

Appendix 4.1

SRA EMPLOYEE INVENTORY

VARIABLE MEASURED

The SRA Employee Inventory provides a measure of employee attitudes towards the work environment. It is a diagnostic instrument identifying attitudinal levels for individuals and groups in such areas as job demands, working conditions, pay, employee benefits, friendliness and cooperation of fellow employees, supervisor-employee interpersonal relations, confidence in management, technical competence of supervision, effectiveness of administration, adequacy of communication, security of job and work relations, status and recognition, identification with the company, opportunity for growth and advancement, and finally reactions to the inventory itself.

DESCRIPTION

The inventory is not just an opinion survey. It is a kind of "morale audit" for work organisations that provides standard scores in each category based upon more than one million employees in a wide variety of business firms. Practical uses include assessing the general level of morale in an organisation, locating the problem departments in the organisation, determining satisfactions and

dissatisfactions among employees, evaluating supervisory and executive training needs, and providing material for supervisory training programmes.

WHERE PUBLISHED:

Science Research Associates, Inc., 259 East Erie Street, Chicago, Illinois. Copyright, 1952, by the Industrial Relations Centre of the University of Chicago. All right reserved. Authors of the inventory include Robert K. Burns, L.L. Thurstone, David G. Moore, and Melony E. Baehr.

RELIABILITY:

Both individual and group reliability have been determined by the test-retest method with an interval of one week between the test administrations. A sample of 134 employees shows a product moment correlation of .89. Group reliabilities range from .96 to .99 with reliability greater for groups of 50 or more employees.

VALIDITY:

Good correspondence was found to exist between the inventory results and the considered judgements of experienced observers. In three of the companies surveyed, validity was established by conducting nondirective interviews among a cross-section of the employees.

STANDARD SCORES:

Well standardised scores are available for comparative analysis of attitude levels in similar business firms and within similar departments. .

<u>Statements</u>	<u>Agree</u>	<u>Neutral</u>	<u>Dis- agree</u>
1. The hours of work here are O'K	_____	_____	_____
2. Management does everything possible to prevent accidents/problems in our work.....	_____	_____	_____
3. Management is doing its best to give us good working conditions.....	_____	_____	_____
4. In my opinion, the pay here is lower than in other companies.....	_____	_____	_____
5. They should do a better job of handling pay matters here.....	_____	_____	_____
6. I understand what the company benefit program provides for employees.....	_____	_____	_____
7. The people I work with help each other out when someone falls behind or gets into a problem.....	_____	_____	_____
8. My boss is too interested in his own success to care about the needs of employees.....	_____	_____	_____
9. My boss is always around us somewhere he watches us too closely.....	_____	_____	_____
*10. My boss gives us credit and praise for work well done.....	_____	_____	_____
11. Management here does everything it can to see that employees get a fair break on the job.....	_____	_____	_____

	<u>Agree</u>	<u>Neutral</u>	<u>Dis-</u> <u>agree</u>
12. If I have complaint to make, I feel free to talk to my supervisor/s.....	_____	_____	_____
13. My boss sees that employees are properly trained for their jobs.....	_____	_____	_____
14. My boss see that we have the things we need to do our jobs....	_____	_____	_____
15. Management here is really try- ing to build the organisation and make it successful.....	_____	_____	_____
16. Management here sees to it that there is cooperation between departments.....	_____	_____	_____
17. Management tells employees about company plans and developments.....	_____	_____	_____
18. They encourage us to make suggestions for improvements here.....	_____	_____	_____
19. I am often bothered by sudden speedups or unexpected slack periods in my work.....	_____	_____	_____
20. Changes are made here with little regard for the welfare of employees.....	_____	_____	_____
21. Compared with other employees, we get very little attention from Management.....	_____	_____	_____
22. Sometimes I feel that my job is not considered so much important.	_____	_____	_____
23. The longer you work for this company the more you feel you belong.....	_____	_____	_____
24. I have a great deal of interest in this company and its future...	_____	_____	_____

	<u>Agree</u>	<u>Neutral</u>	<u>Dis- agree</u>
25. I have little opportunity to use my abilities in this organization.....	_____	_____	_____
26. There are plenty of good jobs here for those who want to get ahead....	_____	_____	_____
27. I often exhausted and tried on my job.....	_____	_____	_____
28. They accept too much work from us around here.....	_____	_____	_____
29. Poor working conditions keep me from doing my best in my work.....	_____	_____	_____
30. For my kind of job, the working conditions are O'K.....	_____	_____	_____
31. I am paid fairly compared with other employees.....	_____	_____	_____
32. Compared with other companies, employee benefits here are good....	_____	_____	_____
33. A few of the people I work with think they run the place.....	_____	_____	_____
34. The people I work with get along well together.....	_____	_____	_____
35. My boss has always been fair in his dealings with me.....	_____	_____	_____
36. My boss gets employees to work together as a team.....	_____	_____	_____
37. I have confidence in the fairness and honesty of management.....	_____	_____	_____
38. Management here is really interested in the welfare of employees.....	_____	_____	_____
39. Most of the higher-ups are friendly toward employees.....	_____	_____	_____
40. My boss keeps putting things, off, he just lets things ride.....	_____	_____	_____

	<u>Agree</u>	<u>Neutral</u>	<u>Dis- agree</u>
41. My boss lets us know exactly what is expected of us.....	_____	_____	_____
42. Managements falls to give clear-cut orders and inst4ructions.....	_____	_____	_____
43. I know how my job fits in with other work in this organisation....	_____	_____	_____
44. Managements does not inform us about things we ought to know.....	_____	_____	_____
45. Long service really means something in this organisation.....	_____	_____	_____
46. You can get discussed here without much causes	_____	_____	_____
47. I can be sure of my job as I do good work.....	_____	_____	_____
48. I have plenty of freedom on the job to use my own judgement.....	_____	_____	_____
49. Everybody in this organisation tries to boss us around.	_____	_____	_____
50. I really feel part of this organisation.....	_____	_____	_____
51. The people who get promotions around here usually deserve them...	_____	_____	_____
52. I can learn a great deal on my present job.....	_____	_____	_____
53. My job is often dull and monotonous.....	_____	_____	_____
54. There is too much pressure on my job.....	_____	_____	_____
55. Some of the working conditions here are annoying.....	_____	_____	_____
56. I have the facilities to do my work.....	_____	_____	_____
57. My pay is enough to live on comfortably.....	_____	_____	_____

	<u>Agree</u>	<u>Neutral</u>	<u>Dis agree</u>
58. I am satisfied with the way employee benefits are handled here.....	_____	_____	_____
59. The company's employee benefit programme is O.K.....	_____	_____	_____
60. The people I work with are very friendly.....	_____	_____	_____
61. My boss really tries to get our ideas about things.....	_____	_____	_____
62. My boss ought to be friendlier toward employees.....	_____	_____	_____
63. My boss keeps his promises.....	_____	_____	_____
64. Management here has a very good personnel policy.....	_____	_____	_____
65. Management ignores our suggestions and complaints.....	_____	_____	_____
66. My boss knows very little about his job.....	_____	_____	_____
67. My boss has the work well organised.....	_____	_____	_____
68. This company operates efficiently and smoothly.....	_____	_____	_____
69. Management really knows its job..	_____	_____	_____
70. They have a poor way of handling employee complaints here.....	_____	_____	_____
71. You can say what you think around here.....	_____	_____	_____
72. You always know where you stand with this company.....	_____	_____	_____
73. When lay offs are necessary, they are handled fairly.....	_____	_____	_____
74. I am very much underpaid for the work that I do.....	_____	_____	_____

	<u>Agree</u>	<u>Neutral</u>	<u>Dis-</u> <u>agree</u>
75. I am really doing something worthwhile in my job.....	_____	_____	_____
76. I am proud to work for this company.....	_____	_____	_____
77. Filling in this inventory is a good way to let management know what employees think.....	_____	_____	_____
78. I think some good may come out of filling in an inventory like this one.....	_____	_____	_____

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