Appendix-IA

JOB SATISFACTION SCALE

The items given below are to be rated on a 5-point scale of satisfaction. If an item as it applies to you, is extremely satisfactory, it gets the rating of 5. If it is extremely dissatisfactory, it gets the rating of 1. Other items are rated as follows:

| Satisfactory | 4 |
| Undecided    | 3 |
| Dissatisfactory | 2 |

Now read the items carefully and rate them as per the instructions given above.

<table>
<thead>
<tr>
<th>Item</th>
<th>Ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The chance to do different things from time to time</td>
<td></td>
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<tr>
<td>2. The chance to be &quot;somebody&quot; in the community</td>
<td></td>
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<tr>
<td>3. The competence of my supervisor in making decisions</td>
<td></td>
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<tr>
<td>4. The way my job provides for steady employment</td>
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<tr>
<td>5. The chance to do something that makes use of my abilities</td>
<td></td>
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<tr>
<td>6. My pay</td>
<td></td>
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<tr>
<td>7. The chances for advancement on this job</td>
<td></td>
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<tr>
<td>8. The working conditions</td>
<td></td>
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<tr>
<td>9. The way my co-workers get along with each other</td>
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<tr>
<td>10. The feeling of accomplishment I get from the job</td>
<td></td>
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<tr>
<td>11. General management of the company</td>
<td></td>
</tr>
<tr>
<td>12. My past-advancement in this organisation</td>
<td></td>
</tr>
<tr>
<td>13. Chances for future growth (in efficiency)</td>
<td></td>
</tr>
<tr>
<td>14. Social conditions within the organisation</td>
<td></td>
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<tr>
<td>15. Recognition for my work</td>
<td></td>
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<tr>
<td>16. Responsibilities given to me</td>
<td></td>
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<tr>
<td>17. Company's policies</td>
<td></td>
</tr>
<tr>
<td>18. All things considered, my work as a whole</td>
<td></td>
</tr>
<tr>
<td>19. All things considered, my company/organisation as a whole</td>
<td></td>
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</tbody>
</table>
Appendix-IB

ORGANIZATIONAL IDENTIFICATION SCALE

Name:_________________________  Designation:________________________

Organization:________________________________________________

INSTRUCTIONS

Listed below are some statements relating your organization. Please read each item carefully. You have to respond to each item on a 4 point scale ranging from "Strong Agreement" with the item to "Strong Disagreement". Indicate your position by putting a tick mark (_) against each item in the response column.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Disagree</th>
</tr>
</thead>
</table>

1. Even if some other organization offered me better salary I would like to continue in this organization

2. I feel that this organization is my own

3. I feel proud when I hear something good about this organization

4. I am always ready to sacrifice my personal comforts for the sake of this organization

5. In a period of crisis I would double my efforts to save this organization

6. This organization has greater attraction for me than any other organization

7. Problems of this organization are my problems
8. The objectives of this organization and my personal goals are in complete harmony

9. I am proud of my organization

10. I feel that my organization is my second home

11. I feel I have personally achieved something when my organization gets recognition

12. Even a thought of leaving this organization disturbs me

13. I wish my children join this organization

14. I accept organization's principles as my own principles

15. I wish to do my best to make my organization ideal one

16. I put off my personal programmes willingly whenever my organization needs my time

17. I often think how my organization can be made better than other organization

18. Challenges to my organization are challenges to me

19. When somebody talks something ill of my organization I cannot resist myself from defending it
20. I advise my friends to join this organization

21. If I had to restart my career I would choose this organization again

22. I am dedicated to the progress of my organization

23. Most of the things which are important to me can be achieved in this organization

24. I feel I am important part of this organization

25. I feel that my organization is doing a good service to the society

26. My organization can satisfy my important needs

27. My organization has a central place in my life

28. I think that my organization provides me opportunities to make the maximum use of my skills and knowledge

29. My organization is more important to me than anything else

30. I have no special attachment for this organization

31. I feel I have got the most suitable organization to work for

32. My organization is a good example of what an organization should be
<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>33.</td>
<td>My organization is held in high esteem</td>
<td></td>
<td></td>
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<tr>
<td>34.</td>
<td>I give all of myself to my organization</td>
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<tr>
<td>35.</td>
<td>Personnel policies in this organization are better than those followed by other organizations.</td>
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</table>
Appendix IC

ORGANIZATIONAL CLIMATE QUESTIONNAIRE

Sixty statements are given below about organisations. With each statement are given 5 alternatives. Read each statement and select one of the alternatives which describes most accurately your organisation. Write down the letter of that alternative (a, b, c, d, or e) under A (i.e. actual). Then choose an alternative which in your opinion is desirable for your organisation. Write down the letter of the alternative under D (i.e., desirable). Against each statement complete both A and D columns.

<table>
<thead>
<tr>
<th>No.</th>
<th>ITEMS</th>
<th>ACTUAL</th>
<th>DESIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>How often do you feel that an employee's career is harmed in the organization?</td>
<td>A. Almost always</td>
<td>B. Usually</td>
</tr>
<tr>
<td>2.</td>
<td>How are the targets set in this organisation?</td>
<td>A. Orders are issued with no opportunity to raise questions or give comments.</td>
<td>B. Orders are issued and explained and then an opportunity is given to ask questions.</td>
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<tr>
<td>No.</td>
<td>ITEMS</td>
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<td>3.</td>
<td>&quot;Serious anomaly does not exist in the way benefits are awarded to persons in the organisation&quot;. To what extent do you agree with the statement?</td>
<td></td>
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</tr>
<tr>
<td>A.</td>
<td>Strongly disagree</td>
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<td></td>
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<tr>
<td>B.</td>
<td>Disagree</td>
<td></td>
<td></td>
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<tr>
<td>C.</td>
<td>Neither agree nor disagree</td>
<td></td>
<td></td>
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<tr>
<td>D.</td>
<td>Agree</td>
<td></td>
<td></td>
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<tr>
<td>E.</td>
<td>Strongly agree</td>
<td></td>
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<tr>
<td>4.</td>
<td>For important decisions to be taken regarding any work, the tendency here is to pass the files on to somebody else for making the decisions. How often does it happen here?</td>
<td></td>
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<tr>
<td>A.</td>
<td>Almost always</td>
<td></td>
<td></td>
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<tr>
<td>B.</td>
<td>Usually</td>
<td></td>
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<tr>
<td>C.</td>
<td>Sometimes</td>
<td></td>
<td></td>
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<tr>
<td>D.</td>
<td>Rarely</td>
<td></td>
<td></td>
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<tr>
<td>E.</td>
<td>Almost never</td>
<td></td>
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<tr>
<td>5.</td>
<td>To what extent do the superiors and the knowledgeable colleagues take pains to help an employee who wants to learn more about his job?</td>
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<tr>
<td>A.</td>
<td>To a great extent</td>
<td></td>
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<tr>
<td>B.</td>
<td>To a considerable extent</td>
<td></td>
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<tr>
<td>C.</td>
<td>To some extent</td>
<td></td>
<td></td>
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<tr>
<td>D.</td>
<td>To a little extent</td>
<td></td>
<td></td>
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<tr>
<td>E.</td>
<td>Not at all</td>
<td></td>
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<tr>
<td>6.</td>
<td>Attempts to do things in better ways are encouraged in this organisation. How often does it happen here?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.</td>
<td>Almost never</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B.</td>
<td>Rarely</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C.</td>
<td>Sometimes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D.</td>
<td>Usually</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.</td>
<td>Almost always</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Do people here get an opportunity to develop their skills further to do their jobs?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.</td>
<td>Almost all the people</td>
<td></td>
<td></td>
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<tr>
<td>B.</td>
<td>Most of the people</td>
<td></td>
<td></td>
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<tr>
<td>C.</td>
<td>Some of the people</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D.</td>
<td>A few people</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.</td>
<td>Almost none</td>
<td></td>
<td></td>
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</tbody>
</table>
No. | ITEMS |
--- | --- |
7. Do people here get an opportunity to develop their skills further to do their jobs?
   A. Almost all the people
   B. Most of the people
   C. Some of the people
   D. A few people
   E. Almost none

8. How often do the employees here try to do things better than what they have done last time?
   A. Almost never
   B. Rarely
   C. Sometimes
   D. Usually
   E. Almost always

9. How much do you agree with the statement that this organisation is better than other similar organisations in the country to work in?
   A. Strongly agree
   B. Agree
   C. Neither agree nor disagree
   D. Disagree
   E. Strongly disagree

10. How often are your ideas for change given a good hearing?
    A. Never
    B. Sometimes
    C. Often
    D. Almost always
    E. Always

11. Is it true that remaining busy is not enough in this organisation? One has to show result?
    A. Yes, it is true here to a very great extent
    B. Yes, it is true here to a great extent
    C. Well, it is true to a negligible extent
    D. No, it is not quite true
    E. No, it is not true at all
12. To what extent do you agree that quite often a subordinate here has to attend to orders issued by more than one person at a time?

A. Strongly disagree
B. Disagree
C. Neither agree nor disagree
D. Agree
E. Strongly agree

13. To what extent do you think that when decisions are being made about certain work that you are to do, you are asked for your ideas?

A. Almost never
B. Rarely
C. Sometimes
D. Usually
E. Almost always

14. Somebody says, "There is so much work to do here every day that I have to do it somehow, and I don't have the time to think about how the quality of the work can be improved". How much would you agree with the statement?

A. Strongly disagree
B. Disagree
C. Neither agree nor disagree
D. Agree
E. Strongly agree

15. To what extent do you receive correct information about your work, duties, etc.?

A. Not at all
B. To a very little extent
C. To some extent
D. To a considerable extent
E. To a very great extent

16. "There is a general feeling here that grievances of the employees are handled properly". To what extent do you agree with this statement?

A. Strongly agree
B. Agree
C. Neither agree nor disagree
D. Disagree
E. Strongly disagree
<table>
<thead>
<tr>
<th>No.</th>
<th>ITEMS</th>
<th>ACTUAL DESIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>Do you agree that almost everyone here knows who is working under whom in this organisation?</td>
<td></td>
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<tr>
<td></td>
<td>A. Strongly disagree</td>
<td></td>
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<tr>
<td></td>
<td>B. Disagree</td>
<td></td>
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<tr>
<td></td>
<td>C. Neither agree nor disagree</td>
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<tr>
<td></td>
<td>D. Agree</td>
<td></td>
</tr>
<tr>
<td></td>
<td>E. Strongly agree</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>To what extent do people in your department encourage one another in work?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A. Not at all</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B. To a little extent</td>
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<tr>
<td></td>
<td>C. To some extent</td>
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<tr>
<td></td>
<td>D. To a considerable extent</td>
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<tr>
<td></td>
<td>E. To a very great extent</td>
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<tr>
<td>19</td>
<td>How frequently do you think it is true that in this organisation it is easier to deal with those things that have a precedence?</td>
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<tr>
<td></td>
<td>A. No, it is not true in any case</td>
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<tr>
<td></td>
<td>B. Yes, in some cases</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C. Yes, in many cases</td>
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<tr>
<td></td>
<td>D. Yes, in most of the cases</td>
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<td></td>
<td>E. Yes, in almost all the cases</td>
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<tr>
<td>20</td>
<td>Is the organisation receptive to new ideas?</td>
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<tr>
<td></td>
<td>A. It is never receptive</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B. It is sometimes receptive</td>
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</tr>
<tr>
<td></td>
<td>C. It is often receptive</td>
<td></td>
</tr>
<tr>
<td></td>
<td>D. Almost always receptive</td>
<td></td>
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<tr>
<td></td>
<td>E. Always receptive</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>&quot;The general feeling here is that people do not get fair hearing from those who are higher up.&quot; How much do you agree with it?</td>
<td></td>
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<tr>
<td></td>
<td>A. Strongly agree</td>
<td></td>
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<tr>
<td></td>
<td>B. Agree</td>
<td></td>
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<tr>
<td></td>
<td>C. Neither agree nor disagree</td>
<td></td>
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<tr>
<td></td>
<td>D. Disagree</td>
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<tr>
<td></td>
<td>E. Strongly disagree</td>
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</tbody>
</table>
22. How adequate is the amount of information you get about what is going on in other departments and units of this organisation?

A. Very inadequate
B. Inadequate
C. Neither inadequate nor adequate
D. Adequate
E. Very adequate

23. To what extent do you feel that the employees here are allowed to make decisions to solve their problems without checking them with their superiors at each stage of the work?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a little extent
E. Not at all

24. Is there a general feeling amongst the employees of your level that anybody can be removed from his job at any time?

A. Almost all the employees feel so
B. Most of the employees feel so
C. Some of the employees feel so
D. A few employees feel so
E. None of the employees feel so

25. How often are the rewards (such as raise in salary and promotions given strictly on the basis of valid reasons)?

A. Almost always
B. Usually
C. Sometimes
D. Rarely
E. Almost never

26. "In order to stay here, one just can't perform work somehow; work has to be well done". To what extent do you agree with it?

A. Strongly agree
B. Agree
C. Neither agree nor disagree
D. Disagree
E. Strongly disagree
27. To what extent are there facilities and opportunities for individual creative work in this organisation?

A. Not at all
B. To a little extent
C. To some extent
D. To a considerable extent
E. To a very great extent

28. In your observation, how often do the employees in this organisation seem to be bored with their work?

A. On all occasions
B. On most occasions
C. On some occasions
D. On a very few occasions
E. Not at all

29. "The nature of things that an employee is supposed to do in this organisation are so varied that it is logically difficult to put them together". How much do you agree with this statement?

A. Strongly agree
B. Agree
C. Neither agree nor disagree
D. Disagree
E. Strongly disagree

30. To what extent are people in the higher levels aware of the problem at lower levels in this organisation?

A. Not at all
B. To a little extent
C. To some extent
D. To a considerable extent
E. To a very great extent

31. How often do you have advance information of any changes which are planned?

A. Almost always
B. Usually
C. Sometimes
D. Rarely
E. Almost never
32. To what extent is the information passed from one person to another in this organisation distorted or deliberately made inaccurate?

A. To a large extent  
B. To a considerable extent  
C. To some extent  
D. To a little extent  
E. Not at all

33. Are discussions at meetings in this organisation free and open?

A. No, they are very guarded and defensive  
B. Quite guarded and defensive  
C. Slightly defensive  
D. Quite free and open  
E. Very free and open

34. One cannot simply go ahead and do a thing here unless one has discussed it with one's superiors before. How often does it happen here?

A. Yes, it is almost always the case here  
B. Yes, it is usually the case here  
C. Yes, it is sometimes the case here  
D. No, it is rarely the case here  
E. No, it is almost never the case here

35. If someone of your colleagues does his job in a more improved way than it is usually done, does he get proper recognition for it?

A. Almost never  
B. Rarely  
C. Sometimes  
D. Usually  
E. Almost always
36. Which of the following best describes the manner in which problems between departments are generally resolved?
   A. The problems are worked out at the level, where they appeared, through mutual effort and understanding
   B. The problems are appealed to a higher authority in the organisation and are usually resolved there
   C. The problems are appealed to a higher authority in the organisation but are not usually resolved
   D. Little is done about these problems; they work themselves out with time
   E. Little is done about these problems; they continue to exist

37. How often have your ideas for changing the way things are done here in this organisation been welcomed?
   A. Almost always
   B. Usually
   C. Sometimes
   D. Rarely
   E. Almost never

38. "Grievances normally are not settled unless they are taken up by an organised body of employees like employees' union associations etc." How often do you think it happens in this organisation?
   A. Almost never
   B. Rarely
   C. Sometimes
   D. Usually
   E. Almost always
39. How often is it true that personal hostilities are usually resolved as quickly as possible?
   A. Almost never  
   B. Rarely  
   C. Sometimes  
   D. Usually  
   E. Almost always

40. In some places employees are required to adhere strictly to the rules and procedures and practices whereas in some other places they can deviate from these. What is generally required from people of your level here?
   A. Very strict adherence to rules and procedures  
   B. Strictly adherence to rules and procedures  
   C. Rather close adherence to rules and procedures  
   D. Adherence to rules and procedures with accommodation for functional deviations  
   E. Adherence to rules and procedures that does not inhibit individual's functioning and creative work

41. To what extent do people in this organization speak rather than write memos to each other?  
   A. Almost always  
   B. Usually  
   C. Sometimes  
   D. Rarely  
   E. Almost never
42. "If they have the alternative choice, the employees in this organisation in general would feel happy to leave the organization". To what extent do you think the statement is applicable to employees here?

A. None of them feels happy to leave this organisation
B. Very few of them feel happy to leave this organisation
C. Some of them feel happy to leave this organisation
D. Most of them feel happy to leave this organisation
E. All of them feel happy to leave this organisation

43. How much do you think the top management of this organisation is aware of the working condition of its employees?

A. Not at all aware
B. Very little aware
C. Somewhat aware
D. Much aware
E. Very much aware

44. How often are the employees in this organisation helpful to each other?

A. Almost never
B. Rarely
C. Sometimes
D. Usually
E. Almost always

45. How much do you think your organisation has interest in the welfare of the employees?

A. They are not at all really interested
B. They are not very much interested
C. Only in certain ways they are interested
D. They are somewhat interested
E. They are very much interested
46. In some places, anybody can go to anybody else to discuss any problem he faces. In your opinion, how often does it happen here?

A. Almost never  
B. Rarely  
C. Sometimes  
D. Usually  
E. Almost always

47. Do you agree that in this organisation the capabilities of its employees are fully utilised?

A. Strongly agree  
B. Agree  
C. Neither agree nor disagree  
D. Disagree  
E. Strongly disagree

48. How often do you think the professional jealousies obstruct the performance of duties in this organisation?

A. Almost always  
B. Usually  
C. Sometimes  
D. Rarely  
E. Almost never

49. Do the employees here work with a team spirit?

A. Team spirit does not exist at all  
B. Team spirit exists in a few members  
C. Team spirit exists in quite a few members  
D. Team spirit exists in many members  
E. Team spirit exists in almost all the members
50. Are there things around your working environment (people, policies, conditions) that discourage you from working hard?

A. Yes, practically everything around here discourages me from working hard
B. Yes, a great many things around here discourage me from working hard, only a few do not discourage me
C. About as many things discourage me as encourage me to work hard
D. No, most things around here encourage me to work hard
E. No practically everything around here encourages me to work hard

51. Considering the busy schedules and workload here, the employees seldom find time to share their concerns with each other. How much do you agree with it?

A. Strongly agree
B. Agree
C. Neither agree nor disagree
D. Disagree
E. Strongly disagree

52. How often do superiors invite their subordinates for an informal discussion?

A. Almost never
B. Rarely
C. Sometimes
D. Usually
E. Almost always

53. How much influence do you think your colleagues have in deciding what should be done in this organisation?

A. Very much
B. Much
C. Some
D. Little
E. Not at all
54. To what extent do you have confidence in the people you work with?
   A. Not at all
   B. To a very little extent
   C. To a some extent
   D. To a considerable extent
   E. To a great extent

55. How often do the employees here trust one another?
   A. Almost always
   B. Usually
   C. Sometimes
   D. Rarely
   E. Almost never

56. Are suggestions often solicited from employees here?
   A. Yes, from senior officers only
   B. Yes, from some officers only
   C. Yes, from all the officers only
   D. Yes, from all the employees except Class IV
   E. Yes, from all the employees

57. How often does a person in this organisation receive credit and appreciation if he finds out a different way of doing things which nobody has ever done before?
   A. Almost always
   B. Usually
   C. Sometimes
   D. Rarely
   E. Almost never

58. How much is your job important in this organisation?
   A. Very much
   B. Much
   C. Somewhat
   D. Little
   E. Not at all
<table>
<thead>
<tr>
<th>No.</th>
<th>ITEMS</th>
<th>ACTUAL DESIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>59.</td>
<td>This organisation facilitates the self improvement of its employees. Do you agree with this statement?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A. Strongly disagree</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B. Disagree</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C. Neither agree nor disagree</td>
<td></td>
</tr>
<tr>
<td></td>
<td>D. Agree</td>
<td></td>
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<tr>
<td></td>
<td>E. Strongly agree</td>
<td></td>
</tr>
<tr>
<td>60.</td>
<td>How often is a conscientious attempt made to consider the views of people concerned?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A. Almost never</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B. Rarely</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C. Sometimes</td>
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<tr>
<td></td>
<td>D. Usually</td>
<td></td>
</tr>
<tr>
<td></td>
<td>E. Almost always</td>
<td></td>
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</tbody>
</table>