation
REC = Role Expectation Conflict
RE = Role Erosion
RO = Role Overload
RI = Resource Isolation
PI = Personal Inadequacy
RA = Role Ambiguity
RIn = Resource Inadequacy.
## Appendix (Va)

SCORING MAO(C)

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Sum of Ranks

Ach. Achievement
Exp. Expert Power
Ext. Extension
Aff. Affiliation
Dep. Dependency
Cont. Control
Alt. Alternative.

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