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Appendix 3.5

ADMINISTRATIVE ORGANISATIONAL CLIMATE INSTRUMENT

You are given 22 situations which are encountered by Managers working in industrial organisations. Four alternative courses of action/decision are suggested for each situation. You are requested to indicate by a tick-mark (✓) the alternative which is most likely to be chosen in your organisation. Please do not miss to select ~~For~~ each situation.

Most
Likely

1. Transfers, when resisted:

- (a) Employees are transferrred as a matter of policy. Management has a method of deciding who should be transferred where. Employees are expected to carry out their transfers without any fees..... _____
- (b) Management does not listen to an appeal on a transfer. If the transferred employee resists in carrying out his transfer, his immediate Boss brings him around or reports against him for further action..... _____
- (c) Whenever an employee finds it difficult to carry out his transfer, his Boss intervenes and persuades him to accept it. Whatever small concessions, the employee desires, are procured by his Boss for him.. _____
- (d) Employees always come to know why, where and when they are transferrred since the employees concerned are taken into confidence, they do not have anything to say against it..... _____

Most
Likely

2. Leave, When difficult to grant straightway;

- (a) Management expects the employees to observe the rules while applying for leave. It does not overlook even small lapse in this regard..... _____
- (b) One has to convince the Boss personally that one really need proceed on leave even though one is entitled to it. People get or do not get leave at the personal conviction of the Boss..... _____
- (c) Many a time employees are persuaded to adjust their leave period in view of organisational interest..... _____
- (d) Before finally refusing leave to an employee, the management tries out if his colleagues could help him out by some special arrangement..... _____

3. Post-strike Experience of Employees —

Real as well as Perceived:

- (a) In case of strike, our management could be rigid in dealing with the strikers strictly according to service rules and related law without making any exception whatsoever..... _____
- (b) Those strikers who would apologise to their Bosses for their participation in strike and consequent behaviour could be given a lighter punishment. The rest, of course, would receive little protection from them..... _____
- (c) Strikers are likely to receive a lot of rebuke/scolding from their bosses and the management. But wherever possible, they would be protected and saved without discrimination..... _____
- (d) We believe that Management would try to tackle the possible strikers with more educative information on the issue/s of the strike to prevent its recurrence. Management will try to minimise punishment within practical limits..... _____

Most
Likely

4. Insubordination, when it takes place:

- (a) If an employee is found not obeying his superior/s or not behaving himself the superior immediately hands over a Memo to him.....
- (b) Improper behaviour of an employee is dealt with by an officer by sheer force of his personality. Mostly, he sets the defaulter right without any reference to superiors of their help.....
- (c) Superiors dealing with subordinates who indulge in unacceptable behaviour receive an affectionate rouble rather than a Memo, to begin with.....
- (d) Managers pay special attention to insubordination. They do not try to get over it by a more decision but go deep into it to encourage the employee to understand how his co-operation is useful to himself and the organisation as well

5. Informality among Colleagues, Management's View thereof as Perceived by the Employees:

- (a) Regular attempts at informal work-arrangements are looked upon with disfavour and intolerance by the management. It is eager to render them into formal arrangements so that things are properly done and recorded.....
- (b) Colleagues do help out each other informally in work, not allowing the superior know about it.....
- (c) Our manager knows that occasionally we work informally to expedite the work. But he invariably advises us to take care to see that our informality does not create problems and we do not develop the habit of ignoring rules and regulations.....

Most
Likely

- (d) Management encourages informality so that colleagues develop the habit of consulting and counselling each other in work _____

6. Late-coming, when it is above Normal and not Possible to Inquire:

- (a) Even occasional late-coming is dealt with according to rules without any exception..... _____
- (b) Our Manager has enough power to tackle late-coming. Without quoting rules he effectively tells the late-comer what consequence would follow if he does not improve immediately. He is successful, mostly..... _____
- (c) Late-coming is sought to be checked over here by the superiors through rebuke or personal advice, all the while making the defaulter aware of the seriousness of his default..... _____
- (d) Management is found to be prepared to discuss the issue of late-coming with the defaulter to know his difficulties and point of view. Management tries to help out the employee if his difficulties are genuine. Otherwise Management tries to motivate the employee to correct himself. Formal action is taken only when such attempts fail..... _____

7. Promotions:

- (a) It is possible to anticipate one's promotion in this concern since the Management goes by set practices in this regard..... _____
- (b) An adverse remark by the Boss can be a real hurdle in one's promotion we have to be in his good books..... _____

Most
Likely

(c) We never worry about our promotions. Our Bosses do it. After all, it is their moral concern for our progress and well-being.....

(d) We know fully what Management expects from us while we are promoted. We also can know why we are not promoted.....

8. Superior Subordinate Relationship:

(a) Our superiors do not mix with us just only so maintain their image and authority.....

(b) How much power does our manager create out of his authority? It is much more than his official authority. We feel it in all his dealings with us.....

(c) Our Boss does not order us about. He interacts more like an elder to get things done.....

(d) We think our Managers are more like leaders. They invariably consider our view point while getting things done.....

9. Voluntary (Non-Statutory) Welfare Facilities:

(a) Our Management does provide the welfare facilities under the law. But to obtain anything extra in welfare is a task by itself.....

(b) Whether our job is comfortable and the extent to which it could become so depends on how well we get on with our Boss. Our Boss never misses an opportunity of making us feel so.....

(c) We are given facilities liberally because the Management feels responsible for our personal well-being. We like their personal care, though sometimes it creates some problems for us.....

Most
Likely

- (d) Management provides facilities that we need. We are happy that they always try to know about what we really need by inviting out suggestions.....

10. "Welfare" Administration:

- (a) Our canteen runs like a Government office. For small changes, we have to go through long procedures.....
- (b) Any complaint against canteen results in displeasure of the Management which is reflected in its latter dealings with the complainant.....
- (c) Even when some facilities are not properly provided; we do not feel like taking up the issue with the Management...
- (d) We feel we run the canteen. We have a say in its working.....

11. Mistakes in Work:

- (a) Mistakes in work calls for an official action. It can be a formal rebuke or a memo. Management does not believe in letting people go in this regard.....
- (b) Mistake invites personal humiliation of the employee concerned.....
- (c) Our bosses correct our mistakes with lot of personal indulgence, though we do receive personal lecture on how to improve.....
- (d) We are expected to correct our mistakes as a group. We have learnt to correct our mistakes this way. Management advises and guides us.....

Most
Likely

12. General Attitude to Management:

- (a) The Management, over here, is systematic but not practical enough. We feel rules are almost worshipped..... _____
- (b) The best way of growing in the organisation is to keep the bosses pleased otherwise one finds difficulty in one's independent functioning and progress..... _____
- (c) We feel out Bosses deal with us as elders rather than seniors. How much work they take from us or even do for us! We have of course, to tolerate their peculiar ways, sometimes..... _____
- (d) We are encouraged to offer our view freely and fearlessly on many matters. We enjoy management's confidence. That is why we appreciate management's difficulties..... _____

13. Centralisation, as Understood by the Respondents:

- (a) Most of the decisions, even those which could be taken at lower levels, are taken at the top in this concern. One finds even small sanctions and permissions are to be sought at a very high level. Management is very particular about using proper channels for upward references..... _____
- (b) Bosses do not share their authority with us even when work suffers..... _____
- (c) Though we do feel that our real authority is rendered less due to our Boss's personal influence, we do not feel it so long as they take additional responsibility on our behalf..... _____
- (d) We never feel that we are not able to contribute to decisions on account of lesser formal authority. We think we can influence any decision by the merit of our point of view..... _____

Most
Likely

14. Supervisor's Confidence in Subordinates:

- (a) Our supervisors prefer to go by rules even when we show to them that, by handling particular cases by rules, the letter of the rule will be preserved but the spirit will be killed. They are inclined to trust rules rather than our or their own judgement.....
- (b) Our Boss interprets work rules in such a manner that we are hardly left with any scope for showing initiative we feel he uses rules for controlling us rather than regulating work.....
- (c) Our manager trusts us but not blindly we have to be ready to explain the "the why" of a decision any time. But if we take decisions they are normally inclined to okay these if we sincerely listen to their comments on the same for future guidance.....
- (d) That we are trusted by the Management does not mean that the Management simply goes by what we say to do. We are expected to convince not only the superior but also the colleagues and others concerned in the matter.....

15. Staying Away from Work-Place:

- (a) Management takes a serious view of employees' staying away from the Work-place. The employee if found so doing is maximally punished.....
- (b) Any event of an employee found absent from his work-place him in an awkward position with his Boss. He has to really get condoned by him before the Management lets him go.....
- (c) Whenever an employee is found staying away from the work-place, it is an occasion for his Boss to give him personal advice which may include all things the Boss wants to talk to him about. The Boss points out the form punishment may take if the defaulter does not improve.....

Most
Likely

- (d) Employees' absenteeism from the work-place is sought to be corrected through discussion with group of employees concerned to obtain a better solution of the problem. Management also considers possibilities at the work-place if they are the cause of such absenteeism.....

16. Informal Training given by Supervisors to Subordinates:

- (a) Our management does not appreciate the argument that the time and effort incurred by a superior in training a subordinate personally could be counted towards his duty hours.....
- (b) Our management does not formally recognise the training efforts put in by an employee to train his subordinates.....
- (c) We do get some training informally from our superiors but how much we have to listen to them and put up confidence and favour.....
- (d) It is our duty to receive guidance from any Boss and he is requested to give it. As our superiors, they owe us this gesture.....

17. Work-load Distribution:

- (a) We are assigned work as per criteria/ methods best known to the management.....
- (b) Since work-load distribution is done at the discretion of the Bosses, we do not feel free to express ourselves for fear of being spotted.....
- (c) Though we do experience changes in our work-load, sometimes to our discomfort, we do not feel like grudging because our Bosses compensate us in some other way. Moreover, they make us do extra work by personal appeals rather than orders.....

Most
Likely

- (d) Management leaves work-load distribution to us. It simply sets broad targets for a period. Even when we have to do extra work, it is by our choice.....

18. Improvements:

- (a) Whenever improvement is suggested, management demands a written proposal in meticulous detail. Normally, it is referred back and forth for remarks and sanctions for so long that people lose interest in it.....
- (b) Every suggestion for improvement is taken as comment upon his efficiency by the Manager.....
- (c) Normally, suggestions for improvements are listened. But that does not mean they will be carried out. Manager personally decides upon it in the light of his understanding of the issue with suitable modification as he deems fit.....
- (d) A suggestion for an improvement is an occasion for prolonged discussion in which all of us can participate freely. The management takes a decision in the light of our discussions.....

19. Grievance Settlement:

- (a) The Management follows a formal grievance procedure for grievance settlement. It insists that employees follow the procedure, step by step when it is praised.....
- (b) Most of the employees do not feel like voicing their grievances to the managers. Those who have done in past have had unpleasant experience.....

Kost
Likely

- (c) Our Manager discusses our grievances in such a concerned manner that we feel like accepting the settlement he suggests and even the advice he offers along with it.....
- (d) Management is open and eager to discuss our grievances and if convinced really settles it to our satisfaction.....

20. Co-ordination:

- (a) Whenever a problem of co-ordination arises, the management thinks that somewhere some procedure must have been overlooked or bypassed. An investigation follows to find out the defaulter. Only when such problems arise very frequently, the management thinks of revising the procedure.....
- (b) Our Manager takes up each problem of co-ordination in the department as a challenge to his personal capacity. Whosoever is found guilty gets a thorough rebuke from him. But he invariably tries to solve the problem exerting himself utmost.....
- (c) Whenever a problem of co-ordination arise, our Manager tries to spot the defaulter and motivate him to solve it by a mild and affectionate rebuke.....
- (d) Any problem of co-ordination is an occasion for discussion till it is settled.....

21. Decision-Making (In General):

- (a) Management takes decisions according to set rules, procedures and policies. Deviations are very rarely permitted and that too with lot of fuss.....

Most
Likely

(b) Manager himself takes the decision
we are just not consulted since he
thinks it a matter of his authority.
When we try to influence it, he
strongly or unpleasantly reacts.....

(c) Though our Manager takes decisions,
he considers our point of view
informally and we know we have some
influence in his decision-making. He
sometimes allows us to take some
decisions, though under his super-
vision and guidance.....

(d) Decision-making is always an occasion
for frank discussions unless it is
routine. We think we have maximum
opportunities to influence the manage-
ment in its decision-making.....

22. Supervisory Style:

(a) Our work is regulated by the management
through reports and formal instructions,
supervision is quite systematic but
impersonal.....

(b) Our work is strictly supervised by the
boss. We are not at all free to do even
a small piece of work in our way.....

(c) The Manager oversees our work a bit
closely, but with an intention to help
us. We do experience some interference
by him in our work, but we feel it is
well-intended.....

(d) We hardly experience we are being
watched at work. The Manager intervenes
only when he has something better to
suggest. Even then he is open to
discuss our view point without pressing
for his own

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