STUDY OF ENGINEERS
(Organizational Role Stress, Role Efficacy & Learned Helplessness)
IN CONSTRUCTION ORGANISATION

I AM A STUDENT OF PH.D. IN MANAGEMENT FROM GANPAT UNIVERSITY, KHERVA, DIST. MEHSANA.

MY TOPIC IS “H. R. DIMENSIONS OF CONSTRUCTION INDUSTRY IN INDIA: A STUDY OF ORGANISATIONAL ROLE STRESS, ROLE EFFICACY AND LEARNED HELPLESSNESS”

ENCLOSED HEREIN PLEASE FIND A SET OF QUESTIONNAIRES. PLEASE FILL OUT THESE QUESTIONNAIRES WITH COMPLETE FRANKNESS.

IN CASE YOU WANT A PERSONAL FEEDBACK, IT CAN BE ARRANGED.

Prof. P. V. Akalkotkar
Asst. Professor
SBST, CEPT University,
Ahmedabad 380 009.

RESPONDENTS PROFILE

Name ______________________________________________
Age ________________________ Sex ________
Qualifications ______________________________________________
Organisation ______________________________________________
Designation ______________________________________________
ORS SCALE

Answer Sheet

Name:                     Role:

Organisation:            Date:

Read instructions carefully before responding on this sheet.

People have different feelings about their roles. Statements describing some of them are given below. Use the answer sheet to write your responses. Read each statement and indicate, in the space against the corresponding number in the answer sheet, how often you have the feeling expressed in the statement in relation to your role in the organisation. Use the numbers given below to indicate your own feelings.

If you find that the category to be used in answering does not adequately indicate your own feelings, use the one which is closest to the way you feel. Do not leave any item unanswered. Answer the items in the order given below.

Write 0 if you never or rarely feel this way
Write 1 if you occasionally (a few times) feel this way.
Write 2 if you sometimes feel this way.
Write 3 if you frequently feel this way.
Write 4 if you very frequently or always feel this way.

Please do not write anything on these pages. Responses should be given on the answer sheet provided.

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 above 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 the information needed to carry out responsibilities assigned to me.
11. I have various other interests (social, religious, etc.) which remain neglected because I do not get time to attend to these.
12. I am too preoccupied with my present role responsibility to be able to prepare for taking up higher responsibilities.
13. I am not able to satisfy the conflicting demands of my peers and juniors.
14. Many functions that 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 roles.
17. I wish I had 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 resource to be effective in my role.
21. My role does not allow me enough time for my family.
22. I do not have time and opportunities to prepare myself for the 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 on 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 others’ roles.
27. I have not had the right training for my role.
28. The work I do in the organisation is not related to my interests.
29. Several aspects of my role are vague and unclear.
30. I do not have enough people to work with me in my role.
31. My organisational responsibilities interfere with my extra organisational roles.
32. There is 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 several roles (including mine) being involved in joint problem solving or collaboration for 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 differently from the way I do them now.
39. My role has not been defined clearly and in detail.
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 the 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 challenging tasks to do.
45. I feel overburdened in my role.
46. Even when I take the initiative for discussions or help, there is not much response from the other roles.
47. I need more training and preparation to be effective in my work role.
48. I experience a conflict between my values and what I have to do in my role.
49. I am not clear what the priorities are in my role.
50. I wish I had more financial resources for the work assigned to me.
ORS SCALE

Answer Sheet

Read instructions carefully before responding on this sheet

<table>
<thead>
<tr>
<th>Role</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 — 11 — 21 — 31 — 41 — ...</td>
<td>IRD 1</td>
</tr>
<tr>
<td>2 — 12 — 22 — 32 — 42 — ...</td>
<td>RS 2</td>
</tr>
<tr>
<td>3 — 13 — 23 — 33 — 43 — ...</td>
<td>REC 3</td>
</tr>
<tr>
<td>4 — 14 — 24 — 34 — 44 — ...</td>
<td>RE 4</td>
</tr>
<tr>
<td>5 — 15 — 25 — 35 — 45 — ...</td>
<td>RO 5</td>
</tr>
<tr>
<td>6 — 16 — 26 — 36 — 46 — ...</td>
<td>RI 6</td>
</tr>
<tr>
<td>7 — 17 — 27 — 37 — 47 — ...</td>
<td>PI 7</td>
</tr>
<tr>
<td>8 — 18 — 28 — 38 — 48 — ...</td>
<td>SRD 8</td>
</tr>
<tr>
<td>9 — 19 — 29 — 39 — 49 — ...</td>
<td>RA 9</td>
</tr>
<tr>
<td>10 — 20 — 30 — 40 — 50 — ...</td>
<td>RIN 10</td>
</tr>
</tbody>
</table>
ROLE EFFICACY SCALE

Name: 
Role: 
Organisation: 
Date: 

In each of the following sets of three statements, tick the one (a, b or c) that most accurately describes your own experience in your organisational role. Choose only one statement in each set.

1. — a. My role is very important in this organisation; I feel central here. 
   — b. I am doing a useful and fairly important work. 
   — c. Very little importance is given to my role in this organisation; I feel peripheral here.

2. — a. My training and expertise are not fully utilised in my present role. 
   — b. My training and knowledge are not used in my present role. 
   — c. I am able to use my knowledge and training very well here.

3. — a. I have little freedom in my role; I am only an errand boy. 
   — b. I operate according to the directions given to me. 
   — c. I can take initiative and act on my own in my role.

4. — a. I am doing usual, routine work in my role. 
   — b. In my role I am able to use my creativity and do something new. 
   — c. I have no time for creative work in my role.

5. — a. No one in the organisation responds to my ideas and suggestions. 
   — b. I work in close collaboration with some other colleagues. 
   — c. I am alone and have almost no one to consult in my role.

6. — a. When I need some help, none is available. 
   — b. Whenever I have a problem, others help me. 
   — c. I get very hostile responses when I ask for help.

7. — a. I regret that I do not have the opportunity to contribute to society in my role. 
   — b. What I am doing in my role is likely to help other organisations or society. 
   — c. I have the opportunity to have some effect on the larger society in my role.

8. — a. I contribute to some decisions. 
   — b. I have no power here. 
   — c. My advice is accepted by my seniors.

   — b. I am slowly forgetting all that I learnt (my professional knowledge) 
   — c. I have tremendous opportunities for professional growth in my role

10. — a. I dislike being bothered with problems. 
    — b. When a subordinate brings a problem to me, I help to find a solution. 
    — c. I refer the problem to my boss or to some other person.

11. — a. I feel quite central in the organisation. 
    — b. I think I am doing fairly important work. 
    — c. I feel I am peripheral in this organisation.

12. — a. I do not enjoy my role. 
    — b. I enjoy my role very much. 
    — c. I enjoy some parts of my role and not others.

13. — a. I have little freedom in my role. 
    — b. I have a great deal of freedom in my role. 
    — c. I have enough freedom in my role.
14. — a. I do a good job according to a pre-decided schedule.
   — b. I am able to be innovative in my role.
   — c. I have no opportunity to be innovative or to do something creative.
15. — a. Others in the organisation see my role significant to their work.
   — b. I am a member of a task force or a committee.
   — c. I do not work on any committees.
16. — a. Hostility rather than cooperation is evident here.
   — b. I experience enough mutual help here.
   — c. People operate more in isolation here.
17. — a. I am able to contribute to the company in my role.
   — b. I am able to serve the larger parts of society in my role.
   — c. I wish I could do some useful work in my role.
18. — a. I am able to influence relevant decisions.
   — b. I am sometimes consulted on important matters.
   — c. I cannot make any independent decisions.
19. — a. I learn a great deal in my role.
   — b. I learn a few new things in my role.
   — c. I am involved in routine or unrelated activities and have learnt nothing.
20. — a. When people bring problems to me, I tend to ask them to work it out themselves.
   — b. I dislike being bothered with interpersonal conflict.
   — c. I enjoy solving problems related to my work.
## Role Efficacy Scale Scoring and Interpretation Sheet

**INSTRUCTIONS:** Circle the numbers to your response to each of the twenty items. Total these numbers and enter this sum in the box just below the key. Then computer our Role Efficacy Index according to the formula given.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Item</th>
<th>a</th>
<th>b</th>
<th>c</th>
<th>Item</th>
<th>a</th>
<th>b</th>
<th>c</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centrality</td>
<td>1</td>
<td>+2</td>
<td>+1</td>
<td>-1</td>
<td>11</td>
<td>+2</td>
<td>+1</td>
<td>-1</td>
<td></td>
</tr>
<tr>
<td>Integration</td>
<td>2</td>
<td>+1</td>
<td>-1</td>
<td>+2</td>
<td>12</td>
<td>-1</td>
<td>+2</td>
<td>+1</td>
<td></td>
</tr>
<tr>
<td>Proactivity</td>
<td>3</td>
<td>-1</td>
<td>+1</td>
<td>+2</td>
<td>13</td>
<td>-1</td>
<td>+2</td>
<td>+1</td>
<td></td>
</tr>
<tr>
<td>Creativity</td>
<td>4</td>
<td>+1</td>
<td>+2</td>
<td>-1</td>
<td>14</td>
<td>+1</td>
<td>+2</td>
<td>-1</td>
<td></td>
</tr>
<tr>
<td>Inter-role Linkage</td>
<td>5</td>
<td>-1</td>
<td>+2</td>
<td>+1</td>
<td>15</td>
<td>+2</td>
<td>+1</td>
<td>-1</td>
<td></td>
</tr>
<tr>
<td>Helping Relationship</td>
<td>6</td>
<td>+1</td>
<td>+2</td>
<td>-1</td>
<td>16</td>
<td>-1</td>
<td>+2</td>
<td>+1</td>
<td></td>
</tr>
<tr>
<td>Superordination</td>
<td>7</td>
<td>-1</td>
<td>+2</td>
<td>+1</td>
<td>17</td>
<td>+1</td>
<td>+2</td>
<td>-1</td>
<td></td>
</tr>
<tr>
<td>Influence</td>
<td>8</td>
<td>+1</td>
<td>-1</td>
<td>+2</td>
<td>18</td>
<td>+2</td>
<td>+1</td>
<td>-1</td>
<td></td>
</tr>
<tr>
<td>Growth</td>
<td>9</td>
<td>+1</td>
<td>-1</td>
<td>+2</td>
<td>19</td>
<td>+2</td>
<td>+1</td>
<td>-1</td>
<td></td>
</tr>
<tr>
<td>Confrontation</td>
<td>10</td>
<td>-1</td>
<td>+2</td>
<td>+1</td>
<td>20</td>
<td>+1</td>
<td>-1</td>
<td>+2</td>
<td></td>
</tr>
</tbody>
</table>

**Your Total**

### Interpretation

Note that the scale (-1, +1, +2) allows a maximum score of +40 and a minimum score of –20.

The ten dimensions of role efficacy are each measure by two items. Look at each dimension to determine in what areas you perceive yourself as having less than what you think you need to be effective. Look for pair of items for which you have low scores and compare these dimensions. You may want to discuss your findings with your colleagues and your supervisor.
LEARNED HELPLESSNESS SCALE

1. NAME OF YOUR ORGANIZATION:
2. YOUR HIGHEST QUALIFICATION:
3. AGE:
4. SEX:
5. DESIGNATION:
6. EXPERIENCE IN PRESENT POST (in years):
7. TOTAL EXPERIENCE (in years):
8. PROMOTIONAL AVENUES:
9. INCOME:
10. MARITAL STATUS:
11. NUMBER OF DEPENDENT:
12. FAMILY STRUCTURE:

DEAR RESPONDENT: Please indicate your agreement or disagreement with each of the following statements by putting appropriate number against the bracket ( ) showing your degree of agreement of disagreement with the statement given below:

STRONGLY AGREE – 1
AGREE – 2
SLIGHTLY AGREE – 3
SLIGHTLY DISAGREE – 4
STRONGLY DISAGREE – 5

Your explicit responses will be very useful for this research work. Please do not conceal the facts the responses would be treated in strict confidence and used for research purpose only.

1. No matter what I do, some people do not like me. ( )
2. If I have more/less friends it is mainly because I wanted to have more/less friends. ( )
3. There is a direct relation between how hard I work and what result I get. ( )
4. Honesty, hard work and truthfulness are not our way of life, and there is hardly anything one man can do to change this. ( )
5. There are many desirable elements in the culture of my organization but I feel helpless to correct them. ( )
6. I know many things are bad in my organization but I am unable to do anything to correct them. ( )
7. I don’t struggle hard to overcome my faults because I know that I will not be able to correct them. ( )
8. I do not like my present job but I cannot quit because I will not be able to get a better job. ( )
9. It is not always wise to plan too far ahead because many things turn out to be a matter of good or bad luck anyway. ( )
10. I don’t like many aspects of my job, but what can I do about it. ( )
11. When I fail to do as well as I am expected to do in my organization, it is usually due to lack of effort on my part. ( )
12. If I succeed on a task, it is usually because I am lucky, or I am helped by other people. ( )
13. If I were to fail in a task it would probably be because I lacked skill in that area. ( )
14. If I am not successful in my organization it is because of lack of expertise to do well on my job. ( )
15. Even if it is urgent, there is no use trying to do something in this organization if it is against rules. ( )
16. If I was not successful in my organization it is because my boss didn’t help me. ( )
17. If I really try hard, I can become an expert in computer science in no time. ( )
18. It seems to me that getting along with people is a skill. ( )
19. There is no use in working very hard in this organization because whatever rewards I get are in no way related to my performance. ( )
20. If I were not successful in my organization it is because the culture of my organization doesn’t facilitate me to succeed. ( )
21. My life is mainly shaped by my efforts. ( )
22. Many times I feel that I have little influence over things that are happening to me. ( )
23. Whether or not I get into, depends mostly on how careful I am while walking or driving on road. ( )
24. When I can’t understand something, it is usually because it is too hard to understand for me as well as for others. ( )